

Closure Stage Quality Assurance Report

Form Status: Approved	
Overall Rating:	Satisfactory
Decision:	
Portfolio/Project Number:	00134366
Portfolio/Project Title:	Business to Social Cohesion
Portfolio/Project Date:	2021-04-01 / 2022-12-31

Strategic	Quality Rating: Exemplary
<p>1. Did the project pro-actively identified changes to the external environment and incorporated them into the project strategy?</p>	

- 3: *The project team identified relevant changes in the external environment that may present new opportunities or threats to the project's ability to achieve its objectives, assumptions were tested to determine if the project's strategy was valid. There is some evidence that the project board considered the implications, and documented the changes needed to the project in response. (all must be true)*
- 2: The project team 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 did not fully integrate in the project. (both must be true)
- 1: The project team considered relevant changes in the external environment since implementation began, but there is no evidence that the project team considered these changes to the project as a result.

Evidence:

*New Covid wave, and transition of consultancies to %30 physical, %70 online consultancies (Attachments: Consultancy firms TOR, bootcamp program, site visit plan)

*Exchange rate risk: TRY/USD exchange rate has been fixed from higher level in March 2022, which is the month that purchases would be realized. Risk has been minimized for beneficiaries. (Attachment: Grant Guide)

* In order to see the impact on the beneficiaries, and to extend project activities, project duration has been extended for 6 months. (Attachment: Extension Request)

*Additional trainings were provided; i.e. photography, export trainings) in line with the sustainability of the provided consultancies and need. (Attachment: Training programs)

*B2B Matchmaking event has been designed and incorporated to the extension request, in line with the potentials of the cooperatives/entrepreneurs. It has been decided to match one to one with companies and cooperatives/entrepreneurs after seeing difficulties following economic crises. (Attachment: B2B program, Extension request)

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	B2BProgram_14712_301 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/B2BProgram_14712_301.pdf)	gamze.aksoy@undp.org	11/1/2022 1:52:00 PM

2	Component1_TermsofReference_14712_301 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Component1_TermsofReference_14712_301.pdf)	gamze.aksoy@undp.org	11/1/2022 1:41:00 PM
3	Component2_TermsofReference_14712_301 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Component2_TermsofReference_14712_301.pdf)	gamze.aksoy@undp.org	11/1/2022 1:41:00 PM
4	Bootcamp-Program-EN_14712_301 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Bootcamp-Program-EN_14712_301.pdf)	gamze.aksoy@undp.org	11/1/2022 1:43:00 PM
5	Mobilisationplan240122_14712_301 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Mobilisationplan240122_14712_301.xlsx)	gamze.aksoy@undp.org	11/1/2022 1:44:00 PM
6	MobilePhotographyforCommercialProducts_EN_14712_301 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/MobilePhotographyforCommercialProducts_EN_14712_301.docx)	gamze.aksoy@undp.org	11/1/2022 1:54:00 PM
7	B2SC_İhracat-Egitimi_Program_14712_301 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/B2SC_İhracat-Egitimi_Program_14712_301.docx)	gamze.aksoy@undp.org	11/1/2022 1:54:00 PM
8	03_B2SC_Annex-1-Extension_14712_301 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/03_B2SC_Annex-1-Extension_14712_301.pdf)	gamze.aksoy@undp.org	11/1/2022 2:05:00 PM

2. Was the project aligned with the thematic focus of the Strategic Plan?

- 3: *The project responded to at least one of the development settings as specified in the Strategic Plan (SP) and adopted at least one Signature Solution .The project's RRF included all the relevant SP output indicators. (all must be true)*
- 2: The project responded to at least one of the developments settings¹ as specified in the Strategic Plan. The project's RRF included at least one SP output indicator, if relevant. (both must be true)
- 1: While the project may have responded to a partner's identified need, this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.

