This project is co-funded by the European Union and the Republic of Turkey.

Technical Assistance for
Support to Development of a Policy Framework on Total Factor Productivity

Reference Contract No: DOGER/SDPF/TR2013/0740.10-10.02/GRA/003

FINAL REPORT

Reporting Period: 12.11.2015 – 11.11.2018

United Nations Development Programme
Country Office, Turkey

Support to Development of a Policy Framework on Total Factor Productivity is a technical assistance project financed by the European Union (EU) and the Republic of Turkey and executed by the United Nations Development Programme (UNDP). The Central Finance and Contracts Unit (CFCU) is the contracting authority of the Project. The beneficiary of the Project is the Presidency of Republic of Turkey, Presidency of Strategy and Budget.

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BEYSAD	White Goods Suppliers Association
CFCU	Ministry of Treasury and Finance Central Finance and Contracts Unit
DoA	Description of Action
DTL	Deputy Team Leader
EC- UN	European Commission – United Nations
EFQM	European Foundation of Quality Management
EIS	Entrepreneur Information System
EUD	Delegation of the European Union to Turkey
FUSSI	Follow Up Support System for Institutionalization
GVC	Global Value Chain
IHKIB	İstanbul Apparel Exporters' Association
IPA	Instrument for Pre-accession Assistance
KALDER	Turkish Quality Association
KOSGEB	Small and Medium Enterprises Development Organization of Turkey
MoIT	Ministry of Industry and Technology
MoT	Ministry of Trade
NGO	Non-Governmental Organization
PSB	Presidency of Turkey, Presidency of Strategy and Budget
PMU	Project Management Unit
PSC	Project Steering Committee
SDGs	Sustainable Development Goals
SME	Small and Medium Enterprise
SPO	Senior Programme Officer
SSID	Semi-Structured in Depth
SWOT	Strengths, Weaknesses, Opportunities and Threats
TEPAV	The Economic Policy Research Foundation of Turkey
TFP	Total Factor Productivity
TL	Team Leader
TOBB	The Union of Chambers and Commodity Exchanges of Turkey
TURK-STAT	Turkish Statistical Institute
TTGV	Technology Development Foundation of Turkey
TUSİAD	Turkish Industry and Business Association
UNDP	United Nations Development Programme
WG	Working Group

1. INTRODUCTION (PROJECT SYNOPSIS)

Title of the action:	Support to Development of a Policy Framework on Total Factor Productivity
Name of the Beneficiary Institution:	Presidency of Strategy and Budget, Presidency of Republic of Turkey Department of Economic Modelling General Directorate of Economic Modeling and Conjunctural Evaluation Necatibey Street, No:110/A Floor:10, Yücetepe, Ankara/TURKEY Phone : +90.312.294 60 26 Fax : +90.312.294 60 77
Location of the Action:	Turkey
Total duration of the action:	36 Months[1]
Total budget for the action:	EUR 2.975.411,30
EU and Turkey financing requested:	EUR 2.975.411,30 (EU 85% +Turkey 15%)
EU and Turkey financing requested as a percentage of total budget of the Action:	EU 85%, TUR 15%
Objectives of the action:	**Overall objective:** To improve the contribution of total factor productivity to growth. **Specific objective:** To improve the institutional capacities to formulate and implement sector policies and strategies that contribute to national competitiveness.
Target groups:	The Project has targeted to reach and interact with a wide range of stakeholders from public sector to private sector covering policy makers and business actors including think tanks, business service organizations, SMEs etc. About 3000 companies have been reached through surveys and more than 40 institutional stakeholders have been reached through working groups, Steering Committee, workshops etc.
Final beneficiaries:	Strategy and Budget Office, Presidency of Republic of Turkey will be the final beneficiary who will own the policy framework and manufacturing industry representatives and overall economic actors will be also among the final beneficiaries to be affected by the policy framework.
Results:	1. Factors limiting Total Factor Productivity in Turkey identified. 2. A macro-level policy framework that would boost total factor productivity developed and operationalized.
Status	Completed.

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[1] The Project was extended until 11 November 2018 with Addendum No.1 to the Agreement which entered into force on 14 February 2018.

2. EXECUTIVE SUMMARY

Increasing productivity is critical for improvement of the manufacturing capacity, enhancement of competitiveness and acceleration of growth and thus economic and social development. In Turkey, productivity is the main obstacle of the growth. The purpose of the Support to Development of a Policy Framework on Total Factor Productivity Project is to produce a policy framework, which is shaped by a forward-looking analysis, based on economic convergence scenarios, and which at the same time takes into account the fundamental differences between manufacturing industries in terms of Total Factor Productivity (TFP) constraints.

Support to Development of a Policy Framework on Total Factor Productivity Project's overall objective is to improve the contribution of total factor productivity to growth and specific objective is to improve the institutional capacities to formulate and implement sector policies and strategies that contribute to national competitiveness.

The Project, funded by the European Union (EU) and the Republic of Turkey, has targeted to reach and interact with a wide range of stakeholders from public sector to private sector covering policy makers and business actors including think tanks, business service organizations etc. Presidency of Republic of Turkey, Presidency of Strategy and Budget (PSB) is the final beneficiary who will own the policy framework and manufacturing industry representatives and overall economic actors will be also among the final beneficiaries to be affected by the policy framework. UNDP Turkey aims to find practical solutions to Turkey's development challenges and manages projects together with the Turkish Government UNDP Turkey and PSB implemented the Project in close coordination with all relevant actors benefiting from different field level project implementation experience.

The Project consists of three components. As stated in the Description of Action (DoA) document, (a) Inception (b) TFP Assessment and (c) TFP Policy Framework.

The policy utilizing the framework, and the follow-up activities after the policy to be in place is supported by pilot studies. Pilot studies were likely to help to identify the strengths and weaknesses of the policy setting. PMU produced a long-list of TFP pilots within Pilot Options Report and presented to the Steering Committee for discussion. While producing the long-list of TFP pilots, PMU also collected ideas from relevant stakeholders.

Together with PSB, PMU identified four Pilot Projects and put forward their link with the horizontal themes identified during the course of the Action and policy recommendations suggested in White Paper

Pilot 1: Design of a Digital Value Chain Platform for Ready-made Garment Sector
Pilot 2: Preparation of Prototype Software Substructure for Ready-Made Garment Digital Value Chain Platform
Pilot :3 Design of a Road Map with related stakeholders to enable SMEs to utilize Carbon Fiber more widely
Pilot 4: Evaluation of EFQM Excellence Model's Impact on Institutionalization in SMEs

In line with the objectives and specific objectives set for the Project, as a result of affirmative and deliberate work plan, all components have been successfully completed. The factors limiting TFP have been identified through the completion of field studies and international benchmarking study and Synthesis Report; a macro-level policy framework that would boost TFP have been developed through the completion of Green Paper and White Paper and finally policy framework have been operationalized through the completion of Pilot Projects. A comprehensive capacity development program that would strengthen the relevant stakeholders including the beneficiary has been conducted.

During the implementation of the action, it has been observed that although macro level policies were implemented through various public institutions, productivity was not at the top priority level. In fact, in the Tenth Development Plan it was stated that a growth strategy that would promote a competitive, export oriented, and private sector-led production structure through advances in productivity and industrialization would be adopted. However, while designing and implementing policies, more emphasis on productivity was needed at the policy level. This kind of focus is also detrimental in private sector. Experience gained during the Project has demonstrated that private sector companies and SMEs, in particular lack the necessary will, competence and infrastructure to evaluate themselves and measure their rate of productivity. Although, productivity focus by the public is prominent, benchmarking and self-assessment is of paramount importance for the companies themselves and for the value chains they are integrated for the long-term sustainable productivity.

During the course of Action almost all stakeholders have reached a consensus on the importance of implementation capacity. Necessary measures and tools to eliminate the problems in implementation were crucial. In fact, Turkey has developed comprehensive policies, institutions

and support schemes that are similar to its global peers. However, the efficiency level in implementation differed due to three main problems:

- Transfer of authority and coordination between policy, program and implementation tools in the areas of interest, responsibility and mandate of different ministries
- Evaluation of implementation results
- Shortcomings in technology, theme, prioritization and concentration

At the political level key lesson learned was that policy framework should have been designed together with implementation practices; and complementing tools and measures should have been developed for the policy makers as well as policy practitioners in the field. Another important aspect is on evaluation capacity of the results in a holistic view.

Finally, access to data and capacity to use this data have emerged as two important problems during the course of the Action. It has been experienced that not only private companies and NGOs, but also public institutions had problems in accessing data that they will use in decision making. This might be attributed to mandate and coordination problems among public institutions. The importance of access to and use of data in strategic decision making and policy setting had become one of the lessons learned at all levels. Project targeted to address this challenge under Component 2 with variety of actions. From delivery of specific training programs to establishment of specific software tools and data bases as well as provision of a business intelligence tool for local stakeholders. Although positive feedback is received from local partners on these actions, alignment of all relevant priorities and strong collaboration between public institutions brings practical benefits.

3. REVIEW OF PROGRESS AND PERFORMANCE AT COMPLETION

3.1. POLICY AND PROGRAM CONTEXT

Considerable changes occurred in the policy and programme context during the execution of the Project. Notable developments are presented below:

- Addendum No 1 to the Agreement

As it has been recognized by all stakeholders during Project Steering Committee and Coordination meetings, the Project Management Unit (PMU) has come across some difficulties in

the implementation process and there have been some incidents beyond the control of the PMU. Unfortunately, these factors have caused major delays in the delivery of the Project outputs.

Within the Project, Semi-structured In-depth (SSID) Interviews, semi-structured surveys and structured surveys have been conducted with 73 large-scale manufacturers, 396 (mostly) medium-sized suppliers and 2,502 end-to-end SMEs. For better assessment of the factors limiting TFP at company level, the surveys were designed broad in scope. Because of the scope of these surveys, the completion of the surveys took longer time than expected. In fact, the PMU had recognized the insufficiency of the 5 months period allowed for surveys in DoA and the duration was modified to 9 months. Additionally, 15 July 2016 coup attempt affected adversely the participation of companies to the surveys. This factor unfortunately emerged as an important challenge for the completion of field search on time. As a result, the surveys and their assessment were completed yet in October 2017.

In fact, surveys constitute the backbone of the Project since both TFP Assessment and TFP Policy Framework have been built on the results of the analysis of these surveys. Synthesis Report collates survey analysis, international benchmarking exercises, country studies and the result of thematic and sectoral meetings in a way to produce the main policy framework to be introduced by Green Paper and White Paper. Therefore, the main outputs and deliverables of the Project have been affected from the delay in the completion of the survey analysis.

Additionally, because of the 15 July 2016 incident and its repercussions in the public institutions, the PMU was not able to hold Steering Committee and Working Group meetings as planned. Successive staff changes as well as the vacant positions in the government institutions constrained the holding of these meetings on time.

In order to mitigate these delays and increase the quality of the outputs, counter measures were put forward by the PMU. The scope of the benchmarking exercise was widened, and more than 50 countries have been analyzed in comparison to four selected sector performances together with the policy level actions. Global Value Chain Assessment Vertical Report, providing an overall summary of the four global value chain reports were developed and introduced in depth analysis of the four global value chains providing detailed assessments of trends, norms and political norms that are affecting company level decisions and actions. Country reports on Germany and South Korea were prepared as well to provide deeper insight for public policy measures in response to specific needs of PSB. Moreover, for the effective use of time, the timeline for sectoral and thematic workshops were advanced. During June-August 2017, four sectoral and four thematic meetings were held with the participation of public institutions, private sector companies, universities, NGOs and all relevant stakeholders. In these meetings, the PMU managed to reach over 200 participants and valuable insights and information as an

input to the Synthesis Report. Additionally, after consultations with relevant stakeholders in different platforms and in Working Group meetings, Pilot Projects were determined.

However, considering the duration of the Project, the consultative process between Green Paper and White Paper had been limited with only 2 months. PMU has given utmost importance to the consultation process, since it increases the participatory basis and the quality of the final output of the Project. Therefore, PMU decided to lengthen the period for consultation process as envisaged in DoA. Moreover, Pilot 1 and Pilot 2 projects were designed as successive projects in such a way that while Pilot 1 determined the design of the digital value chain platform for ready-made garment sector, Pilot 2 aimed to prepare a prototype software for the design developed in Pilot 1. Six months each, in total one-year period had been required for these successive Pilot Projects.

Taking into account these considerations, with the letter dated 20 December 2017 to CFCU, after getting approval of PSB, UNDP requested to extend the duration of the Project to 36 months. This no cost extension was requested in order to ensure the quality of the deliverables, preserve the duration of the consultation process of the Green Paper and increase overall impact of the process through effective implementation of Pilot Projects. This extension request was approved by CFCU and notified to the UNDP with the letter dated 9 February 2018. The addendum took effect as of 14 February 2018 after the signature of the Contract by both parties.

By the Addendum, the implementation period was extended to 36 months until 11 November 2018. The budget of the Action was modified in accordance with the needs occurred during the course of the implementation, mostly in relation with the Pilot Projects. Additionally, DoA was updated according to some changes approved in the Addendum. Firstly, the number of pilot projects have been decreased to four. This was due to the fact that, to increase efficiency, one of the Pilot studies, namely Follow Up Support System for Institutionalization (FUSSI) has been incorporated into studies conducted in Computerized Tool, finalized and submitted as a separate study under Computerized Tool Component. Secondly, Scientific Committee set up was revised in a way to meet up twice a year following the finalization of the first draft of Synthesis Report. The timeline for the Scientific Committee meetings were critical. PMU did not submit the preliminary studies until they have reached to a mature level to Committee Members. Therefore, Scientific Committee met in February and October 2018 to give feedback before the finalization of Green Paper and White Paper respectively.

- Institutional Change in the Beneficiary of the Project

As a result of major changes in transition to the Presidential System in Turkey, Ministry of Development was reorganized under Presidency of Republic of Turkey, presidency of Strategy and Budget with the Presidential Decree Numbered 13 dated 24 July 2018; and General Directorate of Regional Development and Structural Adjustment of Ministry of Development was reorganized under Ministry of Industry and Technology as General Directorate of Development Agencies with the Statutory Decree Numbered 703 dated 9 July 2018. The responsible body from the Project, under new organization has become Presidency of Strategy and Budget, General Directorate of Economic Modelling and Conjunctural Evaluation. Although there has been an institutional change associated with changes in Turkey's governance structure, the beneficiary still carries the same mandate, this time at the Presidential level.

- Notifications to CFCU

Submission of Communication Action Plan: The modifications of Communication Action Plan and Communication Strategy from DoA as well as a change in the human resources budget item were reported as part of a notification to CFCU on 11 December 2016.

Change of Project Staff: A change took place in the PMU after the start of the Project. Both Team Leader and Deputy Team leader resigned in November and December 2016 respectively. UNDP took necessary precautions and followed all contractual processes closely in order not to reflect any additional burden. After competitive selection process, new Team Leader and Deputy Team Leader took office in 15 February 2017 and 22 May 2017 respectively. Recruitment of team leader and deputy team leader was notified to CFCU with the letter dated 20.11.2017.

Change of official address: A notification was sent to CFCU on 11 January 2018 regarding the movement of the Project office to Yıldız Kule premises.

Allocation between budget headings below %25: The reallocation between budget headings "5 Other Costs and Services" and "6 Other" in an amount of 40.000 Euro, involving a variation of less than 25 % of the original amount, was notified to CFCU with the letter dated October 18, 2018. This reallocation was requested to cover additional workshops, and increased costs as a result of rise in unit rates of workshops as well as to widen the scope of the closure meeting.

Change of Authorized Person: A notification was sent to CFCU on 18 January 2018 regarding the designation of Mrs. Vojackova Sollorano as the Resident Representative as of December 2016. Another notification was sent to CFCU on 6 February 2019 regarding the designation of Mr. Claudio Tomasi as the Resident Representative as of 1st of December 2018.

3.2. OBJECTIVES ACHIEVED

The objective of the Project has been determined as to improve the contribution of total factor productivity to growth and specific objective has been identified as to improve the institutional capacities to formulate and implement sector policies and strategies that contribute to national competitiveness.

For these objectives, in the logical framework expected results have been set as identifying the factors limiting Total Factor Productivity in Turkey and developing and operationalizing a macro-level policy framework that would boost total factor productivity.

Table 1 Logical Framework

LOGICAL FRAMEWORK FOR THE PROJECT				
	Intervention logic	**Objectively verifiable indicators of achievement**	**Sources and means of verification**	**Assumptions**
Expected results	1 Factors limiting Total Factor Productivity in Turkey identified.	• 3000 SMEs surveyed for assessment purposes within first year of the Project, • Turkey's economy benchmarked against 15 countries within first year of the Project, • A TFP synthesis report produced.	• Project Progress Reports • Benchmarking Report • Synthesis Report	• SMEs' cooperation, especially during the Assessment of the Factors Limiting Total Factor Productivity at the Company Level
	2 A macro-level policy framework that would boost total factor productivity developed and operationalized.	• A macro level policy framework developed within the second year of the Project, • 4 pilots to operationalize the policy framework designed and deployed within the second year of the Project.	• Policy framework • Green Paper • White Paper • Consultations Report • Project progress reports	• Interest of globally renowned academicians and practitioners in becoming a member of the Scientific Committee

In line with the pre-determined objectives, the Project has reached all the targets successfully:

1. Factors limiting total factor productivity have been identified through the completion of:
   - Inception report in February 2016,
   - Semi-structured In-depth (SSID) Interviews, semi-structured Surveys and structured Surveys with 73 large-scale manufacturers, 396 (mostly) medium-sized suppliers and 2,502 end-to-end SMEs in May 2017,

- International benchmark study in which Turkey's economy benchmarked against 50 countries in June 2016,
- Progress Report in March 2017
- Synthesis Report in February 2018.

2. A macro-level policy framework that would boost total factor productivity have been developed through the completion of:
   - Policy Framework presented in draft Synthesis Report in December 2017
   - Green Paper in March 2018
   - White Paper in October 2018
   - Consultations Report in June 2018
   - Progress Report in September 2018.

   Policy framework have been operationalized through the completion of:
   - Pilot 1 in June 2018
   - Pilot 2 in November 2018
   - Pilot 3 in November 2018
   - Pilot 4 in September 2018

The policy framework has been presented to PSB after getting feedback and contributions of Scientific Committee composed of globally renowned academicians and practitioners, as seen in the logical framework.

