

Document: EB 2016/118/R.14
Agenda: 8(d)
Date: 18 August 2016
Distribution: Public
Original: English

A



الاستثمار في السكان الريفيين

برنامج الفرص الاستراتيجية القطرية لجمهورية تركيا

مذكرة إلى السادة ممثلي الدول الأعضاء في المجلس التنفيذي

الأشخاص المرجعون:

نشر الوثائق:

الأسئلة التقنية:

William Skinner

مدير مكتب شؤون الهيئات الرئاسية
رقم الهاتف: +39 06 5459 2974
البريد الإلكتروني: gb_office@ifad.org

خالدة بوزار

مديرة شعبة الشرق الأدنى وشمال أفريقيا وأوروبا
رقم الهاتف: +39 06 5459 2321
البريد الإلكتروني: k.bouzar@ifad.org

دينا صالح

مديرة البرنامج القطري
شعبة الشرق الأدنى وشمال أفريقيا وأوروبا
رقم الهاتف: +39 06 5459 2780
البريد الإلكتروني: d.saleh@ifad.org

المجلس التنفيذي - الدورة الثامنة عشرة بعد المائة

روما، 21-22 سبتمبر/أيلول 2016

للاستعراض

المحتويات

iii	خريطة العمليات التي يمولها الصندوق في تركيا
iv	موجز تنفيذي
1	أولاً - تشخيص الحالة القطرية
3	ثانياً - الدروس والنتائج السابقة
5	ثالثاً - الأهداف الاستراتيجية
6	رابعاً - النتائج المستدامة
6	ألف - الاستهداف والتمايز بين الجنسين
6	باء - توسيع النطاق
7	جيم - الانخراط في السياسات
8	دال - الموارد الطبيعية وتغير المناخ
8	هاء - الزراعة المراعية للتغذية والتنمية الريفية
9	خامساً - الإيصال الناجح
9	ألف - إطار التمويل
11	باء - الرصد والتقييم
11	جيم - إدارة المعرفة
11	دال - الشراكات
12	هاء - الابتكار
12	واو - التعاون بين بلدان الجنوب والتعاون الثلاثي

الذيول

	الذيول الأول - إطار إدارة نتائج برنامج الفرص الاستراتيجية القطرية
	الذيول الثاني - الاتفاق عند نقطة الإنجاز لتقييم البرنامج القطري السابق
	الذيول الثالث - عملية إعداد برنامج الفرص الاستراتيجية القطرية بما في ذلك الدراسات التحضيرية، والمشاورات مع أصحاب المصلحة والأحداث
	الذيول الرابع - إدارة الموارد الطبيعية والتأقلم مع تغير المناخ: الخلفية، السياسات الوطنية واستراتيجيات الصندوق في التدخل
	الذيول الخامس - القطر في لمحة موجزة
	الذيول السادس - المذكرة/المذكرات المفاهيمية

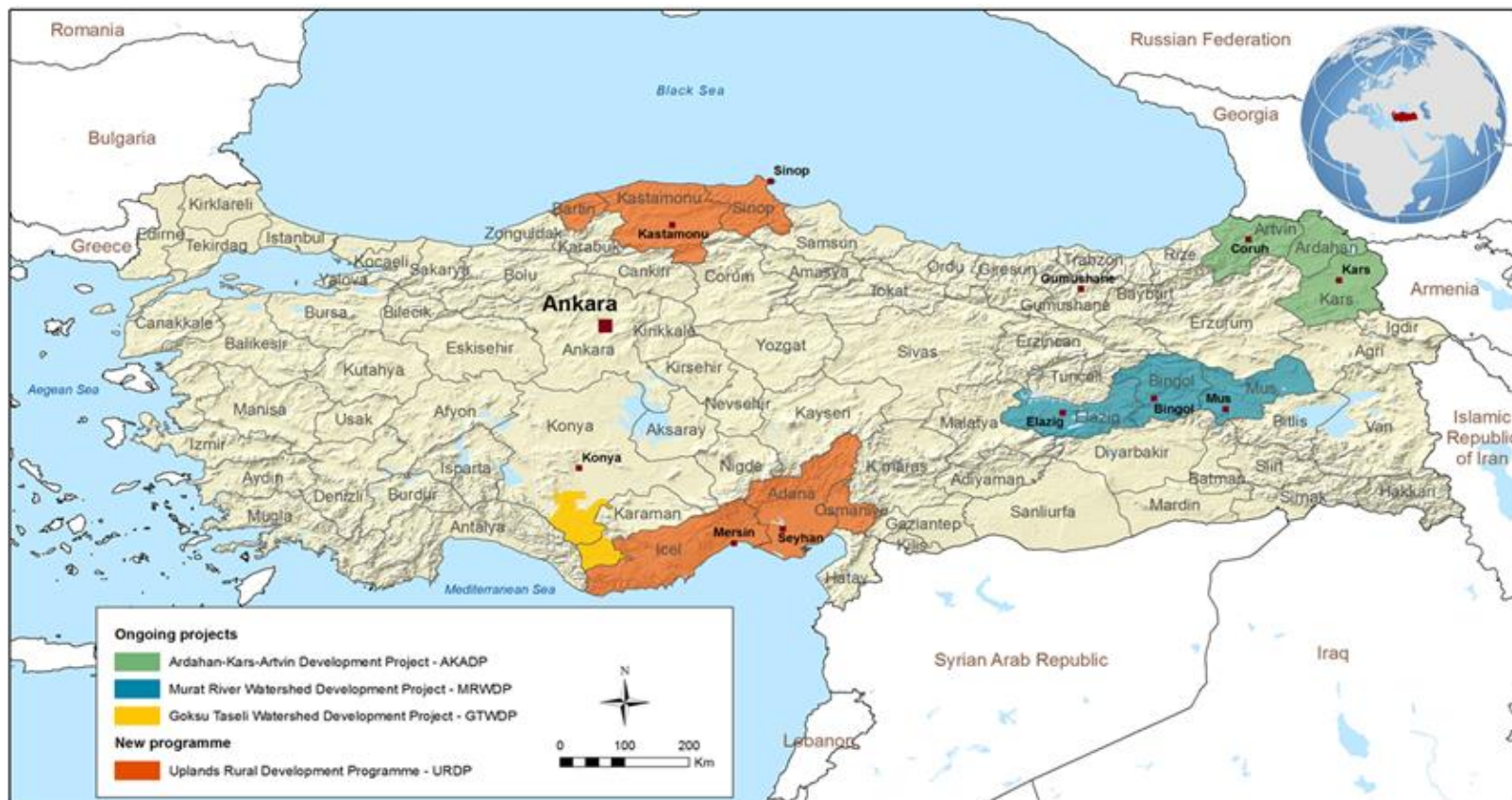
الملفات الرئيسية:

الملف الرئيسي 1: الفقر الريفي وقضايا القطاع الزراعي/الريفي

- الملف الرئيسي 2: مصفوفة المنظمات (تحليل جوانب القوة والضعف والفرص والمخاطر)
الملف الرئيسي 3: المبادرات التكميلية للجهات المانحة/إمكانات الشراكات
الملف الرئيسي 4: تحديد المجموعة المستهدفة، وقضايا الأولويات، والاستجابة المحتملة

خريطة العمليات التي يمولها الصندوق في تركيا

برنامج الفرص الاستراتيجية القطرية المستند إلى النتائج



إن التسميات المستخدمة وطريقة عرض المواد في هذه الخريطة لا تعني التعبير عن أي رأي كان من جانب الصندوق فيما يتعلق بتقسيم الحدود أو الترخوم أو السلطات المختصة بها.