Evidence:

The project was designed with following aims;
The impact of the COVID-19 pandemic reversed the progress made in the livelihoods sector and has highlighted the vulnerability associated with informal work and casual labor which triggered sudden and unexpected loss of income. Recent research shows that, in Turkey, women experienced more severe pandemic-triggered employment disruption than men. Moreover, the pandemic has hit the private sector hard, including over 15.000 Syrian-owned enterprises operating in Turkey that employ both Syrian and Turkish employees.
In response to the impact of the COVID-19 pandemic on private sector and individuals in need of sustainable income opportunities, the project aims to supporting businesses, entrepreneurs and cooperatives to cope with this negative impact and build back better their businesses while strengthening business relations among refugee and host community members as a way to promote social cohesion and inter/intra-community solidarity.
The specific objectives are as follows:

- To alleviate the effects of COVID-19 on businesses and women cooperatives through tailor-made

de business development services support,

- To increase access to employment opportunities of Syrians and host community members through entrepreneurship support,

Therefore; by supporting cooperatives and entrepreneurs after COVID 19 pandemic, project built resilience to shocks and crises through grant distributions, tailor made consultancies, and trainings as well as one to one matchmakings with companies. (Attachment:REA & Viveka Final Reports, 2 strategic agreements)

In these context, project is designed and implemented responding directly to ... Signature Solutions specified in the SP 2018-2021 & SP 2022-2025 ; Signature solution 3: Enhance national prevention and recovery capacities for resilient societies, Signature solution 6: Strengthen gender equality and the empowerment of women and girls, additionally Poverty and inequality (SP 2022).

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	Shopsal4DProtokol_14712_302 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Shopsal4DProtokol_14712_302.pdf)	gamze.aksoy@undp.org	11/1/2022 2:14:00 PM
2	Hepsiburadal4DProtokol_14712_302 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Hepsiburadal4DProtokol_14712_302.pdf)	gamze.aksoy@undp.org	11/1/2022 2:14:00 PM
3	VP-UNDP-Bootcamp-Final-Report_VAH_0710_14712_302 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/VP-UNDP-Bootcamp-Final-Report_VAH_0710_14712_302.pdf)	gamze.aksoy@undp.org	11/1/2022 2:15:00 PM
4	BusinesstoSocialCohesion-BusinessDevelopmentServicesfor40WomenCoop-FinalReport_14712_302 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/BusinesstoSocialCohesion-BusinessDevelopmentServicesfor40WomenCoop-FinalReport_14712_302.pdf)	gamze.aksoy@undp.org	11/1/2022 2:15:00 PM

Relevant**Quality Rating: Satisfactory**

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

- 3: Systematic and structured feedback was collected over the project duration 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 were 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 were engaged in implementation and monitoring, with a priority focus on the discriminated and marginalized. Beneficiary feedback, which may be anecdotal, was collected regularly to ensure the project addressed local priorities. This information was used to inform project decision making. (all must be true to select this option)*
- 1: Some beneficiary feedback may have been collected, but this information did not inform project decision making. This option should also be selected if no beneficiary feedback was collected
- Not Applicable

Evidence:

*As the project main beneficiaries are Syrians and host communities. All events (consultancies, boot camp) were designed with Arabic Turkish translation service. (Attachment: Sample programs, arabic visuals and presentations)

*As all project beneficiaries are women, all consultancies were planned according to their location and availability due to their home responsibilities. (Attachment: Consultancy programs)

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	Bootcamp-Program-AR_14712_303 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Bootcamp-Program-AR_14712_303.pdf)	gamze.aksoy@undp.org	11/1/2022 2:21:00 PM
2	ONEPAGER-AR-yeni-10-12-21_14712_303 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ONEPAGER-AR-yeni-10-12-21_14712_303.pdf)	gamze.aksoy@undp.org	11/1/2022 2:21:00 PM
3	VP-UNDPBootcamp-AllTrainingMaterials_14712_303 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/VP-UNDPBootcamp-AllTrainingMaterials_14712_303.pdf)	gamze.aksoy@undp.org	11/1/2022 2:23:00 PM
4	ONEPAGER-TR-yeni-8-12-211_14712_303 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ONEPAGER-TR-yeni-8-12-211_14712_303.pdf)	gamze.aksoy@undp.org	11/1/2022 2:27:00 PM
5	Bootcamp-Program-TR_14712_303 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Bootcamp-Program-TR_14712_303.pdf)	gamze.aksoy@undp.org	11/1/2022 2:27:00 PM

4. Did the project generate 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 were 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, were 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 were collected by the project team. There is little or no evidence that this informed project decision making.