Table 2 State of Play as of 11 November 2018

Activity	Status
C.0. Inception Phase	✓
C.0.1 Research and Synthesis Framework	✓
C.0.1.1 Development of the Research Framework	✓
C.0.1.2 Development of the Synthesis Framework	✓
C.0.2. Working Groups	✓
C.1 TFP Assessment	✓
C.1.1 Assessment of the Factors Limiting TFP at Company Level	✓
C.1.1.1 Design of the Company-Level Surveys	✓
C.1.1.2 Survey	✓
C.1.1.3 Assessment of Results	✓
C.1.2 Benchmarking Turkey's Growth Prospects with a Convergence Perspective	✓
C.1.2.1 Scoping	✓
C.1.2.2 International Benchmarking Exercise	✓
C.1.3 Synthesis	✓

Activity	Status
C.0. Inception Phase	✓
C.0.1. Research and Synthesis Framework	✓
C.0.1.1. Development of the Research Framework	✓
C.0.1.2. Development of The Synthesis Framework	✓
C.0.2. Working Groups	✓
C.1. TFP Assessment	✓
C. 1.1. Assessment of the Factors Limiting TFP At Company Level	✓
C.1.1.1 Design of Company Level Surveys	✓
C.1.1.2. Surveys	✓
C.1.1.3. Assessment of Results	✓
C.1.2. Benchmarking Turkey's Growth Prospects with a Convergence Perspective	✓
C.1.2.1. Scoping	✓
C.1.2.2. International Benchmarking Exercise	✓
C.1.3. Synthesis	✓
C.1.3.1 Development of the Synthesis Action Plan	✓
C.1.3.2 Implementation of the Synthesis Action Plan	✓
C.2. TFP Policy Framework	✓
C.2.1 Development of the Policy Framework	✓
C.2.1.1. Development of Green Paper	✓
C.2.1.2. TFP Green Paper Consultations	✓
C.2.1.3. Development of TFP White Paper	✓
C.2.2 Piloting the Operationalization of the Policy Framework	✓
C.2.2.1. Identification of TFP Pilots	✓
C.2.2.2. Implementation of TFP Pilot Initiatives	✓
C.2.2.3. Assessment of Results	✓
C.2.3 Strengthening of Institutional Framework	✓
C.2.3.1. Identification of a Suitable Institutional Framework	✓
C.2.3.2. Improvement of Institutional Capacities	✓
C.2.3.3. Development of Computerized Systems	✓
C.2.4 Dissemination	✓
C.2.4.1 Development of Communication Strategy	✓
C.2.4.2 Implementation of Communication Action Plan	✓
NS: Not Started ✓ : Completed ➡ : In Progress	

3.3. ACTIVITIES UNDERTAKEN

This section presents (a) the activities carried out during the whole implementation period; (b) the difficulties, if any, encountered and measures taken during the implementation period; (c) the changes, if any, introduced in implementation; and (d) achievements and/or results. Such information is presented in a tabular format, with each table being dedicated to a specific component of the Project.

Each table initially depicts the scope of the concerned component by indicating its purpose, implementation timeframe, and providing a brief description of the relevant activities. This is followed by the list of main deliverables that have been produced within the concerned component, means of verification, and assessment date or interval. The component-specific tables conclude with a summary of the progress made during the implementation period. This final part of such tables also presents the difficulties, if any, encountered and measures taken during the reporting period and the changes, if any, introduced.

3.3.1. COMPONENT 0: INCEPTION PHASE

Component 0	Inception Phase - ***Completed***		Starts: M01	Ends: M05
Purpose	This component aims at (a) critically reviewing the intervention modality of the Action and (b) establishing the institutional mechanisms (committees and boards) that will facilitate implementation of the Action, formally.			

Description	Component 0 aims at methodical conduct of the project setting and the management structure of the Project. The activities within Component 0 are:
	
	        C.0.1: Research and Synthesis Framework
	        C.0.2: Working Groups			

Outputs/Deliverables				
Deliverable	**Means of Verification**	**Assessment Date**		**Status**
Inception Report	Approved Report	M05		✓
C.0.1				
Updated Log-frame Matrix	Approved Report	M05		✓
Annual Work Plan for the next period	Approved Report	M05		✓
Annual Resource Schedule	Approved Report	M05		✓
Long list of specific research objectives	Approved Report	M05		✓
Kick-off meeting Minutes	Approved Report	M05		✓
Focus Group Participants	Approved Report	M05		✓

Focus Group Meeting Notes	Approved Report	M05	✓
Synthesis Framework	Approved Report	M05	✓
C.0.2			
Working Group and Working Group Principles	Approved Report	M05	✓
Working Group (I)	Approved Minutes	M05	✓

Progress and Assessment of Progress

Progress:

C.0.1: During the inception phase, a long list of specific Research Objectives was gathered from a report submitted by a Senior Expert based on an in-depth secondary research. This list was taken to the two Focus Group Meetings with relevant stakeholders held on 26.01.2016 and 29.01.2016 to be discussed. The discussion results were carried forward to the further activities of Component C.1.1 mentioned below. A four-stage Synthesis Action Plan has been conceived and included in the Inception Report (paragraphs 128-135). This sets the framework for the Synthesis Implementation (a tentative plan presented in paragraph 136 in the mentioned report).

C.0.2. One Working Group (WG) establishment rather than multiple Working Groups was decided by PMU. A candidate list of members to be invited was prepared and submitted to PSB for their approval on 09.12.2015. The endorsement was told to be made following the Kick-off Meeting held on 22.12.2015. The final approval was received on 09.02.2016. This was in M04. First WG Meeting was held in M05.

Two Focus Group Meetings one with the representatives of government agencies and one with the private industry were held on 26.01.2016 and 29.01.2016, respectively. These two participative meetings were held in M3 as planned in the time schedule given in DoA for the activities C.0.1.1 and C.0.1.2 covering the development tasks of the research and synthesis frameworks, respectively.

The Inception Report Draft was submitted on 02.02.2016 just by the end of M03 as planned in DoA and the meeting for its Assessment with the stakeholders was held on 24.02.2016. Revisions were asked, and the eventual form was submitted on 06.04.2016 and approved by the contracting authority on 24.05.2016. During the Inception Period a series of successful engagements were held by PMU with third parties.

Assessment:

This activity was completed with the submission just by the end of M03 as was originally

planned in DoA. Revisions asked by the parties had been received from EUD. An Inception Report Review Meeting was held to collect all the views on 24.02.2016. Later on, a series of rounds of revisions were made and the final approval of the Inception Report in revised form was assumed by default after its official submission. This happened in M05 on 24.05.2016 by the formal approval from contracting authority.

After its establishment, WG meetings were held on 31 March 2016, 27 October 2016, 14 September 2017 and 6 June 2018. WG has been evaluated as a very important mechanism for taking valuable feedback and the PMU took feedback from WG members not only in the inception phase, but on Synthesis Action Plan, Pilot Projects, Green Paper and Computerized Strategy as well.

3.3.2. COMPONENT 1: TFP ASSESMENT

Component 1	TFP Assessment - *Completed*	Starts: **M03**	Ends: **M24**
Purpose	This component aims at identifying the factors that limit/drive TFP in the manufacturing industry together with underlying impacts of government policies on such factors to produce the ultimate output, the **Synthesis Report.**		

Description	Component 1 is composed of three inter-linked sub-components: (1.1) Assessment of the Factors Limiting as well as "driving" Total Factor Productivity at the Company Level considered within the scope and the target of the analysis, (1.2) Benchmarking Turkey's Growth Prospects with a Convergence Perspective, and (1.3) Synthesis.
	 The three activities within Component 1 are:
	 C.1.1: Assessment of the Factors Limiting TFP at the Company Level: Gathering data from company-based field surveys is the main purpose of this activity. The general approach in broad terms and the sampling plan are explicitly mentioned in DoA under the titles **SSID Interviews (Semi structured Survey and Structured Surveys)**. This activity group consists three undertakings:
	     C.1.1.1 Design of the Company Level Surveys
	     C.1.1.2 Surveys
	     C.1.1.3 Assessment of Results		

	C.1.2: Benchmarking Turkey's Growth Prospects with a Convergence Perspective: The objective of C.1.2 is to compare growth dynamics of Turkey to some of the G20 countries and to provide supplementary information to the company-level assessments with the insights gathered on the bigger picture of practice leading to sustained economic growth. This activity group consists two undertakings: C.1.2.1 Scoping C.1.2.2 International Benchmarking Exercise **C.1.3: Synthesis:** Data gathered from company-based field surveys and analyses in the further stages of Component 1 were integrated with an international benchmarking exercise. The ultimate result of the activity, namely the **Synthesis Report**, also constitutes the main output of component 1. This activity group consists two undertakings: C.1.3.1 Development of the Synthesis Action Plan C.1.3.2 Implementation of the Synthesis Action Plan

Outputs/ Deliverables			

Deliverable	**Means of Verification**	**Assessment Date**	**Status**
C.1.1.			
Identification of Content of International Benchmarking and Field Survey (survey section)	Approved Report	M05	✓
Short list of specific objectives	Approved Report	M05	✓
Field Survey Manual	Presentation Material	M07	✓
One coherent training manual covering all three separate survey implementations	Presentation Material	M09	✓
Framework of Interview questions	Approved Report	M07	✓
Note on Sample Inquiry Areas and Findings from Sample Survey Work	Approved Report	M08	✓
Assessment note on criteria and reasoning for a focused list of research objectives	Approved Report	M07	✓
Research on productivity dynamics in Turkish manufactur Industries (secondary research)	Approved Report	M07	✓
Field Survey Methodology draft survey questionnaires	Approved Report	M08	✓
Proposed Survey Questions	Approved Report	M08	✓
TFP Survey 100	Approved Survey	M11	✓
TFP Survey 400	Approved Survey	M11	✓
TFP Survey 2500	Approved Survey	M11	✓
Working Group (II)	Minutes	M11	✓
TFP Survey Results 100	Approved Survey	M18	✓
TFP Survey Results 400	Approved	M18	✓

	Survey		
TFP Survey Results 2500	Approved Survey	M16	✓
Interview Reports	Approved Report	M19	✓
Econometric Analysis of Field Surveys	Approved Report	M23	✓
Descriptive Analysis of Field Surveys	Approved Report	M21	✓
C.1.2.			
Identification of Content of International Benchmarking and Field Survey (step by step guide benchmarking section)	Approved Report	M05	✓
Brief Report on Integrating Inclusive Growth Project with TFP Projects	Approved Report	M10	✓
Global Value Chain Vertical Assessment Report	Approved Report	M08	✓
GVC Assessment on Automotive	Approved Report	M08	✓
GVC Assessment on Food Sector	Approved Report	M08	✓
GVC Assessment on Apparel	Approved Report	M08	✓
GVC Assessment on Domestic Appliances	Approved Report	M08	✓
Prepared Database for National and International Benchmarking	Approved Note	M12	✓
Assessment note on national and international data sources for analysis	Approved Report	M12	✓
Note on Sector Selection Criteria	Approved Spreadsheet	M06	✓
Benchmarking Country Reports/ South Korea and Germany	Approved Report	M18	✓
C.1.3.			
Synthesis Action Plan	Approved Plan	M21	✓
Thematic Workshop1: Digitalization	Invitations and minutes	M21	✓
Thematic Workshop 2: Commercialization of R&D	Invitations and minutes	M21	✓
Thematic Workshops 3: Use of Composite Materials	Invitations and minutes	M21	✓
Thematic Workshop 4: Institutionalization	Invitations and minutes	M21	✓
Sectoral Workshop 1 Automotive Sector	Invitations and minutes	M22	✓
Sectoral Workshop 2 Textile Sector	Invitations and minutes	M22	✓
Sectoral Workshop 3 Food Sector	Invitations and minutes	M22	✓
Sectoral Workshop 4 Electrical Equipment Sector	Invitations and minutes	M22	✓
Working Group (III)	Invitations and minutes	M22	✓
Draft Synthesis Report	Approved Report	M24	✓
Scientific Committee (I)	Minutes	M25	✓
Synthesis Report	Approved Report	M26	✓

Progress and Assessment of Progress

Progress:

C.1.1: This activity was initiated with the operationalization of the long list of research objectives to be converted into the short list of specific research objectives. The WG Meeting I held on 31.03.2016 (in M05) was instrumental in applying a scoring approach to rank the list of research objectives. This list is included in the report submitted to the Steering Committee Meeting held on 22.06.2016 (M08) and was later used in constructing the root subject classes mentioned below.

Secondary Research was conducted to identify open sources of data for aggregate analysis, global experience with company-level and GVC surveys given the research questions. Moreover, a review of current state of the art studies on economic growth with connotations of TFP titled "Research on Productivity Dynamics" was submitted and approved.

Survey Methodology was elaborated on and finalized in the report **Field Survey Methodology and Survey Questions** approved in M08. To ensure the coverage of a meaningful part of the national value chains in manufacturing given the time and scope limitations of the Project, four manufacturing sectors to develop and test the overall approach were chosen. This is done through a ranking method based on summing the scores assigned to ten critical sectoral indicators by the participants of the WG Meeting I. **A tabular calculation methodology** reported in a spreadsheet (in Turkish) is saved for later use after the handover.

All survey material (interview, semi-structured questionnaire, structured questionnaire) were carefully scrutinized for applicability and meaningfulness. The final forms were saved. To facilitate replicability and sustainability of the survey methodology, two separate manuals ready to be used as presentation material format were received from the Senior Experts: **Field Survey Manual** and the **TFP Interview Manual**. Both manuals were put to class testing in two training sessions (one in June 2016, one in September 2016 both held at premises of TEPAV) with groups of researchers and interviewers whom will undertake surveys for the second tier of the surveys – 400 companies. Semi-structured In-depth (SSID) Interviews, Semi-structured Surveys and Structured Surveys have been conducted with 73 large-scale manufacturers, 396 (mostly) medium-sized suppliers and 2,502 end-to-end SMEs. Surveys completed in **M19.**

Assessment of results was initiated in two avenues: Findings from company level interview and questionnaire results and aggregate analysis. The former was realized in the preliminary report **Evaluation Note on Pilot Interviews** which were complemented by later reports to accompany as company-level surveys accumulate. The latter was initiated by the report Aggregate Analysis which covers cross-sectoral and sector specific findings from the

aggregate panel data gathered from public sources of TURK-STAT and EIS. As of **M25**, the assessment of results was completed and presented to PSB through **Econometric Analyses** and **Descriptive Analyses of Field Surveys**.

C.1.2: The objective of **International Benchmarking** is to develop a long-term view of the growth dynamics in Turkey as stated in DoA. This activity was started with scoping which entails the framing of the international comparisons to be made. As stated in DoA, the emphasis is to be on convergence trends and impacts of a series of factors on such outcomes as growth, competitiveness, sustainability and inclusiveness. In this regard, the report titled **Identification of Content of International Benchmarking and Field Survey** has sections on **Content of the Benchmarking Analysis** and **Linkage between International Benchmarking and Field Survey**.

The **International Benchmarking Exercise** proceeds on two avenues: One is the analysis on a relevant data set reflecting both the qualitative and quantitative facts, especially for a number of G20 countries. An outline for this particular analysis was reviewed and enlisted in an approved Note titled **Types of Analysis**. The list of metrics to be gathered for comparative analysis produced, formed after a careful evaluation of the approved report **Identification of Content of International Benchmarking and Field Survey** in M06**.**

Global Value Chain (GVC) Vertical Assessment Report, GVC Assessment on Automotive Sector, GVC Assessment on Food Sector, GVC Assessment on Apparel Sector and GVC Assessment on Electrical Domestic Appliances were completed in M08**.** The scope of the benchmarking exercise was widened, and more than 50 countries have been analyzed in comparison to four selected sector performances together with the policy level actions. Global Value Chain Assessment Vertical Report, providing an overall summary of the four global value chain reports was developed and introduced in depth analysis of the four global value chains providing detailed assessments of trends, norms and political norms that are affecting company level decisions and actions.

As a complementary study, Country Reports on South Korea and Germany were prepared to be used as guidance and best practice examples for policy framework of Turkey under international benchmarking section in **M17** and presented and submitted to the PSB. The reports aim to assess the policy and institutional frameworks for TFP in Germany and South Korea.

Under the scope of international benchmarking exercise, Germany and South Korea with their

respective governmental agencies, Innovation and R&D networking practices have been spotted. One visit to South Korea and one visit to Germany were planned and formulated. With the prior approval of the PSB and in consultation with the stakeholders, South Korea and Germany study visit took place in **M24** and **M28** respectively. The details of these visits will be further elaborated in later parts under Component 2.

C.1.3: This activity was initiated by the development of Synthesis Action Plan. This plan was prepared by PMU and submitted to PSB under Inception Report. The Synthesis Action Plan was later revised on **M21.** The Plan puts the modality for the preparation of Synthesis Report and the activities that will be realized and implemented. After the approval of the Plan, PMU implemented the Plan and mobilized Senior Technical Experts for the implementation. During the course of implementation, in line with the Synthesis Action Plan, thematic and sectoral workshops were realized. Eight different workshops were held with a total of 153 representatives from private sector, non-governmental organizations and public institutions to discuss themes determined as a result of field surveys, comparative studies, sector evaluations and trend analysis and within the scope of the four value chains. The discussed themes were digitalization in value and supply chains, public policies for investment needs at the stage of commercialization of R&D, use of advanced technology materials and institutionalization of SMEs through value chains. Thematic workshops were vital to validate the relevance of determined themes for the policy framework for TFP. All stakeholders that had attended the workshops reiterated the importance and relevance of the themes for productivity policies. Sectoral workshops complemented the thematic workshops such that, they not only ensured the relevance of themes for four sectors, but also highlighted the top line trends for each sector.

The Synthesis Report was prepared by combining all quantitative and qualitative data obtained. First draft was submitted in **M24** and it consisted of basic trends, basic determinants of productivity in manufacturing industry, design rationale of policy framework and policy recommendations and served as a technical background planning document.

Assessment:

As it has been recognized by all stakeholders during Project Steering Committee and Coordination meetings, the PMU has come across some difficulties in the implementation process and there have been major delays in the delivery of the project outputs. However, countermeasures have been taken and Component 1: TFP assessment have been successfully completed.

Within the Project, Semi-structured In-depth (SSID) Interviews, Semi-structured Surveys and Structured Surveys have been conducted with 100 large-scale manufacturers, 400 (mostly) medium-sized suppliers and 2,500 end-to-end SMEs. For better assessment of the factors limiting TFP at company level, the surveys were designed broad in scope. Because of the scope of these surveys, the completion of the surveys took longer time than expected. In fact, the PMU had recognized the insufficiency of the 5-months period allowed for surveys in DoA and the duration was modified to 9 months in inception report. Updated workplans are also presented reflecting the realizations within the scope of the Addendum.

In order to mitigate these delays and increase the quality of the outputs, counter measures have been put forward by the PMU. The scope of the benchmarking exercise was widened, and more than 50 countries have been analyzed in comparison to four selected sector performances together with the policy level actions. Global Value Chain Assessment Vertical Report, providing an overall summary of the four global value chain reports was developed and introduced in depth analysis of the four global value chains providing detailed assessments of trends norms and political norms that are affecting company level decisions and actions. Country reports on Germany and South Korea were prepared as well to provide deeper insight for public policy measures in response to specific needs of PSB. Furthermore, the first version of the Synthesis Report was submitted to the PSB and the report was discussed in Scientific Committee in January 2018. Hereby, with the submission and approval of the Synthesis Report, this Component was successfully completed.