المصدر: الصندوق الدولي للتنمية الزراعية. 2016-05-17

موجز تنفيذي

- 1- يغطي برنامج الفرص الاستراتيجية القطرية المستند إلى النتائج لجمهورية تركيا الفترة 2016-2021. وهو ثالث برنامج للفرص الاستراتيجية القطرية يعده الصندوق لهذا البلد، ولكنه الأول المستند إلى النتائج. وتستند هذه الاستراتيجية على تحليل للخبرات والدروس المستفادة من المشروعات التي يمولها الصندوق في البلاد، ومن تقييم مستكمل حديثاً للبرنامج القطري، ومن إجراءات التقدير الاجتماعي والبيئي لتغير المناخ التي اتخذها الصندوق عام 2015.
- 2- تركيا بلد من البلدان متوسطة الدخل من الشريحة العليا، حيث بلغ الدخل الوطني الإجمالي للفرد الواحد 10 830 دولار أمريكي في عام 2014. وعلى الرغم من النمو المثير للإعجاب، إلا أن تركيا تواجه تحديات عديدة، بما في ذلك الاندماج في الاتحاد الأوروبي، وانعدام المساواة بين الجنسين، وهجرة الشباب، وتغير المناخ والتفاوتات بين أقاليمها. أما التفاوتات بين الأقاليم المختلفة فهي تنقسم إلى حد كبير على طول محور من الشرق إلى الغرب. ولم تعد الزراعة، التي بلغ نصيبها 8.6 بالمائة من الناتج المحلي الإجمالي عام 2014، المحرك الرئيسي للنمو الاقتصادي في تركيا. إلا أنها بقيت هامة بالنسبة للعمالة الريفية: إذ أنها شغلت ما بين عامي 2007-2012 حوالي 61 من السكان الريفيين، كذلك فإن الزراعة المشغل الأكبر للنساء في القطر.
- 3- منذ عام 1982، مؤل الصندوق 10 مشروعات في تركيا، باستثمارات إجمالية تصل إلى 661.1 مليون دولار أمريكي، أسهم منها الصندوق بمبلغ 189 مليون دولار أمريكي. واستفادت أكثر من 1.35 مليون أسرة ريفية من مساعدة الصندوق. وكما أكدته نتائج تقييم البرنامج القطري الأخير، فإن التدخلات التي يدعمها الصندوق كانت ذات صلة باحتياجات السكان الفقراء، وأسهمت بصورة معتبرة في خلق أصولهم المالية والمادية، سواء على المستوى الإفرادي أو على مستوى القرية. وبالنسبة للمشروعات المستكملة حديثاً، فإن وسطي الدخل زاد بما يُقدر بحدود 55 بالمائة.
- 4- لم يعن انتقال تركيا إلى وضعية البلد متوسط الدخل من الشريحة العليا وضع نهاية للفقر فيها. إذ مازالت هنالك جيوب من الفقر، وبخاصة في المرتفعات. ولم يكن القطاعان العام والخاص سريعين بما فيه الكفاية للتطرق للمشاكل في القطاعين الزراعي والريفي، وما يتعلق بهما من الفقر بين صفوف الفقراء المنتجين، في هذه المرتفعات. وقد عانت المرتفعات من انخفاض الاستثمار في جميع القطاعات. وأما الظروف المعيشية فهي رديئة مما يجعل من الهجرة خارج المناطق الريفية أمراً لا مفر منه. وتأتي النتيجة على شكل خسارة الأمن الغذائي والفرص المتاحة للإنتاج الزراعي، وبالتالي، فإن تميز الصندوق في تركيا هو في العمل في المناطق الجبلية نظراً لميزته النسبية في العمل في المناطق النائية والمهمشة.
- 5- وأما الغاية الاستراتيجية الإجمالية لبرنامج الفرص الاستراتيجية القطرية هذا فهي المساهمة في الحد من الفقر الريفي في المرتفعات في تركيا. وباستخدام الأهداف، والتمكين المجتمعي، والابتكارات لأغراض توسيع النطاق، وإرساء الشراكات كمبادئ أساسية للانخراط. سيوجه الهدفان الاستراتيجيان التاليان اللذان يعزز أحدهما الآخر الانخراط الجاري والمستقبلي للصندوق في تركيا:

- **الهدف الاستراتيجي 1: تعزيز فرص الوصول إلى الأسواق للمزارعين أصحاب الحيازات الصغيرة المنتجين الفقراء.** وسيحقق ذلك من خلال ما يلي: (1) التدريب وبناء القدرات في جميع القطاعات في سلاسل الإنتاج الزراعي، مع التركيز على الشباب الميالين للهجرة، والنساء، ومنظمات المزارعين الرسمية، ومجموعات المصالح غير الرسمية؛ (2) تحسين الإنتاج الزراعي والبنى التحتية للتخزين للحد من خسائر ما بعد الحصاد ولتعزيز مرافق التخزين؛ (3) تحسين الوصول إلى معلومات السوق لتوجيه قرارات الإنتاج لأغراض النوعية والكمية والتنوع.
- **الهدف الاستراتيجي 2: تعميم الإدارة المستدامة للموارد الطبيعية في جميع أنواع مظاهر الإنتاج الزراعي في المرتفعات، وزيادة الصمود في وجه تغير المناخ في المرتفعات.** وسيتم تحقيق ذلك من خلال: (1) الترويج للتكنولوجيات وأفضل الممارسات الرامية إلى صون التربة والمياه؛ (2) بناء الوعي والمعرفة بشأن تغير المناخ واستخدام/تدهور الأراضي؛ (3) الترويج للممارسات الزراعية الذكية مناخياً، مثل الإنتاج المغطى للمحاصيل، والري بالريذاذ والتلقيط، وشبكات الحماية من تساقط البَرَد، وما إلى ذلك.

جمهورية تركيا

برنامج الفرص الاستراتيجية القطرية

أولاً - تشخيص الحالة القطرية

1- **السياق القطري.** يبلغ التعداد الإجمالي لسكان تركيا 74.9 مليون نسمة. وتعيش الغالبية العظمى منهم، 72 بالمائة، في المناطق الريفية. وفي عام 2014، صنّف تقرير التنمية البشرية تركيا في فئة التنمية البشرية العالية، حيث جاءت في المرتبة 69 من أصل 187 بلداً. وعلى الرغم من أن تركيا تقع في منطقة البحر المتوسط، حيث الظروف المناخية معتدلة، إلا أن تنوع المشاهد الطبيعية فيها وجبالها التي تمتد بصورة موازية للخط الساحلي في الشمال والجنوب تخلق ثلاث مناطق مناخية رئيسية، وهي: المناخ المتوسطي، وشبه المداري والقاري، مما يعطي البلاد إمكانيات كبيرة لإنتاج سلسلة مستدامة من إمدادات المدخلات الخام للصناعة التحويلية، ويبسر من وضع البلاد كمصدر رئيسي للأطعمة والمشروبات. وفي واقع الأمر، فقد غدت تركيا مركزاً إقليمياً لإنتاج وتجهيز وتصدير المواد الغذائية للأسواق الكبيرة الأوروبية والشرق أوسطية.