Evidence:

*Photography Training served to the cooperatives/ entrepreneurs to continue and provide their own solutions. Project would provide professional photography services to them, however, giving them relevant trainings keep them updated and renew their catalogue which served their sustainability. (Attachment: Training Programme)

* One of the project main outputs is Social Procurement Report which is a proposal and informative report for the managers and decision makers for responsible purchasing. (Social Procurement Report)

*After the consultancies, and bootcamps it has been decided to match companies and beneficiaries one by one in order to make sustainable collaborations. (Attachment: B2B Report)

Project methodology and good practices were shared with the leading parties of livelihood sector through livelihood working group meetings in national and local spheres.

Project produced a Lessons learned report and an "end of project monitoring report". Findings and results are share in these documents.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	SosyalSatinAlmaRaporu_26.10.2022_14712_304 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/SosyalSatinAlmaRaporu_26.10.2022_14712_304.docx)	ece.beyazit@undp.org	11/4/2022 8:30:00 AM
2	TrainingTimeline_14712_304 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/TrainingTimeline_14712_304.xlsx)	gamze.aksoy@undp.org	11/1/2022 2:33:00 PM
3	MobilePhotographyforCommercialProducts_EN_14712_304 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/MobilePhotographyforCommercialProducts_EN_14712_304.docx)	gamze.aksoy@undp.org	11/1/2022 2:33:00 PM
4	UNDP_B2SC_B2B_Eng_14712_304 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/UNDP_B2SC_B2B_Eng_14712_304.pptx)	ece.beyazit@undp.org	11/2/2022 9:28:00 PM

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

- 3: *There was credible evidence that the project reached 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 was not considered 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 was not at scale, and there are no plans to scale up the project in the future.

Evidence:

Project reached 80 women led entities which includes (58 cooperatives, 22 entrepreneurs). Cooperatives and women are essential for regional development. Beneficiary profiles were diverse in terms of geographical dimension, cultural and social aspects and economical aspects. Multiple effect of the project served to the expansion of the project impact. (Attachment: Project beneficiary list)

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#	File Name	Modified By	Modified On
1	B2SC-Yararlanici-Listesi_14712_305 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/B2SC-Yararlanici-Listesi_14712_305.xlsx)	gamze.aksoy@undp.org	11/1/2022 2:46:00 PM

Principled**Quality Rating: Satisfactory**

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

- 3: *The project team 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 had 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 had 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:

(Attachment: GEN3 Document)

The project aims to support women entrepreneurs and women's cooperatives to cope with the impacts of the COVID-19 pandemic, build their businesses back better while strengthening business relations among refugee and host community members as a way to promote social cohesion and inter/intra-community solidarity. The Project has been extended from March 2022 to September 2022 which allowed the project to reach more women entrepreneurs and cooperatives. The focus and the beneficiaries of the Project are women entrepreneurs and women's cooperatives and with the changing conditions described above, the project reached even more women and increased its impact through additional supports; and by this token, the Project contributes to the closing of the gender gap in socio-economic life.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	Gender-Marker-Upgrade_B2SC_final.docx_14712_306 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Gender-Marker-Upgrade_B2SC_final.docx_14712_306.pdf)	gamze.aksoy@undp.org	11/1/2022 2:48:00 PM

7. Were social and environmental impacts and risks successfully managed and monitored?

- 3: Social and environmental risks were tracked in the risk log. Appropriate assessments conducted where required (i.e., Environmental and Social Impact Assessment (ESIA) for Substantial and 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 is a substantive change to the project or change in context that affects risk levels, the SESP was updated to reflect these changes. (all must be true)
- 2: *Social and environmental risks were tracked in the risk log. Appropriate assessments conducted where required (i.e., Environmental and Social Impact Assessment (ESIA) for Substantial and 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 was categorized as Low risk through the SESP.*
- 1: Social and environmental risks were tracked in the risk log. For projects categorized as High, Substantial, or Moderate Risk, there was no evidence that social and environmental assessments completed and/or management plans or measures development, implemented or monitored. There are substantive changes to the project or changes in the context but SESP was not updated. (any may be true)