3.3.3. COMPONENT 2: TFP POLICY FRAMEWORK

Component 2	TFP Policy Framework- *Completed*	Starts: M05	Ends: 36
Purpose	This component includes development of the policy framework via Green Paper and White Paper, implementation of Pilot activities for the policy framework and strengthening institutional framework and dissemination activities.		
Description	This component has been informed by the findings of the first component, and concerns (1) development of a national policy framework for boosting TFP in Turkey, (2) operationalization of the said policy framework through pilot initiatives, and (3) enhancement of the institutional capabilities to ensure sustainable implementation of the policy framework.		

C.2.1. Development of the Policy Framework: This activity concerns development of a TFP policy framework, informed by the outcomes of the Synthesis Report. Initially a Green Paper was produced to stimulate debate and launch a process of consultation. This was followed by a White Paper, which served as the policy framework, from which relevant national policies, programmes and strategies were informed.

> C.2.1.1. Development of TFP Green Paper
>
> C.2.1.2. TFP Green Paper Consultations
>
> C.2.1.3. Development of TFP White Paper

C.2.2. Piloting the Operationalization of the Policy Framework: Four pilots were developed in order to demonstrate how the policy framework could be operationalized and financed. The objective is to demonstrate how the TFP Policy Framework could be effectively integrated and mainstreamed into different mechanisms that would facilitate its implementation.

> C. 2.2.1. Identification of Pilots
>
> C.2.2.2. Implementation of Pilot Initiatives
>
> C.2.2.3. Assessment of Results

C.2.3. Strengthening of the Institutional Framework: The intervention modality of the Action was based on the assumption that the Action would identify the most suitable institutional framework to ensure that the activities to be fulfilled and the outputs to be produced within the scope of the Action did not remain as one-off or isolated efforts. The institutional framework identified addresses both (a) regular execution of the research, which corresponds roughly to the activities to be fulfilled within the first component of the Action, and (b) sustained incorporation of findings of such research into the TFP Policy Framework.

> C.2.3.1. Identification of a Suitable Institutional Framework
>
> C.2.3.2. Improvement of Institutional Capacities
>
> Needs Assessment
>
> Capacity Improvement Programme
>
> Study Visits
>
> C.2.3.3. Development of Computerized Systems

C.2.4. Dissemination: Dissemination has been carried out in line with the Joint Visibility Guidelines for EC-UN actions, modalities of the IPA requirements and according to Communication Plan which is an annex to

the contract. Communication plan was revised and submitted via notification dated 11 December 2016 in agreement with PSB, CFCU and EUD.

C.2.4.1. Development of the Communication Strategy

C.2.4.2. Implementation of the Communication Action Plan

Press Meetings

International Conference

Closure Event

Steering Committee Meetings

Outputs/ Deliverables

Deliverable	Means of Verification	Assessment Date	Status
C.2.1. Development of a Policy Framework			
Green Paper	Approved Report	M28	✓
Green Paper Consultation Report	Approved Report	M34	✓
Draft White Report	Approved Report	M34	✓
Scientific Committee (II)	Minutes	M35	✓
White Paper	Approved Report	M35	✓
White Paper Annex 1	Approved Report	M35	✓
White Paper Annex 2	Approved Report	M35	✓
Study on Sustainable Development Goals and Total Factor Productivity	Approved Report	M34	✓
Study on International Experience for Interface Institutions: DFKI and Fraunhofer Models	Approved Report	M36	✓
C.2.2. Piloting the Operationalization of the Policy Framework			
TFP Pilot Options Report	Approved Report	M18	✓
Working Group Meeting Assessment Report	Approved Report	M22	✓
Pilot 1 Implementation Plan	Approved Report	M23	✓
Pilot 1 Implementation Report	Approved Report	M30	✓
Pilot 1 Assessment Report	Approved Report	M30	✓
Pilot 2 Implementation Plan	Approved Report	M23	✓
Pilot 2 Implementation Report	Approved Report	M36	✓
Pilot 2 Assessment Report	Approved Report	M35	✓
Pilot 3 Implementation Plan	Approved Report	M23	✓
Pilot 3 Implementation Report	Approved Report	M36	✓
Pilot 3 Assessment Report	Approved Report	M36	✓
Pilot 4 Implementation Plan	Approved Report	M23	✓
Pilot 4 Implementation Report	Approved Report	M33	✓
Pilot 4 Assessment Report	Approved Report	M33	✓
C.2.3. Strengthening of the Institutional Framework			
Report on Options for Institutionalization	Approved Report	M24	✓
Need Assessment Report	Approved Report	M30	✓
Note on Training Needs	Approved Report	M30	✓
Training Curricula	Approved Report	M31	✓
Training Assessment Report	Approved Report	M36	✓
Strategy Paper for International	Approved Report	M24	✓

Study Visit 1			
Report on International Study Visit 1	Approved Report	M25	✓
Strategy Paper for International Study Visit 2	Approved Report	M28	✓
Report on International Study Visit 2	Approved Report	M30	✓
Strategy Paper for International Study Visit 3	Approved Report	M35	✓
Report on International Study Visit 3	Approved Report	M36	✓
Concept Note on Computerization Strategy	Approved Report	M25	✓
Working Group (IV)	Minutes	M32	✓
Field Survey Methodology and Manual	Approved Manual	M35	✓
Training Module for Field Studies	Approved Report	M35	✓
Computerized Tool Developer's Manuals for TFP Analysis	Approved Manual	M35	✓
Computerized Tool User's Manuals for TFP Analysis	Approved Manual	M35	✓
Computerized System for TFP Analysis	Software	M35	✓
Computerized Tool Developer's Manuals for TFP Survey	Approved Manual	M35	✓
Computerized Tool User's Manuals for TFP Analysis	Approved Manual	M35	✓
Follow-Up Support System for Institutionalization System	Software	M32	✓
Report on Follow-Up Support System for Institutionalization System	Approved Report	M35	✓
Business Intelligence Tool Software	Software	M35	✓
Business Intelligence Tool Manuals	Approved Manuals	M36	✓
C.2.4. Dissemination			
Communication Action Plan	Notification Sent to CFCU	M10	✓
Communication Strategy	Approved Report	M10	✓
Implementation Report on Communication Strategy	Approved Report	M36	✓
TFP International Conference	Agenda,invitations,minutes	M29	✓
TFP International Conference Event Report	Approved Report	M29	✓
Closure Event	Agenda,invitations,minutes	M36	✓
Closure Event Report	Approved Report	M36	✓
Progress and Assessment of Progress			
Progress:			

C.2.1. Development of the Policy Framework

C.2.1.1: This component was developed and implemented on the results of the Component 1 and was launched following the approval of Synthesis Report and completed by the preparation of Green Paper. A study comprising of five components was conducted in the preparation of Green Paper:

(i) Background Studies conducted under Component 1:

(ii) Field Study / Surveys and Interviews:

(iii) Thematic and Sectoral Workshops

(iv) Synthesis Report

(v) Scientific Committee reviews

The Scientific Committee met on 23 February 2018 after the completion of the second version of Synthesis Report and expressed their views and gave feedback on the Synthesis Report. By taking into account the views and contributions of the Committee, the Green Paper was finalized and submitted to PSB in **M28.**

The Green Paper was prepared by refining the Synthesis Report as a consultative document in progress to be evolved into final policy document. The TFP Green Paper was designed (a) to raise awareness of the concerned stakeholders on TFP, (b) to lay out possible routes of action to enhance TFP in Turkey and (c) to stimulate debate on the issue. Green Paper was released and opened to public opinion on 28 March 2018 in the International Conference on Total Factor Productivity which was held in Istanbul.

C.2.1.2: The Green Paper consultations have been facilitated by the UNDP, with the PMU's inputs and have been managed and overseen by PSB. In line with the guidance of the DoA, consultation streams have been identified and pursued based on the final restructure of the Green Paper. The PMU decided to lead the consultation process mainly with its own human resources. Consultation facilitation team was composed of Team Leader, Deputy Team Leader, Project Coordinator and Senior Consultants.

The Green Paper, while putting the importance of productivity policies and explaining the determinants of productivity, proposed the general policy framework for the increase in TFP and presents an interface approach for the efficient implementation of suggested TFP Policies. In order to trigger the discussions, it also included a set of consultation questions to all stakeholders. Based on this structure of the Green Paper, consultation streams have been constituted to get feedback for the policy framework and the interface approach for the implementation of this framework. Each stream has brought together government officials, academia, business-people, and representatives of business representative organizations. Cross sectorial and sectorial streams have been activated in line with the sectors and themes that have been identified in the Green Paper and workshops have been organized. In addition to consultation streams, Green Paper was shared with all stakeholders via e-mails and letters and the answers to consultation questions were requested. PMU sent letters and e-mails to 10 public institutions included in the Focus Group, 500 firms included in TFP surveys, 26 Development Agencies and 1800 people that had been invited to International Conference.

Green Paper was also circulated in UNDP and in PSB to gather views of different departments. Findings of the field analysis, survey results, draft version of Synthesis report together with Green Paper have been communicated through Project Website and press releases as well.

The results of these streams were gathered under Consultations Report in **M34.**

C.2.1.3: Following the consultation process, together with mobilized Senior Experts PMU prepared the White Paper. **Draft White Paper** was prepared and submitted to PSB in **M34** and it was approved by PSB in **M35**. It was then submitted to Scientific Committee Members in **M35** and it was finalized following the update in line with the feedback taken from the Scientific Committee. By the finalization of White Paper, this component was completed successfully.

White Paper has been formulated as an overarching policy document that informs relevant policies and strategies in an actionable and enforceable manner. It demonstrates why Turkey needs an integrated strategy to boost TFP in a sustainable manner; presents policy framework for improved TFP; lists the specific set of actionable policy recommendations and policy instruments for action; proposes an interface approach for the effective implementation of policy framework. In addition to the main body of White Paper, in accordance with the feedbacks taken during the consultation process, two Annexes were prepared for White Paper:

(i) **First Annex** was prepared in a way to inform all stakeholders about the Pilot projects implemented during the course of the Action and it emphasized the relationship between the policy framework and Pilot implementations.

(ii) **Second Annex** was prepared to evaluate the relation of proposed TFP policy framework with Sustainable Development Goals set by the United Nations.

In addition to these two annexes, a study conducted in cooperation with TTGV in a way to analyze international examples of German Artificial Intelligence Research Center (DFKI) and Fraunhofer Institutes in order to deduce recommendation for interface approach highlighted in White Paper. The study was completed in **M36** and was shared with the public in the Closure Meeting.

PSB has ensured official adoption of the White Paper by means of including White Paper in upper-scale policy papers such as the 11th Development Plan as well as policy papers such as the Medium -Term Programs and Annual Programmes and in the preparation of sectoral and thematic strategy documents.

C.2.2. Piloting the Operationalization of the Policy Framework

C.2.2.1 The policy utilizing the framework, and the follow-up activities after the policy to be in place was supported by pilot studies. Pilot studies were likely to help to identify the strengths and weaknesses of the policy setting. PMU produced a long-list of TFP pilots within **Pilot Options Report** and presented to the Steering Committee in **M18** for discussion. While producing the long-list of TFP pilots, PMU also collected ideas from relevant stakeholders.

Together with PSB, PMU identified four Pilot Projects and put forward their link with the horizontal themes identified during the course of the Action and policy recommendations suggested in White Paper:

Pilot 1: Design of Digital Supply Chain Platform in Ready Made Garments Sector.

Purpose: Pilot 1 aims to design a digital platform for ready-made garment industry and hence optimize the processes that go from supplier to customer, minimize input and output costs and create added value for the volume of foreign trade of Turkey's apparel industry by bringing together customers and suppliers in a digital environment.

This Pilot has been linked with 'digital transformation' theme and priority 1 *(increasing digital talents in companies and development of software companies*) and priority 3 (increasing e-export capacity) suggested in White Paper.

Pilot 2: Development of a Prototype Software for Digital Supply Chain Platform (consecutive to Pilot 1)

Purpose: As a complementary study, Pilot 2 aims to develop a prototype software based on the design conducted in Pilot 1 and test the prototype order system and propose recommendations for development of the overall system.

This Pilot was linked with 'digital transformation' theme and priority 1 *(increasing digital talents in companies and development of software companies*) suggested in White Paper.

Pilot :3 Design of a Road Map for Wide Use of Carbon Fiber in Turkey

Purpose: The aim of Pilot 3 was to prepare a road map for the wider use of carbon fiber in Turkish manufacturing sector. The roadmap study was carried out together with all stakeholders, including sectors using or have a potential to use carbon fiber in their products or processes.

This Pilot was linked with 'use of advanced technological materials' theme and priority 11 *(developing marketing competences*), priority 12 (*strengthening of relationship networks),* priority 13 (*Strengthening the perception of Turkish technology and increasing its brand value*) suggested in White Paper.

Pilot 4: Evaluation of EFQM Excellence Model's Impact on Institutionalization in SMEs.

Purpose: This Pilot aimed to assess the impact of quality awards on the performance of SMEs, in particular on the level of institutionalization and productivity.

This Pilot has been linked with "quality management in SMEs" theme and priority 5 *(acceleration of quality and innovation movement)* suggested in White Paper.

C.2.2.2: Following the identification of Pilots, PMU launched the Pilots with implementing partners. PMU initiated the Pilot 1, 3 and 4 in **M24** and Pilot 2 in **M30. Implementation Plans** for each Pilot prepared in **M23** and the implementation was executed in line with these Plans.

The kick off meeting of **Pilot 1** was a search conference with the participation of PSB, PMU, apparel and textile companies and İHKİB (İstanbul Apparel Exporters Union). Pilot 1 was implemented under the leadership of İHKİB with a team composed of PMU, sector consultants, Senior Experts and an IT expert. **Pilot 2** was started and implemented as a complementary and successive project of Pilot 1 and it was led by a Software Development Team mobilized for the Project. **Pilot 3** was kicked off with a SWOT Analysis and implemented under the leadership of Turkish Composites Manufacturing Association. Four working groups, that were composed of sector representatives, companies, NGOs and universities, were established specifically for the Pilot and coordinated by a Senior Technical Expert. **Pilot 4** implemented under the leadership of Turkish Quality Association (KalDer) and carried with a team composed of PMU and KalDer experts mobilized for the implementation.

For each pilot, implementation reports were prepared based on the time plan and scope determined in implementation plans. These reports were submitted to PSB in M36.

C.2.2.3: Pilot studies were targeting to support the implementation partners to take action in the agreed Pilot projects. PMU has received mainly the lessons learned from the Pilots to reflect them into White Paper in line with the results of **Assessment of Pilots**, which have been shared with all stakeholders. Assessment Report of Pilot 1, Pilot 2, Pilot 3 and Pilot 4 were completed in **M30, M35, M36, M33** respectively and reflected in the Annex 1 of White Paper.

On the other hand, Pilot Studies are expected to be continued or followed up by the implementation partners for their own sectoral targets after the project closure as well in terms of sustainability of the Action. The tools to ensure the sustainability of each Pilot Project have been put forward in White Paper.

C.2.3. Strengthening of the Institutional Framework:

C.2.3.1. This activity started after the finalization of the company-level research and international benchmarking exercises. The institutional framework has been produced through (a) regular execution of the research, which corresponds to the activities fulfilled within the first component of the Action, and (b) sustained incorporation of findings of such research into the TFP Policy Framework and thereon to the national/regional strategies and action plans.

(I) Sustainability of the Regular Execution of the Research:

PMU worked on two different tools to facilitate the repetition of the research and keep long term data of the research for future use. The difference between these tools depends mainly on the PSB's decision on how to carry on the above-mentioned research. In line with this, TFP Analysis Tool and TFP Survey Tool were developed and presented to PSB in **M35.**

(**ii) Sustained Incorporation of Findings of the Research into the TFP Policy Framework and to the National/Regional Strategies and Action Plan**

Based on the directions of the DoA, PMU identified key points that White Paper has highlighted for increasing productivity. The key topics are the thematic approach of the White Paper and the fundamental interface suggestion that may be linked to a number of issues and institutions. In line with this, PMU presented **Report on Options for Institutionalization** to PSB. After review of PSB, suitable framework and a monitoring approach has been agreed with PSB. The monitoring suggested by PMU is including, the type of activities to be performed in order to secure sustainability of the Action, potential stakeholders that may perform these activities, etc.

C.2.3.2. PMU mobilized a Senior Expert to conduct a need assessment study and capacity improvement program. Senior Expert performed **a needs assessment study** to identify the overall capacity improvement needs of the relevant stakeholders and produced a **needs assessment report in M30.** In order to better analyze the needs, working group including Development Agencies was established under PSB. In line with the results of the need assessment study, **training needs** were identified, and PMU and Senior Expert designed and delivered **a capacity improvement program**.

As a response to some of the priorities proposed in White Paper, a series of capacity development trainings have been conducted under this capacity improvement program. The aim of the trainings was to create examples of applications in the field compatible with the aim of the Project, receiving feedback during the policy development process from the field

and contributing to capacity development process of PSB, Development Agencies and relevant stakeholders providing service and support to ecosystem partners in regions.

Specific objective of the trainings has been to support the sustainable implementation of the capacity development component activities to provide institutional learning experience through the increased involvement of beneficiary and non-governmental actors at central and regional level and the strengthening of systems, structures, staff, and learning mechanisms. In line with this objective, in order to transfer the learning experience under capacity development component, the following key areas that constitute the basic institutional framework of the Project have been determined:

- Digital transformation
- Creation of Value chains
- Ecosystem actors
- Innovation
- Regional development
- Data usage

Under these key areas:

1. Value chain analysis and pilot implementations
2. Ecosystem analysis and pilot implementations
3. Social network analysis
4. R-language
5. Business intelligence tool and data science

Training programs were conducted with the participation of PSB, Development Agencies and relevant stakeholders. The training manuals were distributed to participants during the training programs.

1. Value Chain Analysis Training Programs and Pilot Implementation

Value chains are taken into consideration during the design of the field analysis which are conducted within the scope of the Project. The goal of upgrading SMEs in value chains appears among the most important industry policies. The studies on digital transformation conducted within the scope of the Project also emphasized that digital transformation of value chains will be of great importance in the future. Within the scope of the Project, a one-week training program was organized for the Development Agency employees in order to make a contribution to the studies carried out in Turkey regarding value chains. Based on the pilot implementations conducted, the **Value Chain Assessment Implementation Handbook** was prepared together with the Development Agency employees.

2. Ecosystem Analysis Training Programs and Pilot Implementation

R&D and innovation ecosystem of Turkey is diversifying and expanding with new technologies, developing interfaces and institutions established by public and NGOs. Development Agencies are carrying out various projects with these ecosystem stakeholders in the fields and trying to achieve their regional goals. For each region, working areas and working capacities of stakeholders may vary. Agencies are expected to develop their practice and understanding and ways to cooperate within a specific methodological framework, in order to reach their regional goals on R&D and innovation and collaborate with stakeholders. Within the scope of the Project, ecosystem analysis training was conducted, and **the Ecosystem Analysis Implementation Handbook** was prepared.