2- **السياق الاقتصادي.** تركيا بلد من بلدان الدخل المتوسط من الشريحة العليا حيث يصل نصيب الفرد من الدخل الوطني الإجمالي فيها إلى 10 830 دولار أمريكي (2014) وأما الناتج المحلي الإجمالي فهو 813 مليار دولار أمريكي (2014)، مما يجعلها في المرتبة 18 من بين أكبر الاقتصادات في العالم. وتراوح وسطي معدل نمو الناتج المحلي الإجمالي في تركيا بحدود 5.2 بالمائة بين عامي 2002 و2014. وتركيا بلد من بلدان السوق الحر إلى حد كبير حيث توجد توليفة معقدة من الصناعة الحديثة والتجارة، مع وجود القطاع الزراعي الذي تفاوت بصورة كبيرة على مدى العقد الماضي. وتشغل الزراعة حوالي 20 بالمائة من العمالة في البلاد، على الرغم من أن نصيبها لا يتجاوز 8.6 بالمائة فقط من الناتج المحلي الإجمالي (2014)¹. وعلى الرغم من النمو المثير للإعجاب، إلا أنه مازالت هنالك العديد من التحديات التي لا بد من التطرق إليها، بما في ذلك زيادة الاندماج في الاتحاد الأوروبي، وانعدام المساواة بين الجنسين، وهجرة الشباب، وتغير المناخ، والتفاوتات بين الأقاليم. وأما قيمة دليل التنمية البشرية معدلاً بعامل عدم المساواة فهو 0.641، أي بحدود 16 بالمائة أقل من قيمة معدل التنمية البشري للبلاد، وأقل من المعدلات الوسطية للاتحاد الأوروبي ولمنظمة التنمية والتعاون في الميدان الاقتصادي. ويعكس دليل التنمية البشرية معدلاً بعامل عدم المساواة انعدام المساواة في توزيع الإنجازات في المجتمع التركي والتفاوتات بين الأقاليم في البلاد. وأما الأقاليم التي ما زالت لم تلحق بالركب منها (شرق الأناضول، وجنوب شرق الأناضول والبحر الأسود) تمتد على ما يعادل 40 بالمائة من مساحة الأراضي التركية، و30 بالمائة من السكان (حوالي 26 مليون مع نهاية عام 2014)، ويأتي أقل من 20 بالمائة من دخل الاقتصاد من هذه الأقاليم؛ حيث لا يتجاوز الناتج المحلي الإجمالي للفرد الواحد 60 بالمائة من الوسطي الوطني.

¹ <http://data.worldbank.org/indicator>

3- **الفقر.** أحرزت البلاد تقدماً ملحوظاً في الحد من الفقر في العقدين الماضيين. وبناءً على إحصائيات البنك الدولي، فإن تعداد السكان الذين يعيشون دون خط الفقر الوطني قد تراجع مع 30.3 بالمائة عام 2004 إلى 2.3 بالمائة عام 2014 (1.6 بالمائة في المناطق الحضرية؛ و5.9 في المناطق الريفية). إلا أنه، ووفقاً لإحصائيات وزارة التنمية، هنالك 16.3 بالمائة من السكان ممن يعيشون دون خط الفقر (الذي يبلغ 1.699 دولار أمريكي في اليوم). ويعيش حوالي 7.3 مليون شخص (9.5 بالمائة من السكان) في قرى في غابات تقع أساساً في المرتفعات، وباستثناء المحور الشرقي الغربي، فهم من بين أشد الناس فقراً في البلاد. وأما قيمة مؤشر عدم المساواة بين الجنسين بالنسبة لتركيا فهي 0.359، مما يضعها في المرتبة الثانية والسبعين من بين 149 دولة. وما زالت النساء يتمتعن بمشاركة محدودة في الحوكمة، وبوصول محدود للغاية للموارد والسيطرة عليها على شاكلة الأراضي والتمويل. ويعتبر القطاع الزراعي أكبر مشغل للنساء، حيث تصل نسبتهن فيه إلى 44 بالمائة من القوة العاملة في الزراعة.

4- **الزراعة.** يعتبر قطاع الزراعة أكبر مشغل للقوى العاملة في تركيا، ومساهم أساسي في الناتج المحلي الإجمالي للبلاد وفي صادراتها وتميتها الريفية. وعلى الرغم من تراجع أهميته مقارنة بقطاعي الصناعة والخدمات، إلا أن قطاع الزراعة ما زال يلعب دوراً محورياً في المجتمع التركي، لأنه يشغل حوالي ربع القوة العاملة ويولد معظم الدخل وفرص العمالة في المناطق الريفية. وأما المشكلة الهيكلية الرئيسية في هذا القطاع فهي تفتت حيازات الأراضي، وذلك أساساً بسبب الأثر التراكمي لكل من قوانين الإرث التي تقسم الأراضي بصورة متساوية بين الورثة. بحيث غداً وسطي حجم حيازة الأراضي للمزارع الواحد بحدود 6.8 هكتار. ويتنبأ تفتت حيازات الأراضي المزارعين من الاستثمار في التكنولوجيات الملائمة، كما يحد من فرص وصولهم للحيازات الكبيرة والمياه، ويحد من خيارات المحاصيل والعمليات الزراعية في الوقت المناسب لها، كما أنه يؤدي إلى زيادة تكاليف الإنتاج.

5- **المناخ والبيئة.** على وجه العموم، يتأثر حوالي 85 بالمائة من المساحة الإجمالية لتركيا بتدهور طفيف إلى حاد للتربة، مما يؤثر على 54 بالمائة من أراضي الغابات و59 بالمائة من الأراضي الزراعية و64 بالمائة من المراعي. ومن جهة أخرى، تتألف 54 بالمائة من المساحة الإجمالية لتركيا من نظم إيكولوجية قاحلة وشبه قاحلة بحيث يتهدها التصحر. ويعدّ تغير المناخ المحتمل، وخسارة التنوع البيولوجي، وزيادة الجفاف مترافقاً بتوسع الزراعة والحرجة والإنتاج الحيواني في المناطق القاحلة من مجالات القلق المتنامي. وتركيا مصنفة كبلد يتسم بشح المياه. وتأتي الضغوطات على الموارد المائية من القطاعات جميعها، حيث يأتي الضغط الأعلى من الزراعة التي تستخدم 75 بالمائة من مياه البلاد. ووفقاً لفريق الخبراء الحكومي الدولي حول تغير المناخ لعام 2007، يتوقّع لتركيا أن تعاني من تقلص في مردودات المحاصيل بسبب تراجع الهطولات في المناطق شبه القاحلة، وزيادة درجات الحرارة، وتناقص توفر المياه للأنشطة المروية.

6- **التحديات الأساسية.** تعتبر المشاكل في المناطق الريفية متعددة الأوجه ومتعدّية، وبخاصة فيما يتعلق بالمناطق وقرى المرتفعات التي ما زالت متخلّفة عن الركب. وتتضمن هذه المشاكل ضعف الموارد البشرية (انخفاض التعليم والمهارات)؛ وعدم فعالية الهياكل المؤسسية، مثل منظمات المزارعين؛ والتبعثر الكبير لأنماط الاستيطان، وعدم كفاية الاستثمارات لأغراض تنمية وصيانة البنى التحتية المادية والاجتماعية والثقافية؛ والمعدلات المرتفعة للبطالة المقنّعة؛ وعدم كفاية التنوع في الأنشطة الزراعية وغير الزراعية مما ينجم عنه انخفاض الدخل وتدني مستوى الحياة نسبياً بالنسبة للسكان الريفيين. وتؤدي مثل هذه المشاكل إلى

تحفيز الهجرة بين المناطق وخارجها من المناطق الريفية إلى المناطق الحضرية، وأساساً من الشرق إلى الغرب.

7- **المخاطر.** في عام 2015، صنّف مؤشر مدركات الفساد في مؤسسة الشفافية الدولية تركيا في المرتبة السادسة والستين من أصل 168 بلداً (حيث تراجع من المرتبة 64 من أصل 175 عام 2014) بدرجة قدرها 42. وتعتبر عملية الانضمام إلى الاتحاد الأوروبي المحرك الرئيسي لجهود محاربة الفساد التي تقوم بها الحكومة. كذلك حدّد الأمن أيضاً على أنه أحد المخاطر التي تؤثر على سبل العيش واستثمارات القطاع الخاص في البلاد. إلا أن المناطق المستهدفة المقترحة هي بعيدة كل البعد عن أي نزاع ويتوقّع لها أن تبقى على هذا النحو. وعلى مستوى التنفيذ، فإن الدروس المستفادة من المشروعات السابقة والجارية تشير إلى التأخيرات في إنشاء وحدات إدارة المشروعات مما يبطئ من استهلال المشروعات. وتتبع هذه المشاكل أساساً من عملية التعيين الطويلة للموظفين المهنيين المختارين، وعدم رغبة موقري الخدمات في العمل في المناطق التي تعاني من مخاطر أمنية أو وجودهم في هذه المخاطر. ومن شأن نهج استباقي أن يتطرق لهذه المشاكل، على سبيل المثال، من خلال ضمان الموافقة المبكرة على توصيف عمل موظفي المشروعات، والاستهلال المباشر لعمليات المشتريات ما أن يتم التوقيع على اتفاقيات القروض.