Evidence:

The project does not pose any major social and environmental risk. Please see the SESP attached.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	SESP_BusinesstoSocialCohesion_2021_14712_307 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/SESP_BusinesstoSocialCohesion_2021_14712_307.pdf)	oyku.ulucay@undp.org	11/13/2022 6:06:00 AM

8. Were grievance mechanisms available to project-affected people and were grievances (if any) addressed to ensure any perceived harm was effectively mitigated?

- 3: Project-affected people actively informed of UNDP's Corporate Accountability Mechanism (SRM/SECU) and how to access it. If the project was categorized as High, Substantial, or Moderate Risk through the SESP, a project-level grievance mechanism was in place and project affected people informed. If grievances were received, they were effectively addressed in accordance with SRM Guidance. (all must be true)
- 2: *Project-affected people informed of UNDP's Corporate Accountability Mechanism and how to access it. If the project was categorized as Substantial or High Risk through the SESP, a project -level grievance mechanism was in place and project affected people informed. If grievances were received, they were responded to but faced challenges in arriving at a resolution.*
- 1: Project-affected people was not informed of UNDP's Corporate Accountability Mechanism. If grievances were received, they were not responded to. (any may be true)

Evidence:

In order to identify participants that would participate in the Bootcamps, an open call was introduced

d between 22 and 30 November 2021. Before launching the call, preparatory actions were undertaken to ensure a smooth and planned implementation system. In this regard, first, all the visuals including social media materials were prepared before making the announcements and sent to the approval of the UNDP and Ministry of Industry and Technology General Directorate of Development Agencies. Upon the revisions and approval of the visuals, a detailed application form was prepared and sent to the approval of the Contracting Authorities. Once all the materials were approved, the open call was launched on 22 November 2021. All the materials were prepared both in Turkish and Arabic.

Prior to the launch of the call, the eligibility rules of the program were determined and integrated into the application form and other announcements. In this regard, eligibility requirements were as follows:

- Having a business idea / being a company owner,
- Living in Mersin, Hatay, Gaziantep, Adana, Şanlıurfa, Kahramanmaraş, Sivas, Yozgat, Konya, Kayseri, Nevşehir, İzmir, Manisa, Aydın, Denizli and Muğla provinces,
- Having commitment to improve their commercialization processes and sales channels,
- Being a Syrian under Temporary Protection (SuTUP) or a host community (HC) member,
- Being a women entrepreneur or member of a women's cooperative

In the application form as well as the announcements, several messages were shared about the eligibility rules and details of the program to ensure reaching the right target groups. In this regard, the application form included information about the program objectives, activities, process, eligibility rules, calendar and outcomes. All the announcements and application forms were prepared both in Turki

sh and Arabic, to provide equal opportunity to both SuTPs and host community members.

Once the eligible applicants were identified, a thorough evaluation was conducted to determine the final list of participants. The applicants were evaluated based on the following criteria:-Background and competency of the applicant(and their team, when relevant)-Applicability of the business idea/plan -Sustainability and commercialization/growth potential of the proposed business-Perceived benefit of the program for the applicant

*Project team made one to one meetings with the bootcamp beneficiaries who could not be selected for the second step (consultancy service) to respond their needs and grievance.

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No documents available.