3. Social Network Analysis

The theoretical background of social network analysis, the basis for the use of "R language" and "Gephi" and practice with them improved the participants knowledge and raised the awareness regarding the field of development & training needs of Project team members for following stages. The participants had chance to apply the knowledge & skills in their business life. It was important for the participants to have information and practice experience in usage areas of Social Network Analysis by means of using methods and package programs. This training had been realized with the participation of the Department, which is responsible from monitoring and evaluation of Agencies Department in PSB.

4. R-Language Programming Training

PSB makes econometric analysis on critical issues for Turkey. There is an increasing tendency to use R-language programming within PSB for computing data. Within the scope of the Project, advanced R language programming training was given to the PSB experts in order to support data driven decision making in institutions. This training was solely provided to Beneficiary, Econometric Modelling and Conjuncture Evaluation DG.

5. Business Intelligence Tool and Data Science

Package programs have been developed under the title of "business intelligence" for the private sector companies and any institution working with large volumes of data in general. These package programs, by combining the data from scattered sources, are used to present those data in a meaningful way. These programs, can be connected to institutions' own databases, read the web-based open information or make use of data that users hold in various formats. The interfaces enable users to carry out data related operations effectively and easily.

One-week training programs were organized in Istanbul and Ankara to increase the theoretical and practical knowledge and skills of the people who will use the Business Intelligence Program purchased within the Project.

In total, **206** participants from relevant stakeholders attended to these trainings. **Training curricula**, **training assessment reports** were prepared, and **training handbooks** printed and submitted to relevant stakeholders during the trainings.

Study Visits:

During the implementation period, three study visits were organized with the prior approval of PSB and in consultation with stakeholders as well as Project Partners EUD and CFCU, in order to create capacity within institutions about actions that have a potential to improve TFP. An overall search was conducted on alternative countries and institutionalization models. Germany and South Korea with their respective governmental agencies, Innovation and R&D networking practices were identified in Steering Committee. One visit to South Korea and 2 visits to Germany were planned and formulated. In total, 23 public officials determined by PSB and PMU joined these study visits.

At least two destinations for selected G20 countries were foreseen for international benchmarking in DOA. In line with DOA's guidance and prior approval of CFCU and EUD, first study visit to South Korea was organized in **M24** within international benchmarking exercise. Prior to the visit, **strategy report** was prepared and submitted to all stakeholders in **M24.** The visit covered specific consultations with policy makers and business support organizations. South Korea Science and Technology Institute, Korean SME and Entrepreneurships Ministry, Korean Venture Capital, Korean Creative Economy and Innovation Center and National ICT Development Agencies were visited. The delegation was composed of five officials from PSB and Ministry of Trade and three PMU members. **Report on South Korea study visit** were disseminated to all stakeholders in **M25**.

Within the scope of international benchmarking exercise and sustainability of the framework, **second study visit** took place in **M28** to Germany. Prior to the visit, a **strategy report** was prepared and submitted to all stakeholders in **M28.** The visit covered specific consultations with interface organizations. Fraunhofer headquarters, Fraunhofer institute for Production Systems and Design Technology, Fraunhofer Institute for Manufacturing Engineering and Automation, Fraunhofer Institute for Industrial Engineering, German Research Center for Artificial Intelligence and Steinbeis Foundation were visited. The

delegation was composed of ten officials from PSB, Ministry of Industry and Technology, EUD and UNDP and one PMU member. **Report on Germany study visit** was disseminated to all stakeholders in **M30**.

Third study visit took place in **M35** to Germany within Pilot 2 in line with DoA's clear guidance on one study visit to be made within a pilot initiative. Prior to the visit, **strategy report** was prepared and submitted to all stakeholders in **M35**. A workshop was designed in Digital Capability Center in Aachen in line with the strategy of Pilot 2 and particular needs of the implementing partner IHKIB. The delegation was composed of five officials from IHKİB, six officials from PSB, EUD and UNDP and one PMU member. **Report on Germany study visit** was finalized in **M36**.

C.2.3.3. Based on the experience gained during the execution of the first component, PMU has developed a computerization strategy and prepared a **Concept Note on Computerized Tool** in **M25** in order to ensure institutional sustainability of the Action. The sustainability facilitated through this strategy will be open for updates and upgrades to be utilized by national and regional actors. This strategy demonstrates the specific means (e.g. online surveys, online databases, etc.), through which TFP related data can be collated, processed and used for informed decision making. The main components of the computerization strategy were to provide an infrastructure to enable TFP analysis methodology to be easily repeated over time, provide and train staff of PSB and relevant stakeholders to use business intelligence tools as an extension tool for the TFP analysis system to evaluate the results of productivity related datasets or any dataset and provide a tool for companies to measure their institutional level performance.

The goals of computerization strategy can be gathered under three items:

1- The first one was to support the sustainability of the survey system which enabled the decision makers to give evidence-based productivity policy decisions. It is expected that the survey will be repeated overtime and tools developed within the project would be facilitating the process in general.
2- The second goal was to provide tools for informed decision making in several layers of the Project and its stakeholders. The tools provided for this goal should have been serving any kind of decision with their features.
3- The third goal was to enable data collection from different stakeholders for instant or future use in decision making.

Goal 1- Development of survey support system: As discussed earlier, the survey constitutes an important part in the Project. The Project and its stakeholders invested considerable time and resources to make the general framework to meet the country's need of having a general approach to productivity measuring through field surveys. Therefore, the data of the first survey and infrastructure for repeating the survey is important assets when repeating the field studies.

In order to provide the necessary infrastructure, TAT evaluated the size of the data, field survey methodology developed and the data processing for results. The survey had collected the information from 3000 companies in total. It is expected that the survey would be repeated in two- or three-year intervals.

The database requirements were developed on the below information and expectations.
1- taking the size of data expected
2- other forms of data that might collected for evaluation - geographic location
3- Ministry of Industry and Technology Entrepreneurship Database data connection possibility
4- Other project data that might be inserted for evaluation

Following the identification of requirements, the TFP Analysis tool was developed and added to the PSB servers in close coordination with PSB responsible staff.

Goal 2: The Project itself was aiming to support decision making in public sector. The extension of data driven decision making to other stakeholders was a critical issue for productivity policies, project design and impact assessments.

Business Intelligence Tools are widely used in private sector to evaluate data and strategy formulation. Their importance is increasing with more and more countries and institutions that are opening primary datasets for public use. There are similar targets in Information Society Mid Term Strategy in Turkey as well. An internet data access gate is planned for use of researchers or any users. Apart from the central databases, individual datasets gathered by users and datasets provided in internet are becoming important for several decision for better management.

To achieve this goal, an easy to use business intelligence tool was provided to Development Agencies, İstanbul Apparel Exporters Union (IHKIB) and Kocaeli Chamber of Industry. With this tool, individual users can have access to available central databases, use their personal

data and use data provided in internet or other resources. They can process this data independent from central rules and regulations and share their results in the group or in internet. This tool is expected to increase the decentralized data gathering habits of users. Currently, such data is processed in spreadsheet programs for ad hoc uses. Business Intelligence Programs provide grounds for continuous automatic updates and easy presentation templates. In the Project, a real-life use case was developed for each institution mentioned.

Goal 3- Infrastructure for data collection is critical to gather information. There are several survey programs that are available in internet to generate survey forms and implementation instances for surveys. These instances are created, run and evaluated, and then loop is completed. For decision makers, there is a need for a tool to gather data at several instances for long term decision making. For example, a survey maybe repeated over time and its data is evaluated at each instance or in total duration of several instances. For this need, a unique program was developed for long term survey-based data collection. Survey Program includes a database system to search data by any query the user would like to use. The Survey Program has several features to make effective field surveys including graphic and video instructions for answers.

FUSSI was developed to test the Survey Program which is explained below. Using the several features of the survey tool, companies may fill in a survey form and learn their ranking among the other companies that used the survey without violating the data security of other companies.

The computerization strategy presented to WG in **M32** and Working Group endorsed the strategy. In line with this strategy tools that will be explained below were developed and finalized for the relevant stakeholders:

1. TFP-Analysis Tool: In line with the first goal of computerization strategy, TFP Analysis Tool is designed. During the implementation of the Action, several research guides and practices were developed, and a third-party survey company compiled the results of the research. The data sets were processed and correlations between behavior/actions to productivity were identified. PMU prepared a database tool to keep data and prepare some meaningful charts to show the results of the research study. For the sustainability of the action, **developer's manual** and **user's manual** were prepared and uploaded to the software. If PSB decides to repeat the action at a later stage this tool will undertake correlations between behavior/actions to that of productivity benefiting from the embedded

assumptions. The tool provides an easy to use environment for the data sets to be stored and used with its data base infrastructure.

2. TFP-Survey Tool: In line with the third goal of computerization strategy, online digital survey tool is developed. The survey questions were revised for easier online upload and online-survey is designed. F**ield survey methodology and manual, survey questionnaire** and **training module for field studies conducted in Component I** were integrated with TFP-Survey Tool. Contacts of first round of surveys were also added for future reference. For the sustainability of the action, **developer's manual** and **user's manual** were prepared and uploaded to the software for preparing the necessary back ground for any future updates. If PSB decides to make a survey available contact list could be connected via e-mail notification. Results will be automatically recorded in the database and PSB and/or statisticians will be able to make their analysis based on these updated data tables.

3. Business Intelligence Tool: In line with the second goal of computerization strategy and based on the feedback and consultations with the relevant stakeholders (Development Agencies, Chamber of Industries, IHKIB, etc), it was decided to purchase a usiness intelligence tool as a decision-making support system for the use of relevant stakeholders which will support sustainability of Action. This tool will enable users to combine their data sets with broader data resources, hence serving for the stakeholders to extract meaningful results from different data sources both available at the national and global levels.

Having assessed the efficient role of business intelligence tools in decision making processes current Action targeted to expand the use of business intelligence tools in public and non-governmental organizations via pilot implementation with key stakeholders. These key stakeholders are selected based on their ability to reach larger number of users in the future to present scaling up options.

After a competitive process in line with UNDP Procurement rules, **Business Intelligence Software** was purchased in **M35** as a decision-making support system for relevant stakeholders and as an extension tool for TFP analysis. BI Tool was installed in two servers; one in Ministry of Industry and Technology and one in IHKIB. BI Tools have been licensed for two administrators represented by MoIT and IHKIB and in total 40 developers are assigned for Development Agencies, IHKIB and Kocaeli Chambers of Industry. **Business Intelligence Software manuals** were made ready for users and **training programs for developers** were organized in **M36.**

To ensure the sustainability of the Action and analyze the impact of the tool in the capacity development, PSB and UNDP is in contact with IHKIB and MoIT and closely following up the usage of the tool in these institutions.

MoIT has informed PSB about the projects/programmes that this tool has been used in and will be used by Development Agencies (Annex 7). PSB, UNDP and MoIT will continue this communication in the future and training needs of Development Agencies and other users of this tool will be met in line with the contract made with the vendor.

In line with the third goal of computerization strategy, PMU has conducted the **"Follow-Up Support System for Institutionalization (FUSSI)"** study, which aims to enable SMEs to evaluate their quality and management productivity by answering questions on online-questionnaires. With this study, it has been aimed to design a self-assessment tool for SMEs to support their effort in increasing productivity. However, to increase the effectiveness, the PMU has consolidated FUSSI with the studies that have been conducted within the scope of computerization strategy rather than having a separate Pilot. **FUSSI tool** and Report **on "Follow-Up Support System for Institutionalization (FUSSI**)" completed in **M35** and submitted to PSB.

C.2.4. Dissemination

C.2.4.1. Dissemination has been carried out in line with the Joint Visibility Guidelines for EC-UN actions, modalities of the IPA requirements and according to **Communication Plan.** In line with requirements of the Action, **Communication Strategy** and **Communication Action Plan** was updated in **M10** and dissemination activities, supporting and complementary activities were designed accordingly.

With regard to visibility and development of a Communication Strategy, PMU decided to start from the selection and approval of the Project Logo to create the corporate identity of the Project prior to the creation of the communication strategy. Following the presentation of initial alternatives to the stakeholders and Steering Committee Members in M08, the logo design was finalized in M10.

After the finalization of logo, PMU formulated the Communications Strategy through Visibility and Communication Action Plan (**Annex 5**) and mobilized a Communication Expert to be instrumental for the Communication Strategy. Communication Strategy was shared with Project Partners in **M10** and later the modifications of Actions of Communication Strategy from DoA were reported separately as part of a notification to

CFCU in **M11**.

The Communication Strategy Action Plan includes the logo, making of an infographic video, poster creation, printing of the Green Paper and White Paper, training modules, a high-level international conference and advocacy meetings with key stakeholders at Chambers, Development Agencies and a closure event to share the results.

C.2.4.2. In line with the determined strategy and means of dissemination, communication action plan has been implemented throughout the Project duration. **The Implementation of the Communication Plan** covering all dissemination activities has been finalized in **M36**.

Dissemination of the results has been achieved by four means. Firstly, a participatory approach has been adopted and findings from the field analysis, results of survey, draft versions of the Synthesis Report, versions of the Green Paper and White Paper and results of the Pilot studies have been shared with the WG, Steering Committee as well as the Scientific Committee members during the course of the Action and through workshops, e-mails, letters and website with all stakeholders. Second means of the dissemination has been linked with activities under Component 2. Under capacity development trainings and computerization strategy, dissemination has been designed to increase ownership by the end users and this ownership has been strengthened by training workshops and promotion materials. Third means of the dissemination has been the advocacy activities for the outputs of the Projects. During the course of Action, PMU held various advocacy meetings with relevant stakeholders for the main outputs of the action. Ministry of Industry and Technology and Development Agencies were among the government institutions that PMU has ensured sustainable communication. In addition to IHKIB, KalDer and Composites Manufacturing Association, which were the implementing partners of the Pilot projects, PMU developed cooperation with many other stakeholders. BEYSAD has been one of the partner institutions PMU has sustained its dissemination activities. In line with the White Paper recommendations, PMU has supported BEYSAD in its project regarding the establishment of center of excellence through sharing institutional benchmarking study results of two well-known R&D institutions from Germany, namely Fraunhoufer and DFKI. The results were shared with BEYSAD top level management in a closed meeting in Özyeğin University premises in Istanbul. A presentation was made to the group regarding the analysis and a group discussion followed the informative session

As part of the advocacy meetings, PMU participated to TUSİAD Competition Forums- Leaping Companies Panel in **M30** and Productivity Conference in **M24** and shared the outputs of the

Project with stakeholders. Additionally, through stakeholder meetings under thematic and sectoral workshops as well as meetings with Chambers of Industry under Green Paper consultation process, PMU has reached to considerable number of stakeholders and triggered the discussions on productivity at the country level in **M33.**

Fourth means of dissemination has been achieved by sharing information and key results through media, social media and website.

Press Meeting: At the DoA, it was foreseen to organize a Launch Event at the end of the inception phase. However, in the Communication Plan, which was revised via notification, it was decided to hold a press meeting (with approximately 100 participants) in Ankara and İstanbul instead of the launch event for the introduction of Green Paper.

It had been planned to brief the media correspondents in Ankara and Istanbul via a breakfast meeting targeting leading columnists and economy correspondents in Ankara and İstanbul by the participation of CO Director of UNDP and President of PSB in the Communication strategy. However, the planned breakfast during the international conference had to be canceled due to the last-minute change in Minister's program. Therefore, the allocated budget for press meetings have not been used.

Sending regular press releases: Press releases were prepared for the major activities such as important reports, meetings, launches etc. and were disseminated to media outlets' Ankara and İstanbul offices, Agencies' main bureaus and some of the economy journalists. 12 press releases and invitations were prepared and disseminated throughout the project, bringing back 45 news stories published about the Pilot Implementations of TFP Project, 47 news stories published about the closure event on national and local media, as well as the internet news portals. Along with the routine press release dissemination, a specific media plan was implemented for the International Conference on Total Factor Productivity held in İstanbul on 28-29 March 2018. Pre-event press releases were prepared and disseminated to media outlets. In the second day of the event post-event press release was disseminated. The event received wide recognition from press. Major media outlets such as Doğan News Agency, CNN Turk and Hurriyet newspaper made news of the conference. Besides, Anadolu Agency's economy correspondent was contacted and requested to use some news stories regarding the Conference. As a result of this strategy, some special news was published on Anadolu Agency.

Sharing success stories with media: Success stories were evaluated as a part of news stories and other information tools such as videos and web stories. They were used as segments of these kinds of materials and were placed in them.

Special news for selected national media representatives (newspaper, magazine TV etc.) Anadolu Agency's economy correspondent was contacted and requested to use some news stories prepared by the project's officials. As a result of this strategy, some special news was published on Anadolu Agency and they were used by subscribers of Anadolu Agency.

Strengthening the cooperation with national media with economy focus (media visits, cooperation on special edition. Routine press releases were prepared and disseminated to media through Faselis-UNDP's press release disseminations system. Moreover, economy correspondents were contacted before the events organized within the project.

Production of video films: Instead of production of an infographic video, introductory video was produced and shown in all relevant meetings and used in social media accounts of the project. Another video also was produced about project outputs and pilot implementations for the Closure Event. It was presented to the public opinion at the Closure event on 1 November 2018. A third video was prepared for Pilot 2 as well. The videos were used in 4 different variations. Heads of the Composite Manufacturers Association, IHKIB and KalDer were interviewed in these videos and the footage was used both in combined and separate versions of the videos.

Sharing reports and information via social media: The website and social media channels were used effectively to share information about the Project. Like the press releases, social media was also one of the strongest and frequently used information channels of the Project. Project's website, Twitter account and Facebook account were used in coordination to share information about the Project. Poster designs were drafted and six of them were printed as infographic posters to be used at the project events as well as social media.

www.tfvp.org domain name was hired together with the hosting service for 3 years until March 1, 2020. A functional and useful website was designed by using one of the most suitable Wordpress templates. The website contains both the static information about the aims and content of the Project as well as dynamic content like the news, and announcements. Project-related documents and all reports were also uploaded to the website to be shared with the public. Projects Twitter account

(https://twitter.com/tfvprojesi) and Facebook account (https://www.facebook.com/tfvprojesi/) were setup just after the website was launched. They were used to disseminate the information published on the website and to promote them.

Designing and printing of project materials: Project brochures, folders, posters and notebooks were all designed, printed and distributed as it was planned in the Communication Strategy. They were all designed in line with the EU's and UNDP's visibility guidelines and the corporate identity elements and requirements of the Project. All the printed materials were used and distributed during the Project events like meetings, workshops, conferences and all the other activities, to which both stakeholders were invited and attended. During the course of action:

- 3000 Brochures were printed and disseminated to stakeholders as reference materials.
- 3000 Booklets were printed and disseminated.
- 196 posters were printed and disseminated.
- 1000 Writing pads were printed and disseminated.
- 1100 Green Paper were printed and disseminated.
- 1000 White Paper were printed and disseminated.
- 1000 Annex 1 White Paper were printed and disseminated.
- 1000 Annex 2 White Paper were printed and disseminated.
- 400 pens, 400 notebooks, 400 booklets, 400 boxes, 400 bags, 400 USBs were disseminated in the International Conference.
- 450 Reports (additional reports like long version of SDG Assessment, Country Reports, Survey Analysis, DFKI Analysis etc) were printed and disseminated in the Closure Meeting.