ثانياً – الدروس والنتائج السابقة

8- يضم التعاون بين الصندوق والحكومة التركية قروضا استثمارية ومنحاً علاوة على أنشطة غير إقراضية مثل إدارة المعرفة وحوار السياسات وإرساء الشراكات. وقد مؤل الصندوق عشرة مشروعات في تركيا منذ عام 1982. وكانت التكلفة الإجمالية للبرنامج بحدود 661.1 مليون دولار أمريكي، وهي تضم أموالاً من الصندوق (189 مليون دولار أمريكي)، وجهات مشاركة في التمويل (148.8 مليون دولار أمريكي) ومساهمة نظيرة (323.3 مليون دولار أمريكي). ومنذ عام 1982، استفادت أكثر من 1.35 مليون أسرة من مساعدة الصندوق لتركيا.

9- ويؤكد تقييم البرنامج القطري الذي أُجري مؤخراً النتائج الأساسية لتقارير إنجاز المشروعات المستكملة حديثاً (وهي مشروع التنمية سيفاز-أرزينكان ومشروع التنمية في ديار بكر وباتمان وسيرت) على النحو التالي:

(أ) **الأصول المادية.** أسهمت المشروعات التي مولها الصندوق بصورة معتبرة في خلق الأصول المادية لفقراء الريف، كأفراد وعلى مستوى القرية. وتضم المنجزات الأخيرة: (1) إنشاء نظم صرف في 46 قرية؛ (2) تطوير سبعة نظم ري على 8 892 هكتاراً (مما زاد من قيمة الأراضي بحدود 1.5 ضعفاً)؛ (3) إنشاء 175 كيلومتر من الأراضي الريفية؛ (4) تشييد أو تحديث حوالي 150 حظيرة. كذلك فقد وفّرت هذه المشروعات لـ 300 رابطة من رابطات المنتجين التكنولوجيات والمعدات لتبريد الحليب وتخزينه ونقله، وبالتالي زادت من الأصول المادية التي تملكها وتسيرها المجتمعات. وقد نجم عن مشروع التنمية في ديار بكر وباتمان وسيرت أكثر من 2 250 وظيفة جديدة بما يعادل دوام كامل أو فرص عمل أفضل أجراً.

(ب) **الأصول المالية.** ثبت أن عمليات الصندوق قد حسنت من وصول الأسر الريفية إلى الموارد المالية للشروع بأعمال تجارية أو توسيعها. وكانت هذه التحسينات نتيجة مباشرة لبرامج المنح النظيرة التي

مولها الصندوق ولزيادة وعي المستفيدين بالإمكانات التمويلية الأخرى، مثل برامج المنح الحكومية (للأبقار من السلالات الصافية)، ولبرنامج منح الاتحاد الأوروبي/أداة مساعدة ما قبل الانضمام للاتحاد الأوروبي للتنمية الريفية، وللقروض المواتية من المصرف الزراعي في تركيا المعروف باسم مصرف زيرات.

(ج) **الإنتاجية الزراعية.** حسنت الاستثمارات في نظم الري من توفر المياه وزادت من كفاءة استخدامها بما يعادل 30 بالمائة. وأبلغ المزارعون عن زيادة في المردودات بما وسطيه 60 بالمائة بالنسبة للشوندر السكري، والطماطم، والعنب، والتفاح والقمح. كذلك مكنت المشروعات المزارعين من الحد من اعتمادهم على محصول واحد، وأدخلت التنوع المحصولي. كما فقد لوحظت زيادة في الدخل بما يتراوح وسطيه بحوالي 55 بالمائة في هذه المشروعات المستكملة حديثاً.

(د) **تربية الأبقار وغيرها من المشروعات.** زاد المزارعون من مربي الأبقار المشاركين حجم قطعانهم بما يتراوح بحدود 35 بالمائة، كما ازداد إنتاج الحليب بحدود 30 بالمائة، مما نجم عنه معدّل عائد داخلي بحدود 20 بالمائة. وتزايد دعم الصندوق لتربية النحل، باعتباره نشاطاً مدرّاً للدخل خارج المزرعة، من إنتاج العسل بما يقارب من 80 بالمائة من كل خلية.

(هـ) **الظروف المعيشية في القرى الأشد فقراً.** أدى الدعم الموقر للصرف الصحي في القرى، ولطرقات الوصل ونظم مياه الشرب والمخابز الجماعية إلى تحسينات في ظروف المعيشة في القرى. وتتضمن الآثار الإيجابية زيادة الوصول إلى الأسواق والحدّ من عبء العمل على النساء، وتعزيز التعاون بين المجموعات. وفي 30 قرية من مشروع التنمية سيفاز-أرزينكان، أكد المشاركون على أن الاستثمارات في نظم الصرف قد حسنت من التصاح والصحة، وبخاصة بالنسبة للأطفال. علاوة على ذلك، فقد تم تزويد جميع البيوت تقريباً بمرافق الصرف الصحي.

10- وأما أهم الدروس التي يمكن تطبيقها على الاستثمارات المستقبلية، فهي التالية:

(أ) **توفير خطة للاستثمار الاستراتيجي.** استفادت المشروعات الريفية الصغيرة والمتوسطة النطاق من نهج خطة الاستثمار الاستراتيجي من خلال الروابط مع الأسواق، وزيادة الإنتاجية، وتحسين دخول المنتجين. ويتمتع هذا النهج بإمكانية تكراره في قطاعات فرعية أخرى وفي مناطق جغرافية أخرى من تركيا، مع احترام تركيز الصندوق على سكان الريف الأشد فقراً.

(ب) **توفير برنامج للمنح النظرية.** لم تكن المنح النظرية التي كانت توفرها الحكومة مناصرة للفقراء، ولم تأخذ بعين الاعتبار القدرة الاستيعابية للمستفيدين. وأما برنامج المنح النظرية للصندوق فقد تطرق لهذه القضية. ويتوجب على إجراءات برنامج المنح النظرية أن تخضع للرصد لضمان ملاءمة معايير الأهلية للمجموعات المستهدفة، والنسبة المئوية لحصة المنحة، وتدريب المستفيدين على إجراءات المنح.

(ج) **دعم منظمات المزارعين.** عزز دعم البرنامج لمنظمات المزارعين والمنتجين من القدرات الإنتاجية والإدارية. ومن شأن الاستمرار بمثل هذا الدعم أن يحسّن من الإنتاجية والدخل والقدرة التفاوضية.

(د) دعم سلاسل القيمة المناصرة للفقراء. هدف اختيار سلاسل ومؤسسات الإمدادات إلى ضمان الترويج للزراعة ذات الطابع التجاري بدون خسارة التركيز على المنتجين الأشد فقرا ومتطلبات المؤسسات الوسيطة (مثلا منظمات المزارعين).

(هـ) تحسين نظام الرصد والتقييم الضعيف. عانت المشروعات التي يدعمها الصندوق وغيره من الوكالات من النواقص في الرصد والتقييم، وبخاصة في النتائج المبلغ عنها والآثار على المستوى المحلي والإقليمي والوطني. ولا بد من تطوير قدرة شركاء التنفيذ على الرصد والتقييم ورصدها بصورة وثيقة. كما يتوجب على الصندوق أن يوفّر أيضا بناء القدرات ودعم التنفيذ.

(و) زيادة الانخراط المحدود حاليا للقطاع الخاص في المرتفعات النائية. حتى تاريخه، لم تتمكن البرامج الإنمائية التي تديرها الحكومة من اجتذاب القطاع الخاص. وإرساء شراكات مع الوكالات الحكومية، يتوجب على تدخلات الصندوق ضمان بناء القدرات والتدريب المباشر على مستوى المنتجين. ولا بد من إدخال منتجات (مثلا سلاسل جديدة) وخدمات جديدة (مثلا التخزين) للأسواق من خلال خطة الاستثمار الاستراتيجي، بتعاون وثيق مع ممثلي القطاع الخاص في سلاسل القيمة (مثلا، صغار المنتجين/منظمات المنتجين ومجهزي المنتجات الزراعية أو التجار/المصدرين).