Management & Monitoring

Quality Rating: Satisfactory

9. Was the project's M&E Plan adequately implemented?

- 3: *The project had a comprehensive and costed M&E plan. Baselines, targets and milestones were fully populated. Progress data against indicators in the project's RRF was 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, included during evaluations and/or After-Action Reviews, were used to take corrective actions when necessary. (all must be true)*
- 2: The project costed M&E Plan, and most baselines and targets were populated. Progress data against indicators in the project's RRF was collected on a regular basis, although there was may be some slippage in following the frequency stated in the Plan and data sources was not always reliable. Any evaluations conducted, if relevant, met most decentralized evaluation standards. Lessons learned were captured but were used to take corrective actions. (all must be true)
- 1: The project had M&E Plan, but costs were not clearly planned and budgeted for, or were unrealistic. Progress data was not regularly collected against the indicators in the project's RRF. Evaluations did not meet decentralized evaluation standards. Lessons learned were rarely captured and used. Select this option also if the project did not have an M&E plan.

Evidence:

Project M&E plan has been integrated in to project document and according to this plan progress data against the results indicators in the RRF were collected and analysed to monitor the progress of project achieving the agreed outputs. AWP was also designed and implemented fully compatible with RRF. As project extended and revised by additional activities, log-frame and AWP were also revised and these additional activities and targets/outcomes were also integrated to project plans.

Project has been monitored by target oriented and by monitoring visits. Site visits were made by project team for taking corrective actions during implementation period. Additionally, monitoring visits were made by M&E officer at the end of implementation period of the project, for monitoring effects of the project on the beneficiaries side and also revealing lessons learned.

List of Uploaded Documents

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No documents available.

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

- 3: The project's governance mechanism operated well, and was a model for other projects. It met in the agreed frequency stated in the project document and the minutes of the meetings were all on file. There was 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 reviewed and used 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 met in the agreed frequency and minutes of the meeting are on file. A project progress report was submitted to the project board or equivalent at least once per year, covering results, risks and opportunities. (both must be true to select this option)
- 1: *The project's governance mechanism did not meet in the frequency stated in the project document over the past year and/or the project board or equivalent was not functioning as a decision-making body for the project as intended.*

Evidence:

PSC did not meet annually as it was stated in the project document.

Management Response:

PSC could not be realized due to Japan Government's busy schedule, and inability to participate project events. Project team provided written progress report to the donor with the application of no cost time extension request at the end of Year1 of the project implementation. While there was no formal PSC convening, Project team and Ministry of Industry and Technology (Development Agencies) met every week on project progress and took decisions for future steps. Also, Development Agencies were involved to several meetings and monitoring processes of grant distributions.

For the selection of the beneficiaries, independent boards have been established with the consultancy firms, Ministry of Industry and Technology and UNDP, and based on the agreed selection criteria, beneficiaries have been selected with consensus (Attachment: Selection Minutes)

Additionally, monitoring meetings were realized with the contractors (Viveka, REA, I4D, Kentsel Strateji) in order to follow up their progress and consultation area for better implementation.

For anadoludakiler.org platform, focus group meetings have been realized together with the contractor (Kentsel Strateji) beneficiaries, development agencies as well as Ministry of Industry and Technology and UNDP.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	05_UNDPPProjectProgress_14712_310 (http://intranet.undp.org/apps/ProjectQA/QAFormDocuments/05_UNDPPProjectProgress_14712_310.docx)	eltaf.ersay@undp.org	11/14/2022 10:48:00 AM
2	RE-JSB2020FundedBusinesstoSocialCohesion-RequestsforExtension_14712_310 (http://intranet.undp.org/apps/ProjectQA/QAFormDocuments/RE-JSB2020FundedBusinesstoSocialCohesion-RequestsforExtension_14712_310.eml)	eltaf.ersay@undp.org	11/14/2022 10:48:00 AM
3	ISGELI1_14712_310 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ISGELI1_14712_310.DOC)	ece.beyazit@undp.org	11/2/2022 9:39:00 PM

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

- 3: The project monitored risks every quarter and consulted with the key stakeholders, security advisors, to identify continuing and emerging risks to assess if the main assumptions remained valid. There is clear evidence that relevant management plans and mitigating measures were fully implemented to address each key project risk and were updated to reflect the latest risk assessment. (all must be true)
- 2: *The project monitored risks every year, as evidenced by an updated risk log. Some updates were made to management plans and mitigation measures.*
- 1: The risk log was not updated as required. There was may be some evidence that the project monitored risks that may affected the project's achievement of results, but there is no explicit evidence that management actions were taken to mitigate risks.