International Conference: Total Factor Productivity International Conference, which was realized on 28 March 2018 in İstanbul in **M29**, brought together public policy makers, private sector and civil society representatives to exchange ideas on the role of the government for productivity growth. However, the Conference was also used as a venue to discuss and reflect on the Green Paper for Turkey's TFP Policy Framework. The sessions of the conference have focused on the major themes and questions raised in the Green Paper and launched the consultation process of the Green Paper. In total, 300 participants attended the International Conference.

Closure Event: Along with the advocacy meetings with key stakeholders a separate closure event addressing the wide range of stakeholders and beneficiaries was organized on 1 November 2018 in Ankara for the presentation and dissemination of White Paper and Pilot Projects. A panel was organized at the end of the Closure Event for the discussion of White Paper, Pilot Projects and their sustainability. In total 113 participants attended the closure event. **Closure event report** was prepared in **M36.**

Assessment:

C.2.1: The activities under this component started late because of the delays in Component 1. As it is stated under Component 1's Assessment, the PMU faced with some difficulties in the implementation and the surveys and their assessment were completed yet in October 2017. By design, surveys constituted the backbone of the project since both TFP Assessment and TFP Policy Framework were built on the results of the analysis of these surveys. Synthesis report collates survey analysis, international benchmarking exercises, country studies and the result of thematic and sectoral meetings in a way to produce the main policy framework to be introduced by Green Paper and White Paper. Therefore, the main activities and outputs of this Component were affected from the delay in Component 1. However, all difficulties and delays in the implementation of Component 1, were mitigated by the activities under this component. Green Paper was prepared by refining the deliverables of Component 1 as well as reflecting the feedback of Scientific Committee. International Conference on Total Factor Productivity in 28 March 2018 was used as a venue to share the Green Paper with public, launch the consultation process and trigger the discussions on TFP at the country level. In the initial setting, International Conference had been planned to take place at the beginning of the project. Although international conference was postponed to 2018, it was used as a good opportunity to disseminate the Green Paper.

Following the release of Green Paper, PMU led an effective consultation process and benefited from workshops, advocacy meetings, letters, e-mails, website and social media. Therefore, different tools that were identified under Communication Action Plan, were utilized during the Consultation Process. Feedback from all stakeholders scrutinized and filtered carefully by PMU and PSB and was reflected into White Paper. As a result of the feedbacks, White Paper was widened in scope and two annexes were prepared and designed as Annexes 1 and 2 of the White Paper.

C.2.2: With Pilot Projects, hypothesis in relation to policy options presented in White Paper have been tested and feedback has been taken as lessons learned and recommendations. In

fact, there were risks associated with the implementation of Pilot Projects. The biggest risk had been identified as the unwillingness of the stakeholders to get involved in the activities of Pilot projects. However, this risk was eliminated by PMU, by pursuing a participatory and collaborative approach for the implementation of Pilots.

A kick of workshop with relevant stakeholder in the form of Search Conference, organized at the beginning of the Pilot 1 created enthusiasm among all stakeholders and hence all stakeholders gave valuable feedback in each phase of the Pilot. Many meetings and workshops were organized under the leadership of IHKIB and therefore participatory approach was ensured. In the workshop organized in M33, some stakeholders raised their concerns for the design of the digital platform. PMU took this seriously and additional workshop was organized in M33 to reach a consensus on the design of the Platform. Finally, stakeholders agreed upon the general understanding and design of the Platform.

During the implementation of Pilot 4, KalDer and PMU had difficulty in finding manufacturer SMEs that had applied to EFQM previously. This difficulty lengthened the implementation period of the Pilot 4. However, by the continued efforts of KalDer and communication by PMU, this risk was eliminated, and 19 manufacturer SMEs were integrated into Pilot 4 for impact assessment analysis. In fact, this process was one of the important lessons learned for both Kalder and PMU. By taking into account the scarcity of SMEs that had applied to EFQM, KalDer underlined the importance of policies to be pursued for encouraging SMEs to quality awards and decided to further elaborate on this issue.

C.2.3: This component started later than planned because of the delay in Component 1. However, countermeasures were taken. After the finalization of the need assessment study, a working group was established, training needs were identified, and a training curriculum was determined in detail and proposed to PSB. While mapping the needs, Development Agencies as regional actors were also taken into account. PMU has reached the target of DoA in terms of number of people and hence more than 200 people attended the training programs. During the course of the implementation, as a result of Turkey's new Presidential System, Development Agencies were re-organized under Ministry of Industry and Technology. This situation inevitably caused some delays in training programs and even threatened the realization of some activities. However, this risk was eliminated as a result of cooperation sustained with Ministry of Industry and Technology from the beginning of the Project. Eventually, all training programs were completed as planned.

Under Computerized tool, although it took considerable time to reach a consensus on the overall design and strategy during the course of the Action, Project finally submitted a very comprehensive tool where details are provided above; including TFP Analysis, TFP Survey, Business Intelligence Tool and FUSSI. All of them are also supported with respective manuals for prospective users.

C.2.4. There have been delays in decision making processes and approval processes related with the Dissemination activities after the formation of the institutional identity. However, activities gained pace after M10 following the approval of communication plan.

PMU has pursued a very participatory approach from the beginning and increased the reach of the Project considerably. In addition to surveys and interviews with 2973 companies:

- Capacity development trainings with the participation of over 300 officials,
- Thematic and sectoral workshops with 215 stakeholders,
- International Conference with participation of over 300 people,
- Green Paper Consultation meetings with over 200 people,
- Advocacy and stakeholder meetings with over 200 people

were realized during the implementation of the Action. About 1800 people participated to the workshops. Interactions realized with various stakeholders in different platforms during the course of the Action such as cooperation with BEYSAD, IHKIB, etc. have served to increase the scope of dissemination of activities.

3.4. RESOURCES AND BUDGET USED

The total budget of the Project is EUR 2,975,411.30. As per the special conditions of the Contribution Agreement signed between UNDP and CFCU, this sum is to be paid to through two pre-financing payments and a final payment. First pre-financing payment with an amount of EUR 1,222,908 was received on 23.12.2015 and it was recorded in the Project account at UNDP and the exchange rate for the expenses to be financed with the 1st pre-financing payment is USD/EUR 0,945. Second pre-financing payment with an amount of EUR 1,603,732.05 was received on 2 June 2018 and it was recorded in the Project account at UNDP and the exchange rate for the expenses to be financed with the 2nd pre-financing payment is USD/EUR 0, 893. Final payment is to be paid following the approval of the Final Report. However, since % 10 of the budget equivalent to 306.316,70 Euro has not been spent during the course of Action, the final payment will not be needed.

The following table provides a financial overview of the budget of the Project as of 11st November 2018. The detailed financial reports are enclosed in Annex 6.

Table 3 Financial Overview of the Budget

Expenses	Allocated (€)	Used (€)	Utilization Rate (%)
1.Human Resources	1.968.551,19	**1.826.233,22**	%93
2.Travel	155.199,38	**137.386,75**	%89
3.Equipment and Supplies	7.849,58	**7.849,58**	%100
4.Local Office	34.452,72	**34.452,72**	%100
5.Other Cost, Services	428.704,07	**386.922,43**	%90
6.Other	186.001,29	**100.517,90**	%54
Administrative Cost (%7)	194.653,08	**175.732,00**	%90
TOTAL	**2.975.411,30**	**2.669.094,60**	**%89.7**

The main expense item in the implementation was Human Resources in line with the Project budget allocations which included the salaries of the Project Management Team members and the costs of the international and local senior/junior experts. Other than human resources other budget items like travel, equipment and supplies, local office, other cost and services and the administrative costs also used effectively. There were some changes in the HR resources in line with the completion of the recruitment processes. The relevant changes were communicated to Contracting Authority through an official notification. Below the notifications, justifications were also reflected. The first notification was approved by contracting authority as of 23th November 2016.

Due to the new Service Contract Salary Scale of UNDP Turkey Co which was accepted after the starting of the project implementation, realized unit value of the Deputy Team Leader and Project Coordinator were different than the unit value budgeted for these positions. The estimated unit amount for Deputy Team Leader and Project Coordinator in the project was budgeted 7000 Euros and 4250 Euros respectively and the mobilization were broken down into activities listed on the Description of Action (DoA) document. According to the level of the positions determined as per the qualifications of the selected staff, the realized unit value of the Deputy Team Leader and Project Coordinator to 5625 Euros while Human Resources budget subtotal remained unchanged.

Annual Resource schedule and Budget are presented in Annex 6. The budget has been revised in line with the rates and figures confirmed with the Addendum No 1.

The reallocation between budget headings "5 Other Costs and Services" and "6 Other" in an amount of 40.000 Euro, involving a variation of less than 25 % of the original amount, was notified to CFCU with the Notification #2 dated October 18, 2018. This reallocation was done to cover additional workshops, and increased costs as a result of rise in unit rates of workshops as well as to widen the scope of the closure meeting.

3.5.   ASSUMPTIONS AND RISKS – STATUS UPDATE

DoA identified assumptions, all of which held true, during the implementation of the Project:

- SMEs' cooperation, especially during the Assessment of the Factors Limiting Total Factor Productivity at the Company Level and their participation to surveys was ensured. Although there have been delays in the completion of the surveys, countermeasures were taken, and field studies were finalized successfully.
- Globally renowned academicians and practitioners showed interest in becoming a member of the Scientific Committee and hence Scientific Committee composing of 8 members met twice and has given feedback and contribution during the course of the Action.
- Engagement of private sector companies to the Pilot projects were sustained; Pilot projects were conducted in collaboration with IHKIB, Composite's Manufacturer's Association and KalDer. PMU together with these implementing partners has taken support from the private sector companies during the implementation of the Pilot projects.
- Foreign Speaker engagement for the international conference was ensured and this enabled participant of the International Conference to have a chance to elaborate on both Turkish and international experience on productivity policies.
- Beneficiary's direct control, commitment and cooperation was taken for the implementation of the planned activities. From the beginning of the Project, Beneficiary has taken all measures to ensure the effective implementation of the Action.
- Strong communication channels and tools have been developed for the efficient implementation and successful dissemination throughout the country with utilization of diverse tools.

Therefore, effective management of consultative mechanisms and available institutional capacities have served as the key risk mitigation measures. In addition to assumptions made in DoA, during the implementation, there have been some risks which have been eliminated by counter measures. The delays in the completion of the Component 1 affected the finalization of Component 2, since most of the inputs of this Component 2 were the outputs of the Component 1. However, 6 months extension was granted, and the quality of the deliverables was ensured.

3.6. MANAGEMENT AND COORDINATION ARRANGEMENTS

The management structure of the Project has been composed of the following bodies/units:

Senior Programme Officer (SPO): A SPO (Head of Department) was assigned by the PSB and has overseen the management of the Project. During the course of the Action there was a change in the SPO position. New SPO assigned by the PSB took office on 20.03.2017.

Scientific Committee: PMU in collaboration with the PSB and UNDP established a Scientific Committee. The role of the Committee has been to provide technical inputs and critics during the course of Action. Composed of academicians and experts in related areas, the Committee has been provided with all relevant information on the key findings, analyzed these findings, provided feedback and served to increase the quality and ensure the credibility of the findings and results. Scientific Committee members are listed below:

Table 4 Members of the Scientific Committee

Prof. Dr. Erkan Erdil	Middle East Technical University	Department of Economics
Prof. Dr. Gündüz Ulusoy	Sabancı University	Faculty of Engineering and Natural Sciences
Prof. Dr. İzak Atiyas	Sabancı University	Faculty of Arts and Social Sciences
Dr. Ahmet Çimenoğlu	Koç Holding	Economics Research Department
Prof. Dr. Üstün Ergüder	Boğaziçi University	Former Rector
Prof. Dr. Kamil Yılmaz	Koç University	Department of Economics
Prof. Dr. Cevdet Erdost	Hacettepe University	Department of Economics
Dr. Rauf Gönenç	The Organisation for Economic Co-operation and Development (OECD)	Senior Economist

Scientific Committee set up was revised in Addendum #1 in a way to meet up twice a year following the finalization of the first draft of Synthesis Report. The timeline for the Scientific Committee meetings were critical. PMU did not submit the preliminary studies until they have reached to a mature level to Committee Members. Two Scientific Committee meetings were held; the first one for the Green Paper and the latter for White Paper feedback. The Committee met on 23 February 2018 after the completion of second version of Synthesis Report and expressed their views and gave feedback on the Synthesis Report. By taking into account the views and contributions of the Committee, the Green Paper was finalized. The second Scientific Committee meeting was held on 12 October 2018 and the Committee gave feedback for the second version of the draft White Paper as well for the Annexes of the White Paper.

Project Steering Committee (PSC): The PSB has facilitated establishment of a PSC, which has reviewed progress, provided macro-level inputs for successful realization of the Project, and

acted as platform for promoting inter-agency cooperation and collaboration. The PSC has been chaired by the PSB and consists of relevant directorates and units at PSB, UNDP, EUD, CFCU, MoIT, MoT, TTGV, KOSGEB and TOBB. PSC meetings were realized on 22 June 2016, 21 April 2017, 1 March 2018 and 19 October 2018.

Team / Project Management Unit: The Project Management Unit (PMU) is composed of a core technical team that will lead the coordination and implementation of the activities with the backstopping from UNDP. The PMU is composed of 2 full-time Senior Experts: Team Leader and Deputy Team Leader; 1 full-time support staff: Project Coordinator; 2 UNDP Members (part-time basis).

There have been changes in Human Resources. The Team Leader resigned as of November 2016 and the Deputy Team Leader as of December 2016. In conformity with the DoA and UNDP rules and in consultation with PSB, EUD and CFCU, the selection of new Team Leader (TL) and Deputy Team Leader (DTL) was completed through a competitive process with participation of PSB and in consultation with CFCU and EUD. New Team Leader started his duty as of 17th February 2017 and the new Deputy Team Leader started as of 22nd May 2017. The recruitment of the TL and DTL was notified to CFCU through our letter dated December 20th, 2017. As of 30 May 2018, Project Coordinator has resigned.

As it was foreseen in the project, various experts were mobilized in different areas as local technical senior experts and international technical senior experts. PMU ensured the coordination with local and international experts that were mobilized to contribute to the reports to be prepared within the scope of the project.

The monitoring and coordination meetings have all been implemented during the course of the Action. The meetings were organized with the participation of PSB, CFCU, UNDP, EUD and PMU as it was proposed in DoA. The meetings organized are listed below:

Table 5 Coordination Meetings

Date	Meeting	Subject	Participant Institutions
22.12.2015	Coordination Meeting	Kick-off meeting	PSB, CFCU, UNDP, PMU
24.02.2016	Coordination Meeting	Inception Report	PSB, EUD, CFCU, UNDP, PMU
14.3.2016	Technical Meeting	Surveys	PSB, PMU
19.04.2016	Coordination Meeting	Regular	PSB, UNDP, PMU, Mc Kinsey
02.05.2016	Coordination Meeting	Regular	PSB, EUD, PMU, Mc Kinsey

25.05.2016	Technical Meeting	Benchmarking Study	PSB, PMU, UNDP
08.09.2016	Coordination Meeting	Regular	PSB, EUD, CFCU, UNDP, PMU
13.12.2016	Technical Meeting	Regular	PSB, PMU, UNDP and Senior experts
27.12.2016	Coordination Meeting	Regular	PSB, CFCU, UNDP, EUD
03.03.2017	Coordination Meeting	Benchmarking and Trend Analysis Report	PSB, UNDP. PMU
07.04. 2017	Coordination Meeting	Regular	PSB, CFCU, UNDP, PMU
13.04.2017	Coordination Meeting	White Paper Outline	PSB, UNDP, PMU
17.05.2017	Coordination Meetings	Country Reports	PSB, UNDP, PMU
19.06.2017	Coordination Meeting	Benchmarking and Trend Analysis Report	PSB, UNDP, PMU, Mc Kinsey
03.07.2017	Coordination Meeting	Regular	PSB, CFCU, UNDP, PMU, METU
09.08.2017	Coordination Meeting	Synthesis Reports and Pilot Projects	SOB, UNDP, PMU
07.09.2017	Coordination Meeting	TUIK data and Pilots	SOB, UNDP, PMU
28.09.2017	Coordination Meeting	Pilots covering Computerized Tool	PSB, CFCU, UNDP, PMU
13.10.2017	Coordination Meeting	Analysis of Surveys	PSB, UNDP, PMU, ODTÜ
12.12.2017	Coordination Meeting	Synthesis Report	PSB, UNDP, PMU
19.01.2018	Coordination Meeting	Green Paper Discussion, International Conference preps	PSB, UNDP, PMU, SERENAS, MARKAPALA, SİSMA
02.02.2018	Coordination Meeting	International Conference Preparations	PSB, EUD, CFCU, UNDP, PMU, SERENAS, MARKAPALA, SİSMA
18.05.2018	Coordination Meeting	Regular progress and follow up in Pilots	SOB, CFCU, UNDP, PMU
09.08.2018	Coordination Meeting	Progress on Computerized Tool; BI Tool Decision, Changes in MoD after Presidential System	SOB, EUD, CFCU, UNDP, PMU

3.7. FINANCING ARRANGEMENTS

The financing arrangements have been carried out in accordance with the Agreement, signed between UNDP and the CFCU. UNDP did not experience any problems with respect to flow and utilization of funds. CFCU was actively involved in the Project.

3.8. KEY QUALITY

3.8.1. KEY QUALITY

At the institutional level, the commitment of PSB was notably strong. PSB management was actively engaged in the Project and Pilots. The top management of the PSB gave its cooperation, direct control and guidance during the implementation. The Senior Programme Officer organized dissemination meetings at the PSB and shared Project's outputs with those that did not have the opportunity to fully engage in the Project. PSB gave feedbacks for deliverables and together with UNDP has ensured the quality of the deliverables.

In addition to PSB, the engagement of the Development Agencies as local actors has been notably strong. The commitment of Development Agencies in the capacity building component was striking such that they have demonstrated enthusiasm for the trainings. This, in turn contributed to the high quality of trainings realized under capacity development component. In the 35th month of the implementation, although Development Agencies and related Directorate General under MoD have been reorganized under MoIT, thanks to the advocacy meetings held with MoIT and cooperation developed with Development Agencies, training programs were completed as planned and hereby sustainability has been ensured in capacity development component.