ثالثاً - الأهداف الاستراتيجية

11- في بلد كبير من بلدان الدخل المتوسط من الشريحة العليا كتركيا، قد تبدو مساهمة الصندوق الإنمائية الإجمالية هامشية. إلا أن الطلب على الصندوق من الشركاء القطريين وصناع السياسة لعرض نهج ونماذج ومنتجات وخدمات معرفية جديدة قد ازداد، كذلك هو الأمر بالنسبة لنطاق تعبئة الخبرات المطلوبة. وقد أدت النجاحات والنتائج التي أحرزها برنامج الصندوق إلى زيادة هذا الطلب بصورة أكبر. ويدعم التركيز المؤسسي الأكثر حداثة للصندوق على سلاسل القيمة والوصول إلى الأسواق لصالح الفقراء الاستراتيجيات الوطنية الخاصة بالتنمية الزراعية والريفية. وهناك حاجة كبيرة إلى الوسائل الفعالة لتعزيز الروابط بين الفقراء المنتجين والأسواق. وقد تعرّضت هذه الرابطة للإهمال بسبب تركيز كل من القطاعين العام والخاص على المناطق الغنية بالموارد الأكثر ازدهارا وريحية والتي تعدّ جغرافيا وإيكولوجيا أقل عرضة للتحديات. وقد عانت المرتفعات من انخفاض الاستثمارات في جميع القطاعات، ولأن الظروف المعيشية رديئة أيضا فإن الهجرة خارج المناطق الريفية أمر محتم. وتأتي النتيجة على شكل خسارة الفرص المتاحة للإنتاج الزراعي، وإلى حدّ ما، تعريض الأمن الغذائي المحلي للخطر. وبالتالي، فإن ميزة الصندوق الأساسية في تركيا هي في العمل في المناطق الجبلية بسبب ميزته النسبية التي تكمن في العمل في المناطق النائية والمهمشة.

12- ويتمثل الهدف الاستراتيجي الإجمالي من برنامج الفرص الاستراتيجية القطرية هذا في المساهمة في الحد من الفقر الريفي في المرتفعات في تركيا. وتتواءم هذه الغاية بصورة كاملة مع: (1) استراتيجية الحكومة طويلة المدى وألويات القطاعات الأخرى؛ (2) الإطار الاستراتيجي للصندوق للفترة 2016-2025؛ (3) أهداف التنمية المستدامة التي يمكن تطبيقها على تركيا. وباستخدام الاستهداف، والتمايز بين الجنسين، والتمكين المجتمعي، والابتكارات لأغراض توسيع النطاق، وإرساء الشراكات كمبادئ أساسية للانخراط، سيوجه الهدفان التاليان اللذان يعزز أحدهما الآخر انخراط الصندوق الحالي والمستقبلي في تركيا:

- **الهدف الاستراتيجي 1: تعزيز فرص الوصول إلى الأسواق للمزارعين الفقراء المنتجين من أصحاب الحيازات الصغيرة.** سيتم تحقيق هذا الهدف من خلال: (1) تدريب وبناء قدرات جميع الجهات الفاعلة في سلاسل قيمة الإنتاج الزراعي، مع التركيز على الشباب الميالين للهجرة والنساء ومنظمات المزارعين القائمة أو مجموعات المصالح غير الرسمية؛ (2) تحسين الإنتاج الزراعي والبنية التحتية للتخزين للحد من خسائر ما بعد الحصاد وتحسين ظروف التخزين؛ (3) تحسين الوصول إلى معلومات السوق لتوجيه قرارات الإنتاج فيما يتعلق بزيادة الجودة والكمية والتنوع.
- **الهدف الاستراتيجي 2: تعميم الإدارة المستدامة للموارد الطبيعية في جميع مظاهر الإنتاج الزراعي في المرتفعات وزيادة صمود المرتفعات في وجه تغير المناخ.** وسيحقق هذا الهدف من خلال ما يلي: (1) الترويج للتكنولوجيات وأفضل الممارسات لصون التربة والمياه؛ (2) تعزيز الوعي وإدارة المعرفة الخاصة بتغير المناخ واستخدام/تدهور الأراضي؛ (3) الترويج للممارسات الزراعية الذكية بيئياً، بما في ذلك الإنتاج المغطى للمحاصيل، والري بالتقنيط والرذاذ، وشبكات الحماية من تساقط البرد.

رابعاً - النتائج المستدامة

ألف - الأهداف والتمايز بين الجنسين

- 13- **المجموعة المستهدفة.** ستتشكل المجموعة المستهدفة من أصحاب الحيازات الصغيرة المنتجين (نساء ورجالاً)، والمزارعين والرعاة والنساء الريفيات والشباب الريفيين المستعدين للانخراط في مشروعات صغيرة ومتوسطة النطاق لتعميم سلاسل قيم الأسواق. ولا بد لجميع المجموعات المستهدفة من أن تطلب الانتساب للحصول على فوائد البرنامج (الأهداف الذاتي). وللاستفادة من الاستثمارات من خلال المنح النظرية يتوجب على المنتسبين أيضاً الامتثال لمعايير الأهلية. وسيؤخذ بعين الاعتبار تفضيل المقترحات الصادرة عن منظمات المزارعين التي تضم ما لا يقل عن 30 بالمائة من النساء.
- 14- **الأهداف الجغرافي** الذي حدد المناطق الجبلية كمناطق تتمتع بالفرص لإدخال تحسينات معتبرة على الإنتاجية والربحية الزراعية. وتظهر هذه المناطق تفاوتات مستمرة لا بين المناطق الجبلية المختلفة وغيرها من المناطق في تركيا فحسب، وإنما أيضاً بين المرتفعات والمناطق المنخفضة. وتتسم القرى الجبلية بمعدلات فقر أعلى وهي المعيار الأول للاستهداف الجغرافي. كذلك سيكون لبرنامج الفرص الاستراتيجية القطرية هذا مجموعة مستهدفة أولية وثانوية.
- 15- **استراتيجية التمايز بين الجنسين.** سوف تتضمن خطة العمل تنفيذ إجراءات تحسين الإنتاج وتطوير روابط السوق، علاوة على الأنشطة المصممة لتوسيع وصول النساء والأسر الأفقر إلى رأس المال والأراضي والمعرفة وخدمات الدعم والسيطرة عليها. وسوف يتم استعراض هذه الخطة كل سنة. ومن الإجراءات الرئيسية وضع حصص للوصول إلى الخدمات والمشاركة في هيئات اتخاذ القرار تخصص للنساء والشباب.

باء - توسيع النطاق

- 16- **توسيع النطاق** الذي سيكون مبدأ رئيسياً للانخراط كما هو منصوص عليه في الإطار الاستراتيجي للصندوق للفترة 2016-2025. وقد التزم ممثلو الحكومة بتوسيع نطاق النماذج الإنمائية المستدامة للقضاء على

جيوب الفقر، وبخاصة في المرتفعات. وسوف يتحقق ذلك من خلال تبني نهج برامجي لاستثمارات الصندوق، ومن خلال توسيع نطاق برنامجين استثماريين جاريين للصندوق يتميّزان بخصائص مشابهة، وهما: مشروع إعادة إحياء مستجمع نهر مورات، ومشروع تنمية مستجمعات المياه في غوكسو تاسيلي، إضافة إلى برنامج تنمية المرتفعات الريفية الموجود حاليا في ذخيرة المشروعات. ويهدف توسيع النطاق بموجب برنامج الفرص الاستراتيجية القطرية هذا إلى زيادة عدد صغار المنتجين والنساء الريفيات والشباب الذين يتمتعون بوصول مستدام للأسواق (الهدف الاستراتيجي 1) وتعزيز الصمود في وجه تغير المناخ (الهدف الاستراتيجي 2).