Evidence:

Project team monitored identified risks during implementation phase of the project. Project management took necessary action when needed for minor and major issues which were mostly had the ability to effect project activities negatively. For example; in boot-camp event, childcare service has been provided for participants who have children. This service encouraged them for participating activities and reduced the risk of low participation level. Secondly, project team made site visits to all project provinces and established direct contact with beneficiaries and implementing partners. These actions provide close coordination and collaboration on all hands. Other major risks are identified and explained in risk-log document which is attached.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	B2SC_Risklog_14712_311 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/B2SC_Risklog_14712_311.docx)	oyku.ulucay@undp.org	11/13/2022 6:16:00 AM

Efficient**Quality Rating: Highly Satisfactory**

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

- Yes
 No

Evidence:

-Project team was design successfully for the implementation.

-The number of beneficiaries and number of conducted activities were cost effective. Project budget was 1.1 M USD but the impact and reached beneficiaries were impressive. Project reached 80 grant beneficiaries (35 + provinces) , 104 bootcamp beneficiaries. 81 provinces were covered by anadolud akiler.org. digital platform.

-Resources and activities were re-designed with the extension request as contracts were signed in TRY and USD/TRY exchange rate was increased in an unexpected way during the project lifespan.

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No documents available.

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

- 3: The project had a procurement plan and kept it updated. The project quarterly reviewed operational bottlenecks to procuring inputs in a timely manner and addressed them through appropriate management actions. (all must be true)
- 2: *The project had updated procurement plan. The project annually reviewed operational bottlenecks to procuring inputs in a timely manner and addressed them through appropriate management actions. (all must be true)*
- 1: The project did not have an updated procurement plan. The project team may or may not have reviewed operational bottlenecks to procuring inputs regularly, however management actions were not taken to address them.

Evidence:

Due to prolonged procurement processes, the activities did not start on time, the implementation phase was squeezed, and an extension was needed. The project was based on an intense schedule, including site visits in 35 provinces of Turkey and 20 hours of business development consultation for 80 beneficiaries. Due to prolonged procurement processes, the field should have to reschedule, field visits had to be conducted in harsh weather conditions and the implementation period had to be conducted within a very limited timeframe.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

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

- 3: *There is evidence that the project regularly reviewed costs against relevant comparators (e.g., other projects or country offices) or industry benchmarks to ensure the project maximized results delivered with given resources. The project actively coordinated with other relevant ongoing projects and initiatives (UNDP or other) to ensure complementarity and sought efficiencies wherever possible (e.g. joint activities.) (both must be true)*
- 2: The project monitored its own costs and gave anecdotal examples of cost efficiencies (e.g., spending less to get the same result,) but there was no systematic analysis of costs and no link to the expected quality of results delivered. The project coordinated activities with other projects to achieve cost efficiency gains.
- 1: There is little or no evidence that the project monitored its own costs and considered ways to save money beyond following standard procurement rules.

Evidence:

*Project costs were monitored on a daily basis. Budget management have been re-designed according to exchange rate fluctuations and additional activities and grantees have been redesigned in the extension. (Attachment: Project Extension)

*Export and photography trainings have been realized through online participation in order to be cost and time efficient (Attachment: Training Programme, with zoom link)

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	03_B2SC_Annex-1-Extension_14712_314 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/03_B2SC_Annex-1-Extension_14712_314.pdf)	gamze.aksoy@undp.org	11/1/2022 2:53:00 PM
2	MobilePhotographyforCommercialProducts_EN_14712_301_14712_314 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/MobilePhotographyforCommercialProducts_EN_14712_301_14712_314.docx)	ece.beyazit@undp.org	11/2/2022 9:42:00 PM
3	B2SC_İhracat-Egitimi_Program_14712_301_14712_314 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/B2SC_İhracat-Egitimi_Program_14712_301_14712_314.docx)	ece.beyazit@undp.org	11/2/2022 9:42:00 PM