Stakeholder engagement in Pilot Projects was another factor underpinning the high quality of deliverables. PMU has executed Pilot 1 and Pilot 2 under the leadership of IHKIB and taken quality feedback from IHKIB team established solely for these two Pilot Projects. IHKIB is known for its leading role and successful projects for the ready-made garment industry. Therefore, cooperation with IHKIB was vital for the engagement of related stakeholders to the Pilot Projects. PMU has executed Pilot 3 and Pilot 4 with Composites Manufacturer's Association and KalDer respectively and their cooperation and guidance during the implementation was very important for sustained engagement of SMEs to these Pilots. Therefore, the proper selection of implementing partners and their highest commitments served to increase the quality of Pilot Projects.

3.8.2. INSTITUTIONAL ASPECT

As mentioned before, Ministry of Development was reorganized under Presidency of Republic of Turkey, Presidency of Strategy and Budget with the Presidential Decree Numbered 13 dated 24 July 2018; and General Directorate of Regional Development and Structural Adjustment of Ministry of Development was reorganized under Ministry of Industry and Technology as General Directorate of Development Agencies with the Statutory Decree Numbered 703 dated 9 July

2018. The responsible body from the Project, under new organization is, Presidency, Strategy and Budget Office, General Directorate of Economic Modelling and Conjuncture Evaluations. After changes in Turkey's governance structure, the beneficiary still carries the same mandate, this time at the Presidential level.

For the Sustainability of the Action, in DoA it is stated that the Beneficiary will benefit from policies and priorities of White Paper in future main policy documents for the sustainability of the Operation. Under Component 2 (C.2.1.3. Development of TFP White Paper), parties agreed to the adoption of White Paper as a credible policy document. Under Component 2 (C.2.3.1), DoA defines the identification of a Suitable Institutional Framework that will address both (a) regular execution of the research, which corresponds roughly to the activities to be fulfilled within the first component of the Action, and (b) sustained incorporation of findings of such research into the TFP Policy Framework and thereon to the national/regional strategies and action plans.

In order to give decisions, regarding the sustainability of the action, PMU has suggested options for institutionalization and relate the main issues of the White Paper to the actions that will contribute to the productivity of Turkey. Among the many notable developments regarding institutional sustainability, the following two issues are of particular importance: regular execution of the research framework developed during the field studies and handing over of training materials and computerized tools.

Sustainability for the Regular Execution of the Research

The research under Component 1 of the Action, was carried out with a selection of sample companies (3000 surveys) from four major sectors of Turkey (including a geographic representation) to find out the relevance of several activities/behavior within a company against the productivity results. Based on the experience gained and using the tools produced in the Project, the Beneficiary may repeat the surveys at intervals that it finds appropriate and revise its policies according to information from the field.

PMU worked on two different tools to facilitate the repetition of the Research and keep long term data of the research for future use. The difference between these tools depends mainly on the Beneficiary's decision on how to carry the above-mentioned research.

a. TFP-Analysis Tool

In the implementation of the Action, several research guides and practices are developed and finally a third-party survey company compiled the results of the research. The data sets were then, in the duration of the study, processed by Project Experts and correlations between behavior/actions to productivity were identified. PMU prepared a database tool to keep data

and Project Experts, this time, worked on some meaningful charts to show the results of the research study.

In case there is a need to renew the study, the Beneficiary may mobilize a survey company and when the results are received, statisticians or the Beneficiary can make the correlations between behavior/actions to that of productivity.

b. TFP-Survey Tool

Use of digital survey tools are cost effective to carry out long term research studies. Currently, the drawback for using these online tools, is the reluctance of companies to fill in online surveys in a serious way. On the other hand, this unwillingness can be eliminated with an effective communication methodology and reliable surveys can be collected through internet.

In case the Beneficiary would like to use an online survey for research, a tool was developed by Project Experts. The survey questions were revisited to make it possible to answer in an online survey. In this case, an e-mail will be sent to companies with access to the TFP Survey Tool. Results will be automatically recorded in the database and statisticians will be able to make their analysis based on this data tables.

Handing over Training Materials and Computerized Tools

In line with the institutional needs of PSB at the central, and Development Agencies at the local level, a series of training programmes, international study tours and networking activities were designed and implemented under capacity development component during implementation of the Project.

During the Project implementation, PSB benefited also from the international best practices, as such, with a view to examine the best practices in terms of pursuing successful productivity policies, at the EU member states and G-20 countries, study tours have been designed and implemented.

Upgrading the current value chains was one of the main themes of the TFP Policy Framework. This is a long-term goal which includes several dimensions for success. Digital transformation was regarded as a key issue in enhancing the strength of value chains and therefore one of the outputs of the project was focused on activities to improve value chains and ecosystems. Within this approach trainings were provided; pilot studies were carried out and handbooks were designed. Development Agencies were the targeted institutions for capacity building and sustainability of support to value chains in Turkey. Although, in the 32th month of the project Development Agencies were moved to Ministry of Industry and Technology from Ministry of

Development, their institutional mandate stayed the same. They will be working with value chains at regional level. Therefore, the project has transferred a set of documents and tools to Development Agency Management at Ministry of Industry and Technology.

The supportive tools in the form of manuals, guidelines, modules and systems were also developed for the PSB, Development Agencies and related stakeholders to sustain the impact of the Project. Training materials and documents are presented in the table below:

Table 6 Manuals, Modules and Systems Transferred to Related Stakeholders

	Presidency – Strategy and Budget Office	Ministry of Industry and Technology Development Agencies	IHKIB	Kocaeli Chamber of Industry	Composites Association
BI Tool user Access		30	5	2	
BI Tool server ownership		1	1		
Value Chain related materials	1	1	1	1	1
Ecosystem related materials	1	1	1	1	1
Survey Tool		1	1	1	
Lucintel Reports	9 downloadable and printed; 40 accessible reports				9 downloadable; 40 accessible reports

To sum up, the training programs, international study tours and the decision support mechanism tools developed and procured under Computerized tool therein contributed to the improvement of the institutional capacities of the PSB and the local stakeholders significantly, which made the project a role model for consecutive action of the PSB and local stakeholders.

3.8.3. FINANCIAL ASPECT

The Project's sustained impact requires financial resources, which will be used to take the steps to achieve the targets of the policy framework to improve total factor productivity in manufacturing industry. PSB has ensured official adoption of the White Paper by means of including White Paper in upper-scale policy papers such as the Development Plan as well as policy papers such as the Medium-Term Program and Annual Programme and in the preparation of sectoral and thematic strategy documents. Hereby, the results of the Action will be owned by the beneficiary and prospective implementing partners to shape future policies with respective budget allocations.

3.8.4. POLICY LEVEL

PSB staff is fully capable to realize the overseeing role and catalyze the implementation of the Total Factor Productivity Policy Framework. PSB contributed to the creation of the Policy Framework at a high level and actively participated in all the activities of the Project which improved the visibility of the Project at the field and among stakeholders. The contribution and participation of Presidency staff to similar productivity related strategic planning documents and active feedback to such planning work at Ministerial levels will be serving the sustainability of the Action. When making contributions, budgets should be secured in proportion with the targeted achievements.

PSB has ensured official adoption of the White Paper by means of including White Paper in upper-scale policy papers such as the Development Plans as well as policy papers such as the Medium-Term Programs and Annual Programmes and in the preparation of sectoral and thematic strategy documents.

Among the many notable developments regarding sustainability at the policy level, the following two issues are of particular importance: pursuing the discussions and results of White Paper in general and pursuing the important themes of the White Paper and Future of Pilot Projects.

a. **Sustained Incorporation of Findings of Such Research into The TFP Policy Framework and Thereon to The National/Regional Strategies and Action Plan**

TFP Policy Framework is represented in the White Paper through macro policies and are targeted to be guiding government and private sector strategies. White Paper focuses on 14 priorities and suggests an interfaces approach for the effective implementation of these priorities.

As these priorities are declared in the White Paper, their follow up is a critical issue for the sustainability of the TFP Framework Policy. The Beneficiary, PSB, will be monitoring how these priorities are going to be handled and budgeted in the future. Below table (Table 7) shows the relevant government Ministries for the topics mentioned. The monitoring will be done over their strategic planning procedures and documentation. PSB will continue to be the overseeing body of the TFP Policy Framework. MoIT will be the implementing Ministry of policies for the success of SMEs and private sector. Ministry of Trade will be regulating and organizing the right environment for the trade to increase so that the SMEs and private sector can flourish in a favorable environment.

Table 7: **Priorities and relevant Ministries for realization of the Priorities**

Policies and Priorities	Prospective Partners 1	Prospective Partners 2	Means of Verification
TFP-Accelerating Policies			
Priority # 1: Increasing digital skills in firms and improving the software industry	Ministry of Industry and Technology		
Priority # 2: Improvement of digital infrastructure	Ministry of Transport and Communication		
Priority # 3: Increasing e-export capacity	Ministry of Industry and Technology	Ministry of Trade	
Priority # 4: Extending cloud computing	Ministry of Industry and Technology		• 11th National Development Plan (under preparation)
Priority #5: Acceleration of Quality and Innovation Movement	Ministry of Industry and Technology		• Medium-Term Programmes , (for presence of relevant strategies)
Priority #6: Dissemination of access to advisory services	Ministry of Industry and Technology		• Ministerial Strategic Plans, (for presence of relevant strategies)
Priority #7: Facilitation of exit from market	Ministry of Trade	Ministry of Treasury and Finance	• Sectoral strategic plans (for presence of relevant strategies)
Perfection of the ecosystems that contain initiatives with global competitiveness targets			• Annual performance plans (for realization of strategies)
Priority #9: Developing project financing possibilities for innovative initiatives aimed at growing the global scale	Ministry of Trade	Ministry of Treasury and Finance	
Priority #10: Establishment of the Industrial Technology Award Fund for innovations that will meet the strategic needs of the country	Ministry of Industry and Technology		
Development of marketing and networking competencies, strengthening the "Turkish technology" perception			
Priority #11: Developing marketing competencies	Ministry of Trade		
Priority #12: Strengthening of relationship networks (between national and international entrepreneurs, researchers, funders and public administrators)	Ministry of Industry and Technology		
Priority #13: Strengthening the perception of Turkish technology and increasing its brand value	Ministry of Trade	Ministry of Industry and Technology	
Priority #14: Making the agenda of domestication productivity-focused	Ministry of Industry and Technology	Ministry of Trade	

The Beneficiary's guiding role will be at the "promotion of the priorities" level and the monitoring role will be at the level to follow up of strategic plans and performance reports of Ministries that have a stake in implementation. Government institutions always start their strategic plans with the Development Plan. The Beneficiary will be raising the priorities of the White Paper in chambers that contribute to the planning content of the Development Plan. Follow up will be done with follow up of the reflection of the topics to the strategic plans of Ministries and their implementing institutions in the field.

b. Pursuing the important themes of the White Paper and Future of Pilot Projects

During the project, four thematic approaches were identified, and pilot projects were developed to test policy implications in the field and to give inspirations to implementing agencies as samples of Actions that could be supported to realize the selected themes. The Pilot Projects achieved some milestones in these themes and pilot projects. The real owners of the Pilot Projects are non-governmental organizations that have the major leading position in their sectors or areas of work, namely İstanbul Apparel Exporters Union, Composites Association and KalDer.

Table 8 shows the themes from the White Paper and links Pilot Projects to these themes together with prospective implementing partners and sponsors. The themes require long term policy overseeing and involve several government and private institutions' contributions for realization. The information provided under Table 9 is at the advice level to institutions and generally defines a methodology to follow up the themes and outputs of the Project.

Table 8 Themes Covered Under Pilot Projects and Their Relation to White Paper

Relevant Theme	Relevant Project Outputs	Main Responsibility in Project Outcomes	Specific Strategy	Policy and Strategy Partners	Implementation Partners	Financial and Operational Support Partners
Upgrading Value Chains and Their Digital Transformation are Critical for Success	IHKIB Digital Apparel Value Chain Platform Business Plan Platform Design Pilot Software Project Fiche Value Chain Analysis Handbooks developed with Development Agencies Survey Tool developed under Computerized Decision Support Tools BI Tool provided under Computerized Decision Support Tools	1- IHKIB 2-Ministry of Industry and Technology's related Unit responsible for Development Agencies	Digital Value Chains	Ministry of Industry and Technology Ministry of Trade Ministry of Treasury and Finance	Ministry of Industry and Technology Ministry of Trade KOSGEB Development Agencies IHKIB and Other Relevant Interfaces	Ministry of Industry and Technology Ministry of Transport and Infrastructure Ministry of Health Ministry of Agriculture and Forestry Ministry of Tourism and Culture Ministry of Energy and Natural Resources
Fast Access to new materials and prosses by SMEs is important for Turkey to become industry leader in developing Technologies and processes	Carbon Fibre Roadmap prepared by Composite Association and its members that are working with carbon fibre Project Fiche for joint initiative	1. Composites Association	Fast access to new products and new materials by SMEs	Ministry of Industry and Technology Ministry of Energy and Natural Resources	Ministry of Industry and Technology Ministry of defence TUBİTAK KOSGEB Development Agencies TTO's, Incubators, Technoparks, Composite Association and other interfaces	Ministry of Transport and Infrastructure Ministry of Health Ministry of Agriculture and Forestry Ministry of Tourism and Culture Ministry of Energy and Natural Resources
Monitoring, evaluation and impact assessments are critical decision-making tools for policy and strategy formulation. In designing new or for decision on continuation of existing support mechanisms these tools should widely be used.	KalDer Report Measuring the effect of award mechanism for creating internal motivation in companies-EFQM model- before and after evaluation within companies Survey Tool developed under Computerized Decision Support Tools	Presidency of Strategy and Budget	Improvement in the Governance Capacity of SMEs	Ministry of Industry and Technology TOBB	Ministry of Industry and Technology KOSGEB Development Agencies KalDer, TTO's, Incubators, Technoparks, SME Interfaces, Industrial Zone Managements, Sectoral Associations	Ministry of Industry and Technology Ministry of Transport and Infrastructure Ministry of Health Ministry of Agriculture and Forestry Ministry of Tourism and Culture Ministry of Energy and Natural Resources
Interfaces to support SMEs should be working more closely with SMEs and they should adopt principles to create easy access and long term on hands relations with SMEs.	White Paper and its supporting Documents	Presidency of Strategy and Budget	Support emerging of new interfaces to help SMEs and private sector that are working closer with SMEs in the field and with high credibility	Ministry of Industry and Technology TOBB	Ministry of Industry and Technology KOSGEB Development Agencies KalDer, TTO's, Incubators, Technoparks, SME Interfaces, Industrial Zone Managements, Sectoral Associations	Ministry of Industry and Technology Ministry of Transport and Infrastructure Ministry of Health Ministry of Agriculture and Forestry Ministry of Tourism and Culture Ministry of Energy and Natural Resources

Table 9 Methodology to Follow up Themes and Main Outputs

Expected Results	Means of Verification	Main Risks	Proposed Risk Mitigation Measure	Methodology
New support programs are designed to support digital transformation and as a result digital transformation in Value Chains and Business Platforms is enhances	Ministry of Industry Strategic Plans	In case of lack of budgeting and funding in ministerial and institutional level plans, the beneficiaries can be reluctant to start digital transformation initiatives	The importance of adequate budgeting and action plans at ministerial and institutional level planning for digital transformation is communicated to institutions	1- Promoting digitalization of value chain topic on a continuous basis within government institutions and with Stakeholders
	Sectoral Strategic Plans			2- Supporting funding potentials for digital value chain projects
	Ministry of Trade Strategic Plans	The delay in transformation in digital value chain will result in new players with first/early mover advantages in international markets	Digital transformation in apparel value chain can be supported to become a success story and this can be promoted to sectors and public bodies	3- Promoting the Pilot Project's achievements
				4- Supporting Value Chain studies country wide
Increased use of Carbon Fibre by SMEs in Turkey (volume and price)	Composites Association reports and internet site about the carbon fibre related activities within the sector	Since the volumes of new materials are low compared to mature market products in the developing sectors, the importance of the new materials may not be identified	Expert reports for new materials and processes should be available for SMEs and knowledge institutions	1-Promoting the early uptake of new materials and processes with market potential
Increased collaboration initiatives among SMEs for new and promising materials and processes				2- Supporting and encouraging Ministry of Industry and Technology, Ministry of Trade and their related institutions in identifying new materials and processes that have the potential to pick up in the future.
	TUBİTAK'S Innovation Strategies and Strategic Plans	Critical number of companies involved in the new materials may be very few in number so that joint initiatives can be hard to organize for common targets.	Joint initiatives within the sectors (infant sectors) that cover the SMEs together with knowhow institutions, major raw material suppliers and public institutions	3- Supporting joint initiatives regarding new materials and process that include SMEs together with knowhow institutions, major raw material suppliers and public institutions
				4-Promoting of Carbon fibre initiative within Composites Association, as an example for stakeholders of other promising materials.
	Special report on new materials and process that are newly developing in the world			

Expected Results	Means of Verification	Main Risks	Proposed Risk Mitigation Measure	Methodology
Governance, innovation skills, management, decision-making and reporting capacities of SMEs are enhanced, and profitability of SMEs increased through interfaces	Supports with positive impact on SMEs, designed to stimulate internal motivation for governance and new management techniques, increased	Internal motivation should be sought for governance related supports		1-Promote the issue within strategy departments in Turkish government
		Analytical and empirical evaluation techniques should be widely used for better blend of SME supports		2-Suggest piloting of new supports organized with analytical and empirical evaluation methods.
	Support mechanisms are tested with pilot studies for their impacts before implementation			2-Suggest increased use of Impact analysis for existing supports
				3- Encourage institutions to revisit the support requirements terms of references based on analytical thinking and professional reporting
	Periodic impact analysis and evaluation are widely used to decide on the right blend of SME supports			
Supports are distributed with more informed decisions by institutions that are credible and are closer to SMEs Enhanced selection	Interface development programs of TUBİTAK	Interfaces within the current ecosystem do not show any sign of willingness to change or adapt. Things go as is in the past.	Official support schemes should define what kind of interfaces are eligible for their programs. Currently, for most cases legal status is enough for eligibility.	Advice and promote pilot interface development programs to key Ministries and institutions

Pilot Projects were hands on implementation ideas for the priorities in the Policy Framework. Their success is important for the Policy Framework as a whole. As the owners of these Pilots in the field, IHKIB and Composites Association are willing to take over their Pilot Projects with the intention to implement the designs developed throughout the Action.

Pilot 1: Design of a Digital Value Chain

The digital value chain for apparel sector took serious attention from all stakeholders and the Pilot's aim is in line with IHKIB's strategic planning topics. IHKIB management and members are fully aware of the fact that digital networks will be crucial for their medium-term strategies. The question mainly lies whether these networks will be designed by them or they will be a part of other networks that maximize different stakeholders' priorities. IHKIB has a will and strong determination to realize the design of its own which was started throughout the Action.