جيم - الانخراط في السياسات

17- يعد الانخراط السياسي على المستوى القطري أولوية من الأولويات الاستراتيجية القطرية للصندوق في تركيا. ويتمثل دور البرنامج الذي يقوده الصندوق في المساهمة في إنجاز الأهداف الاستراتيجية المنصوص عليها أعلاه، وبصورة أكثر أهمية، فإنه سيخلق تركيزا مناصرا للفقراء، مما يضمن تمتّع صغار المزارعين فقراء الموارد بالوصول إلى الأراضي واستفادتهم من هذا البرنامج. ويمكن للصندوق أن يضيف قيمة مخصصة على عمليتين جوهريتين وسياستين في تركيا، كما سيرد ذكره أدناه.

18- تعزيز التركيز المناصر للفقراء والتركيز على التمايز بين الجنسين في التمويل والتفويض ورصد استراتيجيات الحكومة وسياساتها وبرامجها الاستثمارية. وفي سياق نظام ثانوي في المناطق الريفية، سوف يوفّر الصندوق المساعدة التقنية لتحليل وتعزيز كفاءة سياسات الدعم الزراعية بالتنسيق مع الشركاء، بما فيهم الوكالتان اللتان تتخذان من روما مقرا لهما. ولهذا الغرض سوف يدعم الصندوق المزيد من فرص الوصول للنساء والرجال والشباب المنتجين الفقراء الذين يعانون من عجز في الضمانات لهذا النظام الفرعي، مع إيصال الحاجة إلى الاستهداف الشمولي المناصر للفقراء في الوقت ذاته.

19- الترويج للروابط التي طال إهمالها بين الأسواق والفقراء المنتجين في أكثر المناطق حرمانا، مثل المرتفعات من خلال الانخراط السياسي وبناء الشراكات. وسوف يتمكن الصندوق من المساعدة على تيسير الحوار بين الجهات الفاعلة في القطاع الخاص لتحديد التحديات التشغيلية والسياساتية والحلول المحتملة. وسوف يعمل الصندوق أيضا على اقتراح حلول تعود بالفائدة على الطرفين بتعزيز البيئة التي يعمل فيها أصحاب الحيازات الصغيرة. وكذلك سيتم حث الاستثمارات الخاصة في المناطق الريفية المرتفعة من خلال ربط المشتريين بالمنتجين، وخلق الروابط مع مصرف زيرات أو المصارف التجارية. وبالتالي، تيسير بزوغ الشراكات الخاصة-العامة.

20- سوف ينطوي الانخراط السياسي للصندوق في تركيا على ثلاثة سبل للتأثير على السياسات والاستراتيجيات الوطنية، وهي: (1) المكتب القطري للصندوق ومدير البرنامج القطري الذي سيشترك في مجموعات العمل الحكومية في البلاد، والذي سيتعاون مع شركائها الإنمائيين؛ (2) المكتب القطري للصندوق وموظفو المشاريع الذين سيحاولون إيصال النهج الناجحة التي تم اختبارها في ظل المشروعات التي يدعمها الصندوق لأغراض توسيع النطاق المحتمل وتبنيها من قبل الحكومة؛ (3) ترويج الصندوق للمشروعات لتعزيز مشاركة منظمات السكان الريفيين في العمليات السياسية الوطنية، وبالتالي تزويد هذه المنظمات بدور أقوى في استقطاب التأييد.

دال - الموارد الطبيعية وتغير المناخ

21- بما يتماشى مع النتائج التي خرجت بها دراسة إجراءات التقدير الاجتماعي والبيئي بتغير المناخ، سيدعم برنامج الفرص الاستراتيجية القطرية المستند إلى النتائج المخرجات المستدامة البيئية والاجتماعية، وسيروج المزيد من المساواة الاجتماعية في المجتمعات الريفية، وسيشجع الإجراءات الملائمة للتأقلم مع، وحيث سيكون ذلك مجدياً، التخفيف من مخاطر تغير المناخ. إضافة إلى ذلك، سوف يُبقي الصندوق على الحوار الخاص بهذه القضايا مع الحكومة وغيرها من أصحاب المصلحة ذوي الصلة والشركاء الإنمائيين. أما أهم الإجراءات الاستراتيجية الموصى بها، فهي التالية:

- الإبقاء على التركيز المعرف حديثاً على الفقر استناداً إلى الارتفاع حيث يتعرّض فقراء الريف لخطر التأثر بصورة غير متناسبة بالممارسات غير المستدامة لإدارة الموارد الطبيعية والتي تزيد من استنزاف قاعدة الموارد الطبيعية بسبب تغير المناخ؛
- دعم الحاجة لتوليد مخصص للمعارف الخاصة بآثار تغير المناخ، و/أو فهم كيفية تأثر المنتجين على نطاق صغير بها؛
- الاستمرار بالترويج لتكنولوجيات صون المياه، وزيادة الوعي والترويج لإدارة المعرفة بتغير المناخ واستخدام الأراضي/تدهور الأراضي؛
- تحسين الأثر السياساتي للصندوق من خلال إرساء الشراكات والتعاون مع وكالات الأمم المتحدة الأخرى العاملة في تركيا والشركاء الإنمائيين الماليين/التقنيين؛
- الاعتراف بأن على المشروعات والبرامج المستقبلية للصندوق أن تتوجه باحتياجات المستفيدين في المرتفعات المستهدفة للتأقلم مع تغير المناخ.

هاء - الزراعة المراعية للتغذية والتنمية الريفية

22- ستركز الأنشطة التي يدعمها الصندوق في تركيا ذات الصلة بالأمن الغذائي والتغذية على زيادة تنوع أنماط الحميات الغذائية ودخول الأسر. وسيركز تنويع الإنتاج المحصولي والأنماط المتكاملة لإنتاج الأغذية الأسرية (الحدائق المنزلية، والحيوانات الصغيرة، إلى آخره) أو سلاسل القيم المراعية لقضايا التغذية، على كل من مظاهر التغذية والمظاهر النقدية. وبالتركيز على المجموعات المستهدفة، سوف يتطرق الصندوق للدخول الأسرية المتدنية، باعتبارها محددة على أنها العامل المساهم الأساسي في سوء التغذية الطفيف وعدم كفاية المأخوذ من الفيتامينات، وخاصة بين الأطفال.