Effective**Quality Rating: Exemplary**

15. Was the project on track and delivered its expected outputs?

- Yes
 No

Evidence:

Project reached %100 of project results and more regarding the expected indicators. (Attachment: Project Final Report & updated Results Framework)

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	BusinesstoSocialCohesion_RFRevision_Nov22_14712_315 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/BusinesstoSocialCohesion_RFRevision_Nov22_14712_315.xlsx)	gamze.aksoy@undp.org	11/3/2022 1:43:00 PM

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

- 3: Quarterly progress data informed regular reviews of the project work plan to ensure that the activities implemented were most likely to achieve the desired results. There is evidence that data and lessons learned (including from evaluations /or After-Action Reviews) were used to inform course corrections, as needed. Any necessary budget revisions were made. (both must be true)
- 2: There was at least one review of the work plan per year with a view to assessing if project activities were on track to achieving the desired development results (i.e., outputs.) There may or may not be evidence that data or lessons learned were 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 were delivered on time, no link was made to the delivery of desired development results. Select this option also if no review of the work plan by management took place.

Evidence:

*In line with weekly meetings with beneficiary and project team as well as weekly budget meetings necessary actions have been taken and consulted between partners. Accordingly, following actions have been taken in result of the consultations and regular reviews; selection of project beneficiaries, no-cost extension request, B2B event, anadoluda kiler.org platform structure, decision on the subject of advocacy report (Social Procurement Report), Grant (purchasing)areas.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

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

- 3: *The project targeted 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 were reached as intended. The project engaged regularly with targeted groups over the past year to assess whether they benefited as expected and adjustments were made if necessary, to refine targeting. (all must be true)*
- 2: The project targeted 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 was some engagement with beneficiaries in the past year to assess whether they were benefiting as expected. (all must be true)
- 1: The project did not report on specific targeted groups. There is no evidence to confirm that project beneficiaries are populations have capacity needs or are deprived and/or excluded from development opportunities relevant to the project area of work. There is some engagement with beneficiaries to assess whether they benefited as expected, but it was limited or did not occurred in the past year.
- Not Applicable

Evidence:

As a COVID-19 response project, beneficiaries were selected among recently established women led initiatives which were impacted most by the negative effects of COVID 19. The initiatives which support participation of both host community and S uTP were prioritized during selection.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

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

18. Were 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.) were used to fully implement and monitor the project. All relevant stakeholders and partners were 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.) were used to implement and monitor the project (such as country office support or project systems) were also used, if necessary. All relevant stakeholders and partners were actively engaged in the process, playing an active role in project decision-making, implementation and monitoring. (both must be true)*
- 1: There was relatively limited or no engagement with national stakeholders and partners in the decision-making, implementation and/or monitoring of the project.
- Not Applicable

Evidence:

Main beneficiary of the project (MoIT,GDDA) was fully engaged into the phases of the planning, implementation, evaluation and follow up. All design of the activities were discussed between partners via weekly meetings. Although Development Agencies were not direct implementing partners in the project design, they were always included to the project implementation with support of MoIT.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

19. Were there regular monitoring of changes in capacities and performance of institutions and systems relevant to the project, as needed, and were the implementation [arrangements](#)⁸ adjusted according to changes in partner capacities?

- 3: Changes in capacities and performance of national institutions and systems were assessed/monitored using clear indicators, rigorous methods of data collection and credible data sources including relevant HACT assurance activities. Implementation arrangements were formally reviewed and adjusted, if needed, in agreement with partners according to changes in partner capacities. (all must be true)
- 2: Aspects of changes in capacities and performance of relevant national institutions and systems were monitored by the project using indicators and reasonably credible data sources including relevant HACT assurance activities. Some adjustment was made to implementation arrangements if needed to reflect changes in partner capacities. (all 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:

Ministry of Industry and Technology is the partner of this project as a national institution. MoIT has been supported by promotional capacity development services. Within the scope of these supports, subscription to seven different learning platforms have been purchased such as; Language training, business management courses and some memberships to business/finance periodicals. As MoIT and staff of the institution are not beneficiary groups of this project.