Pilot 2: Test of the software in terms of customized order creation specific to apparel sector

There have been some e-commerce initiatives that did not create expected results. The Action studied the reasons of failure from the point of design of order system in apparel sector and found out that the order mechanisms were not customized for specific needs of the sector. Pilot 2 completed a pilot software that fits these specific needs. The software was developed by software experts and apparel sector experts. The other modules – Audit, Logistics and lab will be designed with the same customization view and will try to eliminate the hesitant approach to such software.

IHKIB will be carrying the general ownership of the Pilots 1 and 2 and will pursue the realization in the field together with the tools provided by the Action. The project will handover following tools to IHKIB where details are provided in relevant sections of this Report:

- Computerized tool-A business intelligence tool
- Computerized tool-a survey tool,
- Designs of the digital apparel platform
- A pilot software that aims to transform order forwarding within the sector – together with its codes to IHKIB.

Since IHKIB will use and develop the tool on its own servers, the server rentals were not needed. Therefore, the allocated budget for server rentals were not used during the implementation of the Action.

Pilot 3: Design of a Roadmap with related stakeholders to enable SMEs to utilize Carbon Fiber more widely

Carbon Fiber is a new material which has an oligopolistic raw material market structure. There is a production facility in Turkey which gives competitive advantage to SMEs. Roadmap is prepared to catalyze growth of the industry through increasing the number of SMEs involved. The roadmap mainly is focused on markets, production methodologies and penetration to consumer sectors. A new unit under Composites Association was established with the Action which already created a synergy among carbon fiber stakeholders. This synergy should be further pursued by joint projects and business cluster formation. The Project will handover;

- Computerized Tool -aka FUSSI
- Roadmap for Carbon Fiber Industry of Turkey
- Portal design integrated into the current Composites Association website (http://www.kompozit.org.tr/en/home/).

Pilot 4: Assessment of Impact of National and International Awards on Productivity of SMEs Based on EFQM Model in Turkey

In order to test, the effect of award mechanism on management quality and quality systems an award mechanism was used as a benchmark for similar support schemes. Pilot 4 tested the effect of EFQM Model on quality level increase within the manufacturing sector SMEs.

Presidency of Strategy and Budget will be highlighting the importance of evidence-based studies in designing new support schemes or evaluating the impact of existing support mechanisms. The Presidency already has this view, which was reflected to the design of the current Action. The TFP Policy Framework study itself, started with a survey of SMEs to identify the obstacles in TFP increase. With Pilot 4, the Action has provided another evidence-based study to be an example for program designing institutions.

The project will hand over the study and its results for use of KalDer. The institution has shown interest to share the results publicly and within its stakeholders. KalDer declared that as a result of the study:
- They would promote EFQM more widely among SMEs since they figured out that there were few manufacturing sector SMEs in award application process.
- They would use the result of the study as a tool to show award mechanism's impact in the quality practices of the companies.

4 LESSONS LEARNED AND SUSTAINABILITY

4.1. POLICY AND PROGRAMME CONTEXT

Improvements in productivity are the basis of economic growth and improved welfare in the long term. Increased added value due to productivity is reflected as high profitability for capital owners, high wages for workers and low prices for consumers. In Turkey's economic growth, the contribution of TFP remains limited and fluctuates. This poses a disadvantage in terms of the sustainability of growth. Therefore, a new economic growth perspective focusing on TFP improvements must be designed in order to take action, against the negative state that has been observed in Turkey's productivity performance in recent years. In line with this, a new policy framework, which is based on the approach that aims to increase Turkey's high-value-added industrial product exports, is offered by White Paper for the Eleventh Development Plan (2019-2023) with a view to increase TFP's contribution to the economic growth. Although, macro level policies are implemented through various public institutions, productivity is not at the top priority level. In fact, in the Tenth Development Plan, it is stated that a growth strategy that promotes a competitive, export oriented, and private sector-led production structure through advances in productivity and industrialization will be adopted. However, while designing and implementing policies, more emphasize on productivity is needed at the central level.

This kind of focus is also detrimental in private sector. Experience during Action has demonstrated that private sector companies and SMEs in particular lack the necessary will, competence and infrastructure to evaluate themselves and measure their rate of productivity. Although productivity focus by the public is prominent, benchmarking and self-assessment is of paramount importance for the companies themselves and for the value chains they have (or target to be) integrated for the long-term sustainable productivity.

Moreover, during the course of the action, several meetings and workshops were realized with private sector companies, NGOs and related stakeholders in addition to surveys and interviews. Many interactions were ensured with different stakeholders through various tools. Almost all stakeholders have reached a consensus that implementation is pivotal and the measures to eliminate the problems in implementation are crucial. In fact, Turkey has developed policies, institutions and supports that are similar to its global peers. However, the efficiency level in implementation differs due to three main problems:

- Transfer of authority and coordination between policy, program and implementation tools in the areas of interest, responsibility and jurisdiction of different ministries

- Evaluation of implementation results
- Shortcomings in technology, theme, company selection and concentration

At the political level key lesson learned is that policy framework should be designed together with implementation practices; and complementing tools and follow up mechanisms should be developed for the policy makers and implementors to evaluate the results in a holistic view.

In a way to overcome the problems occurred in the implementation, the design and practices of interface institutions through the country is critical. Interface institutions, which are institutions that assist in the use of tools where the market falls short, develop functions between the public sector, academia, and businesses and would ensure the effective to implementation of TFP policies.

Finally, access to data and capacity to use this data have emerged as two important problems during the course of the Action. It has been experienced that not only private sector companies and NGOs, but also public institutions have problems in accessing data that they will use in decision making. This might be attributed to mandate and coordination problems among public institutions. Besides, there are some capacity problems in interpreting data to meaningful results in some public institutions. These problems have created some limitations and problems during the Project. Although countermeasures were taken and most of the problems have been overcome, the importance of access to and use of data in strategic decision making and policy setting has become one the of key lessons learned at the policy level.

4.2.   PROCESS OF PROJECT PLANNING / DESIGN

UNDP and PSB held a joint mission for planning and design of the Project and worked in close cooperation during the development of the original Description of the Action. During the implementation, there have been some delays in the field studies due to fact that the scope of the surveys was widened, and it took considerable time to finalize the surveys conducted with 2971 companies. Countermeasures were taken; the scope of the benchmark study was broadened, and sectoral and thematic workshops were held in advance. However, in order to ensure the high quality of deliverables and duration of the Green Paper Consultation process, UNDP applied for 6 months extension and no cost extension was granted until 11 November 2018. Other than this extension, the Project did not need to be amended drastically during the implementation. UNDP also incorporated all lessons learned from the previous projects implemented, paving the way not only for better design but also financial efficiency.

4.3. PROJECT SCOPE

One challenge that the Project faced during the implementation was that the scope of the Project was fairly large:

- The background studies, 3000 surveys and interviews, benchmark studies, thematic and sectoral workshops, Green Paper consultations and White Paper preparation process were all very broad in scope and realized in cooperation with substantial number of stakeholders.
- The scope of the computerized tool was also considerably high in the sense that three different tools were submitted as decision making support mechanisms.
- There were also very comprehensive capacity development trainings conducted with over 300 participants.
- In addition to the Project activities, there were four Pilot Projects of which had different implementation partners and different agendas.

This comprehensive scope together with the delays in the first component created some difficulties in the first half of the Action. However, responsiveness and commitment of PSB, EUD and CFCU made it possible to take necessary counter actions in a practical way with adoptive measures.

4.4. ASSUMPTIONS AND RISKS

The DoA not only identified assumptions and risks, but also risk mitigation strategies. UNDP's policy on project implementation requires that all risks and assumptions are monitored regularly and registered to a risk log. This approach was more than beneficial in addressing assumptions and risks.

During the course of the Action there were two main obstacles in the political context which could not be estimated while formulating the DoA. One being the failed coup attempt in 2016 and the reorganization of the Beneficiary (former Ministry of Development) under the Presidency of Republic of Turkey, Strategy and Budget Office. As mentioned, the responsible body from the Project, under new organization is, Presidency, Strategy and Budget Office, General Directorate of Economic Modelling and Conjuncture Evaluation. Although this could be considered as a critical risk to lose key beneficiary, commitment and strong ownership from PSB eliminated all concerns that may have rose especially on the sustainability. HE Mr. Ağbal participated to closing ceremony, directly announcing the sustainability prospect with integration of the findings into 11th Development Plan. In addition, PSB is closely following up

the progress with MoIT GD of Regional Development Agencies on the usage and relevant tools and guidelines established throughout the Action.

In a complementary manner a detailed analysis on sustainability issues is also prepared and submitted to all partners. This report is also presented in this current report under output number 48.

Also, the sustainability of the main deliverables in line with the priorities determined in the White Paper as well as the prospective implementing partners for each priority is presented in Table 7 and Table 8.

4.5. SUSTAINABILITY

4.5.1. SUSTAINABILITY OF THE ACTION

As mentioned, PSB has ensured official adoption of White Paper by means of including White Paper in upper-scale policy papers such as the upcoming Development Plan, as well as policy papers such as the Medium-Term Programs and Annual Programmes and in the preparation of sectoral and thematic strategy documents.

The Project was designed as to use the results/policy recommendations in the 11th Development Plan preparations. However, as the Project delayed, all outputs of the Project could not be delivered during the 11th Development Plan preparations. As a result of the transition to the presidential system, the 11th Development Plan adaptation was postponed. In fact, PSB has been revising the Plan with a focus on boosting manufacturing sector. Thus, although outputs of the Project had been delayed, the postpone of the adaptation of 11th Development Plan created an opportunity for the all off the Project outputs to be used in these new preparations.

PSB has also endorsed the options for institutionalization, in which prospective implementing partners have been addressed for the hand-over of the themes under White Paper and Pilot Projects. In addition, strong interaction with a wide variety of stakeholders and practical tools created/adopted during institutional capacity development activities will be contributing to sustainability.

The cooperation, advocacy meetings and consultations realized with various stakeholders from government, private sector, academia, NGOs and etc. has triggered discussions about TFP policies at the country level and raised awareness among all participants about pursuing

productivity policies in a holistic view. As a result of this positive impact, the priorities and themes listed in White Paper for effective policy framework, has been brought to the agendas of many institutions both in public and private sector and been incorporated into different strategy documents. The studies regarding the establishment of Academia for Productivity under MoIT is an important example for this impact ensuring the sustainability at the governmental level. Additionally, the cooperation that has been developed with BEYSAD for the establishment of excellence center is another example supporting the sustainability from the private sector. Moreover, the launch of Pilot Projects has generated such an excitement that discussions have started for broadening the scope or replication or the Pilot Projects in other industries and sectors.

Another factor that will serve the sustainability is the integration of local and regional factors. Local and regional actors are as important as central actors in an integrated policy design and implementation. Ensuring the sustainability both at the central and local level should be aimed in any policy design and implementation. Pilot implementations conducted with Development Agencies under Capacity Development Component have demonstrated that transfer of implementation experience and lessons learned together with the methodology regarding the process and resources to relevant bodies, will enhance participation, ownership, cooperation and coordination and thus will ensure sustainability. A key lesson learned is the effectiveness of practical experience as an important tool for filling the gaps between different levels of decision making and strengthening the integration of local and regional actors to country wide policy setting. Therefore, more emphasize should be placed on capacity development of local actors through experience sharing and practical learning opportunities. This learning environment should also be continued by designing, planning and implementing similar programmes in pilot projects in also other regions by the same methodology in order to ensure sustainability.

4.5.2. EQUAL OPPORTUNITIES AND NON-DISCRIMINATION

The Project is driven from the 10th Development Plan's human oriented approach which promotes equitable growth. The achievement of the Project's medium and long-term objectives will eliminate one of the most critical constraints (i.e. low TFP) on Turkey's stable and equitable growth prospects.

In line with the human oriented approach, during the implementation a comprehensive study has been conducted to depict the relation between TFP policies and Sustainable Development Goals (SDGs). Through this additional study, which has been incorporated to Annex 2 of White Paper as well, UNDP has aimed to fulfill its duties of assessing the subject of TFP and all other associated studies in terms of global targets and the 2030 Agenda; identifying potential

relationships; and bringing a sustainable development approach to the attention of relevant parties within the context of TFP. The study serves two main purposes: to demonstrate the role of a sustainable development approach and global goals in creating an environment that is enabling for stable and constant economic growth based on TFP; to attract attention to the role of the private sector, which is one of the main actors for development in the effective realization of the SDGs.

Additionally, UNDP is implementing several projects with governmental and non-government partners and transferred its know-how on this particular issue to the Project, through incorporation of lessons learned into the select activities of the Project and White Paper.

4.5.3. ENVIRONMENTAL LEVEL

Environment has been considered as a critical element that is directly and indirectly linked with the TFP, therefore environmental considerations have been embedded in the implementation of the Project.

Environmental regulations have been incorporated into the design and analysis of the surveys because of their relationship with productivity. The impact of environmental regulations on productivity performance of firms have been assessed and it has been concluded that environment, together with standards and accreditation are the most effective public regulations on productivity. Additionally, incentives towards environment have been referred among the most effective public incentives.

Moreover, sustainable environment has been elaborated in the above-mentioned study introducing the relationship between the SDGs and TFP. A sustainable environment is one of cornerstones of sustainable development and one of the focal points that needs to be highlighted in all practices carried out for the Sustainable Development Goals. It has been argued that when economic growth is not shaped by a perspective of social justice and when it doesn't take into account environmental sustainability, it can create negative social and political consequences and cause irreversible and destructive impacts on the environment. It may not be possible to assess the arising social and environmental impacts and hence identify and address the obstacles in the way of economic welfare with a development approach which does not anticipate the relationships between the environment and socioeconomic development as it should. Such an environment leads to the creation of environmentally, socially and politically vulnerable sectors that are not robust enough. In order to avoid this negative situation, the direction and manner of growth as well policies aim at acceleration of TFP must be identified through a sustainable development approach.

ANNEX 1: RISK LOG

#	Description	Date Identified	Type	Impact & Probability	Counter Measures	Owner	Submitted / Updated By	Last Update
1	The office of PMU faced inadequacies in setting all appointments to accomplish the planned survey	April 2016	Organizational	The impact on the project time plan will be detrimental Impact: 5 Probability: 4 (on a scale of 1 to 5, where 5 is the highest)	Outsourcing the setting of the appointments and the conduct of the majority of the company visits.	UNDP	PMU	August 8, 2016 (signing of the Service Contract)
2	The allowed 5 months' time span is inadequate to complete the three rounds of surveys in series.	February 2016	Operational	The delivery of certain activities of the project might be delayed Impact: 4 Probability: 4	A shifting and extension of the period allowed with concurrent activities not to induce any extension in the overall was envisaged.	UNDP	PMU	April 6, 2016 (Approval of the Revised Inception report)
3	Delays in setting company contacts due to reluctance observed in the contacts made following the events after the coup attempt on July 15, 2016.	October, 2016	Operational	The impact on the project will be inapplicable time plan Impact: 3 Probability: 3	Extension given to the contractor with the no-extra-cost amendments to the Service Contract. Overall Time plan will not be affected.	UNDP	PMU	November 3, 2016 (Extension Request)
4	PMU requested a 6 months extension of the project with no cost.	October 2017	Organizational	The impact on the project time plan will be detrimental Impact: 5 Probability: 4 (on a scale of 1 to 5, where 5 is the highest)	Expedited program of the Pilot Project Action Plan	UNDP	PMU	December 29, 2017

#	Description	Date Identified	Type	Impact & Probability	Counter Measures	Owner	Submitted / Updated By	Last Update
5	Engagement of Private Sector Companies to the Pilot Projects	June 2017	Operational	The delivery of certain activities of the Pilot Project might be delayed Impact: 4 Probability: 4	Sector Associations and KALDER are mobilized as partners of the pilot projects.	UNDP	PMU	December 29, 2017
6	Foreign Speaker engagement for the international conference	June 2017	Operational	The impact on the project will be sharing the outputs in the national context. Impact: 3 Probability: 3	Organizational Preparations and correspondence with potential speakers started.	UNDP	PMU	December 15, 2017

ANNEX 2: UPDATED TIME PLAN IN LINE WITH THE REALISATION

Activities	2015 NOV	2015 DEC	2016 JAN	2016 FEB	2016 MAR	2016 APR	2016 MAY	2016 JUN	2016 JUL	2016 AUG	2016 SEP	2016 OCT	2016 NOV	2016 DEC	2017 JAN	2017 FEB	2017 MAR	2017 APR	2017 MAY	2017 JUN	2017 JUL	2017 AUG	2017 SEP	2017 OCT	2017 NOV	2017 DEC	2018 JAN	2018 FEB	2018 MAR	2018 APR	2018 MAY	2018 JUN	2018 JUL	2018 AUG	2018 SEP	2018 OCT	2018 NOV	UNDP	PSB	Other
Component 0: Inception Phase																																								
C.0.1. Research & Synthesis Framework																																								
C.0.1.1 Development of the Research Frame	■	■	■	■																																		■		
C.0.1.2 Development of the Synthesis Frame	■	■	■	■																																		■		
C0.2. Working Group		■	■	■																																				■
Component 1: TFP Assessment																																								
C.1.1 Assessment of the Factors Limiting TFP at Company Level																																								
C.1.1.1 Design of the company level surveys			■	■	■																																	■		
C.1.1.2 Surveys						■	■	■	■	■	■	■	■	■																								■		
C.1.1.3 Assessment of Results														■	■	■	■																					■		
C.1.2 Benchmarking Turkey's growth prospects with a convergence perspective																																								
C.1.2.1 Scoping				■	■																																	■		
C.1.2.2 International Benchmarking Exercise					■	■	■	■	■	■	■	■	■	■																								■		
C.1.3 Synthesis																																								
C.1.3.1 Development of Synthesis Action Plan						■	■	■	■	■	■	■	■	■	■																							■		
C.1.3.2 Implementation of Synthesis Action Plan					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■																■		
Sectoral Workshops (Tentative)																																						■		
Thematic Workshops (Tentative)																	■																					■		
Working Group Meetings (Tentative)					■					■										■							■					■						■		
Scientific Committee Meetings (Tentative)																							■							■						■		■		
Component 2: TFP Policy Framework																																								
C.2.1 Development of the Policy Framework																																								
C.2.1.1 Development of TFP Green Paper														■	■	■	■	■																				■		
C.2.1.2 TFP Green Paper Consultations																											■	■	■	■								■		
C.2.1.3 Development of TFP White Paper (Policy Framework)																							■	■					■	■	■							■		
C.2.2 Piloting the Operationalisation of the Policy Framework																																								
C.2.2.1 Identification of TFP Pilots I																		■	■	■	■	■																■		
Pliot 1																																								
C.2.2.2 Implementation of TFP Pilot Initiatives																		■	■	■	■	■																■		
C.2.2.3 Assessment of Results																			■	■	■	■	■	■	■	■	■	■	■									■		
Pliot 2																																								
C.2.2.2 Implementation of TFP Pilot Initiatives																		■	■	■	■	■																■		
C.2.2.3 Assessment of Results																			■	■	■	■	■	■	■	■	■	■	■									■		
Pliot 3																																								
C.2.2.2 Implementation of TFP Pilot Initiatives																		■	■	■	■	■																■		
C.2.2.3 Assessment of Results																			■	■	■	■	■	■	■	■	■	■	■									■		
Pliot 4																																								
C.2.2.2 Implementation of TFP Pilot Initiatives																		■	■	■	■	■																■		
C.2.2.3 Assessment of Results																			■	■	■	■	■	■	■	■	■	■	■									■		
C.2.3 Strengthening of the Institutional Framework																																								
C.2.3.1 Identification of a suitable institutional framework																							■	■	■	■	■	■	■	■	■							■		
C.2.3.2 Improvement of Institutional Capacities																							■	■														■		
Needs Assessment																												■	■									■		
Capacity Improvement Programme																												■	■	■	■	■	■					■		
Study Visits (International Benchmarking)																									■	■		■						■				■		
C.2.3.3 Development of Computerised Systems																								■	■	■	■	■	■	■	■	■	■	■				■		
C.2.4 Dissemination																																								
C.2.4.1 Development of the Communication Strategy					■	■	■	■	■	■	■																											■		
C.2.4.2 Implementation of the Communication Action Plan									■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■								■		
Press Meeting																													■	■								■		
International Conference																															■							■		
Closure Event																																				■		■		
Steering Committee Meetings (Tentative)								■										■											■							■		■		