خامساً - الإيصال الناجح

ألف - إطار التمويل

- 23- سوف يتم تحقيق الأنشطة الإقراضية وغير الإقراضية ومخرجات برنامج الفرص الاستراتيجية القطرية هذا من خلال الجهود المشتركة التي يبذلها كل من فريق إدارة البرنامج القطري في الصندوق، والوكالات الحكومية، والشركاء القطريين والجهات المانحة. وسيعزز موظف البرنامج القطري للصندوق، الذي سيكون مقره في أنقرة بحلول نهاية عام 2016، من هذا التعاون، كما أنه سيزيد من وضوح صورة الصندوق في البلاد.
- 24- ستألف ذخيرة هذا البرنامج من برنامج تنمية المرتفعات الريفية (انظر الذيل السادس)، الذي يستخدم نهجا برامجيا وتخصيصين تقريبا بموجب نظام تخصيص الموارد على أساس الأداء (للفترة 2016-2018 والفترة 2019-2021). وسيدعم جزء من مخصص الفترة 2016-2018، أي 1 مليون دولار أمريكي، الأنشطة غير الإقراضية والتعاون بين بلدان الجنوب والتعاون الثلاثي في تركيا.
- 25- يتفق الصندوق والشركاء الحكوميون، وهم وزارة الأغذية والزراعة والثروة الحيوانية ووزارة التنمية، على أن تصميم برنامج تنمية المرتفعات الريفية برمته منذ البداية سيتسم بفعالية أكبر للتكاليف. وتبلغ التكلفة الإجمالية التأشيرية للبرنامج حوالي 220 مليون دولار أمريكي. وسيعمل الصندوق بشكل وثيق مع الحكومة لتعبئة حوالي 100 مليون دولار أمريكي من المساهمات المحلية، كذلك فإنه سيسعى لتعبئة حوالي 50 مليون دولار أمريكي على شكل تمويل مشترك من مؤسسات مالية دولية أخرى. وقد عبر كل من صندوق الأوبك للتنمية الدولية والبنك الإسلامي للتنمية عن اهتمامهما بالمشاركة في تمويل هذا البرنامج. وكذلك يتم تحري خيارات ضمان بعض التمويل التكميلي من مرفق البيئة العالمية و/أو الصندوق الأخضر للمناخ.
- 26- وخلال فترة هذا البرنامج، سوف يُتيح الصندوق مبلغ 1 مليون دولار أمريكي على شكل تمويل بمنحة من مخصصات دورة 2016-2018 من نظام تخصيص الموارد على أساس الأداء لدعم التعاون بين بلدان الجنوب والتعاون الثلاثي. وأما الهدف فيتمثل في المساهمة في تحقيق الأمن الغذائي، من خلال دعم الإنتاج الزراعي المستدام وتحسين إدارة الموارد الطبيعية في البلدان النامية، وبخاصة في الشرق الأدنى، وشمال أفريقيا، وأفريقيا جنوب الصحراء وآسيا. وتركيا في موقع جيد للمشاركة بخبراتها ودروسها الناجحة من استراتيجياتها للتنمية الريفية والزراعية مع البلدان النامية الأخرى. وأما الأنشطة التي ستمول فتتعلق بحوار السياسات، ونقل التكنولوجيا، وبناء القدرات وإدارة المعرفة. وسيعمل الصندوق بمثابة مستقطب للتأييد، ووسيط معرفي، وبنّاء للشراكات، ومحفّز على التعاون بين بلدان الجنوب والتعاون الثلاثي في كل بلد متلق.

الجدول 1

حساب المخصصات بموجب نظام تخصيص الموارد على أساس الأداء للسنة الأولى من برنامج الفرص الاستراتيجية القطرية

المؤشر	درجات السنة الأولى
ألف(1) الإطار السياساتي والقانوني للمنظمات الريفية	5.25
ألف(2) الحوار بين الحكومة والمنظمات الريفية	5.75
باء(1) الوصول إلى الأراضي	5.00
باء(2) الوصول إلى المياه لأغراض الزراعة	5.00
باء(3) الوصول إلى خدمات البحوث والإرشاد الزراعي	5.00
جيم(1) الشروط التمكينية لتنمية الخدمات المالية الريفية	4.25
جيم(2) المناخ الاستثماري للأعمال الريفية	5.66
جيم(3) الوصول إلى المدخلات الزراعية وأسواق المنتجات	5.00
دال(1) الوصول إلى التعليم في المناطق الريفية	5.00
دال(2) التمثيل	4.33
هاء(1) تخصيص وإدارة الموارد العامة لأغراض التنمية الريفية	5.00
هاء(2) المساءلة، الشفافية والفساد في المناطق الريفية	4.75
مجموع جميع الدرجات	220.00
مجموع متوسط الدرجات	5.00
درجة المشاريع المعرضة للخطر (2015)	5.00
درجة تقدير المؤسسات والسياسات القطرية (2014)	4.78
درجة البلد (2015)	5.00
المخصصات السنوية (بالدولارات الأمريكية، 2016)	12 175 695

الجدول 2

العلاقة بين مؤشرات الأداء والدرجة القطرية

النسبة المئوية لتغير مخصصات البلد بموجب نظام تخصيص الموارد على أساس الأداء عن السيناريو الأساسي	درجة تقييم أداء القطاع الريفي	تصنيف المشروعات المعرضة للمخاطر (+/-) (1)	سيناريو التمويل
24-	4.7	4	الحالة المنخفضة المفترضة
0	5.0	5	حالة خط الأساس
27	5.3	6	الحالة المرتفعة المفترضة

باء - الرصد والتقييم

27- بالتعلم من العمليات السابقة في البلاد، سوف يتم تحسين تصميم نظم الرصد والتقييم، وبالتالي تعزيز إدارة المشروعات المستندة إلى النتائج وتنفيذها والإشراف عليها. وسوف يستخدم الرصد والتقييم كمولد للمعرفة التي يمكن أن تساعد الحكومة والصندوق على اتخاذ قرارات مستنيرة، وعلى وجه الخصوص فيما يتعلق بحوار السياسات وإدارة المعرفة وتوسيع النطاق. وسوف يُراكم نظام رصد وتقييم برنامج الفرص الاستراتيجية القطرية المدخلات من نظام الرصد والمعلومات الزراعية في وزارة الأغذية والزراعة والثروة الحيوانية، وسوف يسجل المدخلات والمخرجات في قاعدة بيانات مركزية. كذلك، سيستفيد البرنامج القطري وشركاء التنفيذ من المنحة الإقليمية للصندوق التي تمت الموافقة عليها حديثًا بعنوان تعزيز الرصد والتقييم لتضييق فجوة المعرفة في التدخلات التي يمولها الصندوق. وتهدف هذه المنحة الإقليمية إلى تعزيز قدرة المؤسسات الإقليمية على إيجاد مناهج إدارة مستندة إلى النتائج، يتم إيصالها إلى الموظفين المعنيين بالمشروعات التي يمولها الصندوق في الإقليم.

28- ولتعزيز اختيار المستفيدين والمناطق المستهدفة، سوف يستخدم فريق برنامج الفرص الاستراتيجية القطرية والمؤسسات الوطنية أداة وضع خرائط المشروعات المستندة إلى نظام Google. ومن خلال وضع الخرائط لجميع العمليات، علاوة على البيانات المتاحة الاجتماعية والاقتصادية والبيئية، سوف يساعد التحليل في تحديد أكثر المجموعات والمناطق ضعفا وعرضة للمخاطر.

جيم - إدارة المعرفة

29- ونظرا لأهمية المعرفة لفعالية الاستثمارات والأنشطة غير الإقراضية، وبما يتماشى مع توصيات تقييم البرنامج القطري ذات الصلة، سوف يولّد البرنامج القطري، وبصورة نشطة، المعلومات ويتقاسمها في الحافظة بأسرها. وسوف يتم تعزيز إدارة المعرفة من خلال استراتيجية منتظمة لجمع الدروس المستفادة وأفضل الممارسات، وتوثيقها، ونشرها مما ينبثق عن المشروعات التي يدعمها الصندوق في تركيا.

30- وهناك منتجان من منتجات المعرفة المخصصة للذان سيتم إعدادهما خلال فترة برنامج الفرص الاستراتيجية القطرية. الأول هو دراسة مواضيعية عن التنمية المستدامة والحد من الفقر في النظم الإيكولوجية الجبلية الذي سيحلل الخبرات والدروس المستفادة من المشروعات التي يدعمها الصندوق في المناطق الجبلية في المغرب وتركيا. وستغذي توصيات ونتائج الدراسة تصميم وتنفيذ مشروعات مشابهة في كلا البلدين، وأيضاً في سياق التعاون بين بلدان الجنوب والتعاون الثلاثي، في البوسنة والهرسك وجورجيا ولبنان والجمهورية العربية السورية وتونس. والثاني، وللتطرق للافتقار إلى تحليل أثر أداء برامج الدعم الوطنية، سوف يساعد الصندوق الحكومة على توليد المعرفة حول أثر المنح النظرية والإعانات الحكومية.

دال - الشراكات

31- سوف يتم تحري إرساء شراكات أقوى مع جملة أوسع من الجهات الفاعلة، بما في ذلك وزارة الأغذية والزراعة والثروة الحيوانية، ووزارة التنمية، ووزارة الشؤون الحرجية والمائية، والمؤسسات الوطنية مثل وكالة التعاون والتنسيق التركية، والجهات الفاعلة في القطاع الخاص، والمنظمات المجتمعية، والجهات المانحة.