Additionally, during the project implementation, within the scope of RPA Agreement with I4D, a micro assessment has been realized before the signature of the agreement and a spot check has been conducted independently after the completion of the agreement.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	ÜyeOlunacakPlatformlarveGenelMüdürlüğünKapasitesininArtırılmasıİçinihtiyaçlar_14712_319 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ÜyeOlunacakPlatformlarveGenelMüdürlüğünKapasitesininArtırılmasıİçinihtiyaçlar_14712_319.docx)	berkin.erol@undp.org	11/2/2022 3:02:00 PM
2	I4DSpotCheckReportFinal_14712_319 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/I4DSpotCheckReportFinal_14712_319.pdf)	eltaf.ersay@undp.org	11/15/2022 8:14:00 AM
3	I4D_MicroAssessmentReport_14712_319 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/I4D_MicroAssessmentReport_14712_319.pdf)	eltaf.ersay@undp.org	11/15/2022 8:14:00 AM

20. Were the transition and phase-out arrangements were reviewed and adjusted according to progress (including financial commitment and capacity).

- 3: The project's governance mechanism regularly reviewed the project's sustainability plan, including arrangements for transition and phase-out, to ensure the project remained on track in meeting the requirements set out by the plan. The plan was implemented as planned by the end of the project, taking into account any adjustments made during implementation. (both must be true)
- 2: *There was a review of the project's sustainability plan, including arrangements for transition and phase-out, to ensure the project remained on track in meeting the requirements set out by the plan.*
- 1: The project may have had a sustainability plan but there was no review of this strategy after it was developed. Also select this option if the project did not have a sustainability strategy.

Evidence:

Following regular meetings with the beneficiary phase out arrangements were reviewed and adjusted accordingly;

-Development Agencies will be realized 1 planned, 1 un-planned monitoring to the grant beneficiaries and documents will be uploaded to cloud folders (Attachment; Sample Monitoring Reports) and MoIT will follow the status of the beneficiaries. (Attachment: Grant Guide, Development Agencies Monitoring Guide)

-Advocacy report subject has been decided together with the beneficiary in order to provide a sustainable report which might be used by the decision makers, as well as private sector and international and national institutions.

-Anadoludakiler.org platform was prepared in cooperation with Ministry of Industry and Technology and infrastructure and management have been transferred to the MoIT. Ministry of Industry and Technology will be managing and controlling the platform as their ownership is very high. As the continuation of the platform, MoIT plans to integrate all local producers to the platform where they will meet with young people, designers as well as other producers.

- After the completion of the project, project was transferred to the MoIT for which they will follow up project beneficiaries' status, given grants and their status. Full management and responsibility of anadoludakiler.org was given to the MoIT also. Provision of project trainings (online) to the newly established cooperatives/entrepreneurs will be also realized by the MoIT. (Attachment: E-mail)

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	HibeRehberi_020322_docx_14712_320 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/HibeRehberi_020322_docx_14712_320.pdf)	ece.beyazit@undp.org	11/2/2022 9:56:00 PM
2	İştenSosyalUyumaProjesiİzlemeDeğerlendirmeTespitFormu_AHİKA-DELİCE_14712_320 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/İştenSosyalUyumaProjesiİzlemeDeğerlendirmeTespitFormu_AHİKA-DELİCE_14712_320.pdf)	ece.beyazit@undp.org	11/2/2022 9:47:00 PM
3	İştenSosyalUyumaProjesiİzlemeDeğerlendirmeTespitFormu_AHİKA-ASIKLI_14712_320 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/İştenSosyalUyumaProjesiİzlemeDeğerlendirmeTespitFormu_AHİKA-ASIKLI_14712_320.pdf)	ece.beyazit@undp.org	11/2/2022 9:47:00 PM
4	A_7KKOOP_İZLEMEDEĞ.TESPİTFORMU_14712_320 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/A_7KKOOP_İZLEMEDEĞ.TESPİTFORMU_14712_320.pdf)	ece.beyazit@undp.org	11/2/2022 9:48:00 PM

QA Summary/Final Project Board Comments