Component	Activities	OVIs	Status w/estimated completion time frame
			IR: Inception Report PR1: Progress Report #1 PR2: Progress Report #2 FR: Final Report

C.0 Inception Phase	*C.0.1 Research & Synthesis Framework*
	    C.0.1.1 Development of the Research Framework
	    C.0.1.2 Development of the Synthesis Framework
		1. Assessment Note on Criteria and Reasoning for a Focused List of Research Objectives
		2. Assessment Note on Global Value Chains and Productivity
			Completed in (submitted with IR)
			
			Completed in (submitted with IR)

	C.0.2. Working Groups	3. List of Candidate Institutions 4. Assessment Note on Results of Working Group Meeting	Completed in (submitted with IR) Completed in (submitted with IR)
		5. Inception Report	Completed in M04 (submitted with IR)
C.1. TFP Assessment	*C.1.1. Assessment of the Factors Limiting TFP at Company Level* C.1.1.1. Design of the Company-level Surveys	6. Assessment Note on National and International Data Sources for Analysis 7. Methodology for Narrowing Down Research Objectives 8. Research on Productivity Dynamics in Turkish Manufacturing Industries 9. Note on Sample Inquiry Areas and Findings from Sample Survey Work 10. Note on Sector Selection Criteria 11. Field Survey Methodology	Completed (submitted with PR 1) Completed (submitted with PR 1) Completed (submitted with PR 1) Completed (submitted with PR 1) Completed (submitted with PR 1) Completed (submitted with PR 1)

Component	Activities	OVIs	Status w/estimated completion time frame
		12. Field Survey Manual	Completed (submitted with PR 1)
		13. Identification of Content of International Benchmarking and Field Survey (Field Survey Section)	Completed (submitted with PR 1)
		14. Prepared Database for National and International Benchmarking	Completed (submitted with PR 1)
	C.1.1.2. Surveys	15. Interview Questionnaires	Completed (submitted with PR 1)
		16. Survey Questionnaires	Completed (submitted with PR 1)
		17. Training Module for Field Studies	Completed (submitted with PR 1)
		18. Survey Results	Completed (submitted with PR 2)
		i. 100	Completed (submitted with PR 2)
		ii. 400	Completed (submitted with PR 2)
		iii. 2500 companies	Completed (submitted with PR 2)
		19. Interview Reports	Completed (submitted with PR 2)
	C.1.1.3. Assessment of Results	20. Field Study Technical Analyses Report	Completed (submitted with PR 2)
		i. Econometric Analyses Report	Completed (submitted with PR 2)
		ii. Descriptive Analyses Report	Completed (submitted with PR 2)
	C.1.2 Benchmarking Turkey's Growth Prospects with a Convergence Perspective C.1.2.1 Scoping	21. Identification of Content of International Benchmarking and Field Survey (Benchmarking Section)	Completed (submitted with PR 1)
	C.1.2.2. International Benchmarking Exercise	22. General Report on Assessment of Global Value Chains	Completed (submitted with PR 1)
		23. International Metrics for Benchmarking	Completed (submitted with PR 1)
		24.Database for International Benchmarking	Completed (submitted with PR 1)
		25. Report on Automobile Global Value Chains	Completed (submitted with PR 1)
		25. Report on Food Global Value Chains	Completed (submitted with PR 1)
		27. Report on Apparel Global Value Chains	Completed (submitted with PR 1)

Component	Activities	OVIs	Status w/estimated completion time frame
		28. Report on Domestic Appliances Global Value Chains	Completed (submitted with PR 1)
		29. Country Reports	Completed (submitted with PR 2)
	C.1.3. Synthesis C.1.3.1 Development of the Synthesis Action Plan	30. Revised Synthesis Action Plan	Completed (submitted with PR 2)
	C.1.3.2 Implementation of the Synthesis Action Plan	31. Draft Synthesis Report	Completed (submitted with PR 2)
		32.Sectoral/Thematic Workshops Assessment Notes	Completed (submitted with PR 2)
		33. Scientific Committee Assessment Note	Completed (submitted with FR)
		34.Synthesis Report	Completed (submitted with FR)
C.2. TFP Policy Framework	*C.2.1 Development of the Policy Framework* C.2.1.1. Development of TFP Green Paper	35. Draft TFP Green Paper	Completed (submitted with FR)
	C.2.1.2. TFP Green Paper Consultations	36. Assessment Notes on Workshops	Completed (submitted with FR)
		37. Consultation Reports	Completed (submitted with FR)
	C.2.1.3. Development of TFP White Paper (Policy Framework)	38. TFP Green Paper	Completed (submitted with FR)
		39. Scientific Committee Notes	Completed (submitted with FR)
		40. Draft TFP White Paper	Completed (submitted with FR)
		41. TFP White Paper	Completed (submitted with FR)
	C.2.2. Piloting the Operationalization of the Policy Framework C.2.2.1. Identification of TFP Pilots	42.TFP Pilots Options Report	Completed (submitted with PR 2)
		43. Working Group Meeting Assessment Report dated 14 September 2017	Completed (submitted with PR 2)
	C.2.2.2: Implementation of TFP Pilot Initiatives	44.Pilots Implementation Plan	Completed (submitted with FR)
		45.Pilots Implementation Reports	Completed (submitted with FR)
	C.2.2.3. Assessment of Results	46.Pilots Assessment Reports	Completed (submitted with FR)

Component	Activities	OVIs	Status w/estimated completion time frame
	C.2.3 Strengthening of the Institutional Framework C.2.3.1. Identification of a Suitable Institutional Framework C.2.3.2. Improvement of the Institutional Capacities	47. Report on Options for Institutionalization	Completed (submitted with FR)
		48. Preparatory Notes on Needs Analysis	Completed (submitted with FR)
		49. Interview Reports on Needs Analysis	Completed (submitted with FR)
		50.Needs Assessment Reports	Completed (submitted with FR)
		51.Note on Training Needs	Completed (submitted with FR)
		52.Training Curricula	Completed (submitted with FR)
		53. Training Assessment Report	Completed (submitted with FR)
		54. Schedule and Time Plan for International Study Tours	
		İ. First study visit	Completed (submitted with PR 2)
		ii. Second study visit	Completed (submitted with FR)
		iii. Third study visit	Completed (submitted with FR)
		55. Reports on International Study Tours	
		i. First study visit	Completed (submitted with PR 2)
		ii. Second study visit	Completed (submitted with FR)
		iii. Third study visit	Completed (submitted with FR)
	C.2.3.3. Development of Computerized System(s)	56. Concept Note on Computerized Tool	Completed (submitted with PR 2)
		57. Field Survey Methodology and Manuel	Completed (submitted with PR 2)
		58. Survey Questionnaire	Completed (submitted with PR 2)
		59. Training Module for Field Studies	Completed (submitted with PR 2)
		60. Assessment on Field Survey	Completed (submitted with PR 2)
		61. Computerized Tool Developer's Manual	Completed (submitted with FR)
		62. Computerized Tool User's Manual	Completed (submitted with FR)
		63. Computerized Tool Software Program	Completed (submitted with FR)

Component	Activities	OVIs	Status w/estimated completion time frame
	C.2.4. Dissemination C.2.4.1. Development of Communication Strategy	64. Communication Strategy	Completed (submitted with PR 1)
	C.2.4.2. Implementation of Communication Action Plan	65. Logo 66. Briefing the media correspondents in Ankara and İstanbul. 67. Infographic video and poster 68. Project Brochure, Folder, Poster, Notebook 69. Synthesis Report printed 70. Green and White Paper printed 71. Training Modules and Manuals printed 72. Short Video based on interviews 73. A high level international conference report 74. Report on advocacy meetings with key stakeholders for the presentation of key outputs 75. Closure Event Report	Completed (submitted with FR) Completed (submitted with FR) Completed (submitted with FR) Completed (submitted with FR) Completed (submitted with FR) Completed (submitted with FR) Completed (submitted with FR) Completed (submitted with FR) Completed (submitted with FR) Completed (submitted with FR) Completed (submitted with FR) Completed (submitted with FR)

ANNEX 4: LIST OF PROJECT OUTPUTS

All outputs/deliverables listed below are uploaded in the attached link and all deliverables are submitted in soft and hard copies with Final Report.

Outputs/Deliverables			
Deliverable	**Means of Verification**	**Assessment Date**	**Status**
Component 0			
1. Inception Report	Approved Report	M05	✓
C.0.1			
1.Updated Log-frame Matrix	Approved Report	M05	✓
2.Annual Work Plan for the next period	Approved Report	M05	✓
3.Annual Resource Schedule	Approved Report	M05	✓
4.Long list of research objectives	Approved Report	M05	✓
5.Kick-off meeting Minutes	Approved Report	M05	✓
6.Focus Group Participants	Approved Report	M05	✓
7.Focus Group Meeting Notes	Approved Report	M05	✓
8.Assessment Note on Criteria and Reasoning for focus list of research objectives	Approved Report	M05	✓
9.Assessment note on Global Value Chains and Productivity	Approved Report	M05	✓
C.0.2			
1.List of Candidate Institutions	Approved Report	M05	✓
2.Working Group and Working Group Principles	Approved Report	M05	✓
3.Assessment note on results of Working Group Meetings	Approved Report	M05	✓
Component 1			
C.1.1.			
1.Identification of Content of International Benchmarking and Field Survey	Approved Report	M05	✓
2.Note on Sector Selection Criteria	Approved Report	M06	✓
3.Field Survey Manual	Presentation Material	M07	✓
4.Training Module Field Studies	Presentation Material	M09	✓
5.Framework of Interview questions	Approved Report	M07	✓
6.Note on Sample Inquiry Areas and Findings from Sample Survey Work	Approved Report	M08	✓
7.Research on productivity dynamics in Turki manufacturing Industries	Approved Report	M07	✓
8.Field Survey Methodology	Approved Report	M08	✓
9.Interview Questionnaires	Approved Questionnaires	MO8	✓
10.Proposed Survey Questions	Approved Report	M08	✓
11.TFP Survey 100	Approved Survey	M11	✓

12.TFP Survey 400	Approved Survey	M11	✓
13.TFP Survey 2500	Approved Survey	M11	✓
14.Methodology for Narrowing Down Research Objectives	Approved Report	M12	✓
15.Assessment note on national and international data sources for analysis	Approved Report	M12	✓
16.Prepared Database for National and International Benchmarking	Approved Report	M12	✓
17.TFP Survey Results 100	Approved Survey	M18	✓
18.TFP Survey Results 400	Approved Survey	M18	✓
19.TFP Survey Results 2500	Approved Survey	M16	✓
20.Interview Reports	Approved Report	M19	✓
21.Econometric Analysis of Field Surveys	Approved Report	M23	✓
22.Descriptive Analysis of Field Surveys	Approved Report	M21	✓
C.1.2.			
1.Brief Report on Integrating Inclusive Growth Project with TFP Projects	Approved Report	M10	✓
2.Identification of Content of International Benchmarking and Field Survey	Approved Report	M05	✓
3.General Report on Assessment of Global Value Chains	Approved Report	M08	✓
4.GVC Assessment on Automotive	Approved Report	M08	✓
5.GVC Assessment on Food Sector	Approved Report	M08	✓
6.GVC Assessment on Apparel	Approved Report	M08	✓
7.GVC Assessment on Domestic Appliances	Approved Report	M08	✓
8.Prepared Database for National and International Benchmarking	Approved Note	M12	✓
9.Note on Sector Selection Criteria	Approved Spreadsheet	M06	✓
10.Benchmarking Country Reports/ South Korea and Germany	Approved Report	M18	✓
C.1.3.			
1.Synthesis Action Plan	Approved Plan	M21	✓
2.Thematic Workshop1: Digitalization	Invitations and minutes	M21	✓
3.Thematic Workshop 2: Commercialization of R&D	Invitations and minutes	M21	✓
4.Thematic Workshops 3: Use of Composite Materials	Invitations and minutes	M21	✓
5.Thematic Workshop 4: Institutionalization	Invitations and minutes	M21	✓
6.Sectoral Workshop 1 Automotive Sector	Invitations and minutes	M22	✓
7.Sectoral Workshop 2 Textile Sector	Invitations and minutes	M22	✓
8.Sectoral Workshop 3 Food Sector	Invitations and minutes	M22	✓
9.Sectoral Workshop 4 Electrical Equipment Sector	Invitations and minutes	M22	✓
10.Draft Synthesis Report	Approved Report	M24	✓
11.Synthesis Report	Approved Report	M26	✓
12.Scientific Committee Assessment Note	Approved Note	M27	✓
Component 2			
C.2.1. Development of a Policy Framework			
1.Draft Green Paper	Approved Report	M27	✓
2.Green Paper	Approved Report	M28	✓
3.Assessment Note on Workshops	Approved Note	M34	✓
4.Green Paper Consultation Report	Approved Report	M34	✓
5.Draft White Paper	Approved Report	M34	✓

6.White Paper	Approved Report	M35	✓
7.White Paper Annex 1	Approved Report	M35	✓
8.White Paper Annex 2	Approved Report	M35	✓
9.Study on Sustainable Development Goals and Total Factor Productivity	Approved Report	M34	✓
10.Study on International Experience for Interface Institutions: DFKI and Fraunhofer Models	Approved Report	M36	✓
C.2.2. Piloting the Operationalization of the Policy Framework			
1.TFP Pilot Options Report	Approved Report	M18	✓
2.Working Group Meeting Assessment Report	Approved Report	M22	✓
3.Pilot 1 Assessment Report	Approved Report	M36	✓
4.Pilot 1 Implementation Plan	Approved Report	M23	✓
5.Pilot 1 Implementation Report	Approved Report	M35	✓
6.Pilot 2 Assessment Report	Approved Report	M36	✓
7.Pilot 2 Implementation Plan	Approved Report	M23	✓
8.Pilot 2 Implementation Report	Approved Report	M35	✓
9.Pilot 3 Assessment Report	Approved Report	M36	✓
10.Pilot 3 Implementation Plan	Approved Report	M23	✓
11.Pilot 3 Implementation Report	Approved Report	M35	✓
12.Pilot 4 Assessment Report	Approved Report	M36	✓
13.Pilot 4 Implementation Plan	Approved Report	M23	✓
14.Pilot 4 Implementation Report	Approved Report	M35	✓
C.2.3. Strengthening of the Institutional Framework			
1.Report on Options for Institutionalization	Approved Report	M24	✓
2.Prepatory Notes for Need Analysis	Approved Report	M28	✓
3.Interview Reports for Need Analysis	Approved Report	M29	✓
4.Need Assessment Report	Approved Report	M30	✓
5.Note on Training Needs	Approved Report	M30	✓
6.Training Curricula	Approved Report	M31	✓
7.Training Assessment Report	Approved Report	M36	✓
8.Strategy Paper for International Study Visit 1	Approved Report	M24	✓
9.Schedule and Time Plan for International Study Visit 1	Approved Report	M24	✓
10.Report on International Study Visit 1	Approved Report	M25	✓
11.Strategy Paper for International Study Visit 2	Approved Report	M28	✓
12.Schedule and Time Plan for International Visit 2	Approved Report	M28	✓
13.Report on International Study Visit 2	Approved Report	M30	✓
14.Strategy Paper for International Study Visit 3	Approved Report	M35	✓
15.Schedule and Time Plan for International Study Visit 3	Approved Report	M35	✓
16.Report on International Study Visit 3	Approved Report	M36	✓
17.Concept Note on Computerization Strategy	Approved Report	M25	✓
18.Field Survey Methodology and Manuel	Approved Manual	M35	✓
19.Survey Questionnaire	Questionnaire	M35	
20.Training Module for Field Studies	Approved Report	M35	✓
21.Computerized Tool Developer's Manuals for TFP Analysis	Approved Manual	M35	✓

22.Computerized Tool User's Manuals for TFP Analysis	Approved Manual	M35	✓
23.Computerized System for TFP Analysis	Software	M35	✓
24.Computerized Tool Developer's Manuals for TFP Survey	Approved Manual	M35	✓
25.Computerized Tool User's Manuals for TFP Survey	Approved Manual	M35	✓
26.Computerized System for TFP Survey	Software	M35	✓
27.Report on Follow-Up Support System for Institutionalization System	Approved Report	M35	✓
28.Business Intelligence Tool Software	Software (Installed to Related Institutions)	M35	✓
29. Business Intelligence Tool Manuals	Approved Manuals	M36	✓
C.2.4. Dissemination			
1.Communication Action Plan	Notification Sent to CFCU	M10	✓
2.Communication Strategy	Approved Report	M10	✓
3.Logo	Approved Logo	M10	✓
4.Infographic Video and Poster	Approved Video and Poster	M12	✓
5.Project Brochure, folder, poster, notebook	Approved	M12	✓
6.Short video based on interviews	Approved Video	M28	✓
7.Report on advocacy Meetings with Key stakeholders for the presentation of key outputs	Approved Report	M36	✓
8.Implementation Report on Communication Strategy	Approved Report	M36	✓
9.TFP International Conference	Agenda, invitations, minutes	M29	✓
10.TFP International Conference Event Report	Approved Report	M29	✓
11.Closure Event	Agenda, invitations, minutes	M36	✓
12.Closure Event Report	Approved Report	M36	✓

ANNEX 5: VISIBILITY AND COMMUNICATION ACTION PLAN

Visibility and Communication Action Plan is attached as Annex 5.

Final budget of the Action is attached as Annex 6.

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Official correspondences between PSB and MOIT on the use of Business Intelligence Tool are attached as Annex 7.

Official letters submitted by IHKIB and BEYSAD are attached as Annex 8.