وفيما يتعلق بالشركاء الوطنيين الجدد المحتملين، فقد يُرسي الصندوق شراكة مع الوكالات الإنمائية في الأقاليم، مثل مشروع الأناضول الجنوبي الشرقي، ووكالة قونيا للتنمية الإقليمية (حوض قونيا)، و DOKAP (لشرق البحر الأسود)، و DAP (لشرق الأناضول). وتبرز هذه الوكالات، وبصورة متزايدة، كشركاء قيّمين على مستوى المحافظات. وسوف تعزّز الدروس المستفادة مع وكالة قونيا للتنمية الإقليمية في سياق تنفيذ مشروع تنمية مستجمعات المياه في غوكسو تاسيلي من الشركات مع الوكالات الإنمائية الإقليمية الأخرى.

32- تتميز تركيا باقتصاد سوق فاعل، وقد تبنت بالفعل سياسات سليمة وإصلاحات هيكلية للحد من دور الدولة ولتحسين بيئة الأعمال لصالح الاستثمارات الخاصة. ولكن، وحتى تاريخه، مازالت برامج التنمية الريفية التي تقودها الحكومة غير قادرة على اجتذاب الاستثمارات الخاصة في سلاسل القيمة في المرتفعات. وذلك يعود أساساً لـ: (1) الافتقار إلى روابط السوق المنتظمة والمنتجات الزراعية بالجودة والكميات الموثوقة من المنتجين أصحاب الحيازات الصغيرة؛ (2) الحاجة إلى التوجيه المنظم ذي الصلة للتسويق من قبل الوكالات الحكومية. وستتطرق العمليات بموجب برنامج الفرص الاستراتيجية القطرية لهذا الإحجام من خلال تشجيع أصحاب المبادرات بواسطة برنامج المنح النظرية، مما سييسر من الشراكات بين القطاعين العام والخاص لأن الجهات الفاعلة من القطاع الخاص يمكن أن تكون من المشترين، والتجار، والمستثمرين أو موفري التمويل. كذلك فإن ذلك سيضمن أيضاً بناء قدرات مباشر وتدريب على مستوى المنتجين، وبالتالي إعادة تعزيز اندماج المستفيدين من المرتفعات في الأسواق الأكبر.

هاء - الابتكار

33- يعتبر الجمع المدخل حديثاً لنهج القطاع الخاص الموجّه نحو الأسواق الذي ينطلق من القاعدة إلى القمة لأغراض الحد من الفقر الريفي والتنمية الاقتصادية والاجتماعية ابتكاراً رئيسياً في تركيا. وعلى كل من المستوى الإقليمي والمحلي، فإن البرنامج المقترح سوف يستند إلى الابتكارات القيمة في التقنيات والنهج التي أدخلها الصندوق، وهي تتضمن: خطط الاستثمار الاستراتيجي، وبرامج المنح النظرية المناصرة للفقراء والزراعة الذكية بيئياً. وستركز الأخيرة على تزويد المزارعين أصحاب الحيازات الصغيرة والمجتمعات المحلية بحزمة من التقنيات الذكية بيئياً مثل الإدارة المتكاملة للآفات، وإنتاج الخضروات تحت الأغطية، والطاقة المتجددة، والري بالتنقيط، والإدارة التشاركية للمراعي، وتبؤات بالطقس تستند إلى تكنولوجيا المعلومات المفصلة للظروف المحلية بغية الوصول إلى أفضل الأوقات للزراعة والحصاد. إضافة إلى ذلك، تتسم بعض برامج الجهات المانحة الدولية بخصائص ابتكارية تحسّن من نواتج القطاع الزراعي، كما ونوعاً، مع ضمان التنمية الذكية بيئياً لأولئك الذين يعيشون في المناطق الريفية.

واو - التعاون بين بلدان الجنوب والتعاون الثلاثي

34- يُدرك الصندوق وتركيا أهمية التعاون بين بلدان الجنوب والتعاون الثلاثي، وبالفعل فقد أرسيا شراكات تضم خبرة تركيا في التنمية الزراعية والحيوانية والحرجية مع خبرة الصندوق في بلدان أخرى، وبخاصة فيما يتعلق بالاستهداف المناصر للفقراء وتمكين المرأة. وهناك بلدان أخرى ستستفيد من خيارات السياسات الزراعية التي تم إغناؤها، وبخاصة بالنسبة للإنتاجية الزراعية ومنظمات المزارعين وإدارة الموارد الطبيعية والوصول إلى الأسواق. ويعتبر ذلك عنصراً هاماً في برنامج المساعدة الإنمائية الرسمية لتركيا الذي تُديره الوكالة

التركية للتعاون والتنسيق. وفي عام 2013، ارتفعت المساعدة الإنمائية الرسمية التي تقدّمها تركيا بحدود 30 بالمائة، بحيث تجاوزت 3.3 مليار دولار أمريكي. ومن بين الأهداف الرئيسية للسياسة الخارجية التركية توسيع نطاق انخراط تركيا بما يتعدى البلدان المجاورة مباشرة، والتطرق بصورة استباقية للقضايا العالمية الملحة، بما في ذلك التنمية الزراعية؛ وتوفير المياه والتصحيح؛ والتدريب الحرفي وتنمية القدرات المؤسسية؛ والمساعدات الإنسانية.

35- بدأ التعاون بين الصندوق والوكالة التركية للتعاون والتنسيق عام 2014 ببناء قدرات الموظفين من المشروعات التي يدعمها الصندوق في المغرب، وتونس، والسودان، واليمن، ويقدر الصندوق والوكالة حاليا إمكانيات توسيع نطاق التعاون ليشمل دولاً أخرى في البلقان، وآسيا الوسطى وأفريقيا. وهناك مبادرتان للتعاون بين بلدان الجنوب والتعاون الثلاثي لجورجيا والصومال تتم مناقشتهما حاليا مع وزارة التنمية ووزارة الأغذية والزراعة والثروة الحيوانية: (1) لتوفير المساعدة التقنية وبناء قدرات المؤسسات العامة والرابطات المجتمعية التي تُدير مخططات الري في جورجيا؛ (2) لمساعدة الحكومة الصومالية في إعدادها لخطة التنمية الاقتصادية للبلاد. ولدعم تنفيذ حلول التعاون بين بلدان الجنوب والتعاون الثلاثي، وإيجاد وتعزيز شبكات التعاون فيما يتعلق بالأمن الغذائي والأوضاع الهشة، فقد خصص الصندوق موارد بمنحة بما قيمته 1 مليون دولار أمريكي لكي تُستخدم في فترة تنفيذ برنامج الفرص الاستراتيجية القطرية هذا.

COSOP results management framework

Country strategy alignment (National Rural Development Strategy 2014-2023)	Key Results for RB-COSOP (covers 2 PBAS cycles)			Indicative Lending and Non-Lending activities (in partnership mode, with ICO)
	Strategic objectives	Outcome indicators ²	Milestone indicators ³⁴	
<p>Sustainably reduce regional disparities in income (also applies to uplands) by enhancing on and off farm economic opportunities</p> <p>Reduce outmigration through actions for “development in own habitat”</p>	<p>S.O.1: Poor small farmers’ access to markets is enhanced.</p>	<p>30% increase in volume and value of sales made by producers from improved market access</p> <p>12 000 on-farm and off-farm jobs created of which at least, 60% for women and youth</p> <p>30% increase in participating households’ incomes</p>	<p>20% Government funds allocated to investments in upland areas</p> <p>At least 100 under micro or small enterprise brands created and owned by women</p> <p>25% increase in private sector investments in the rural upland areas</p> <p>At least 10,000 small producers in targeted areas report improved productivity by 30%</p>	<p>Lending/investment activities: Upland Rural Development Project (URDP): USD 35.5 million from IFAD under 2016-2018 PBAS cycle and another USD 35 million under 2019-2021 cycle for</p> <ol style="list-style-type: none"> 1) Western Black Sea Rural Development Project 2) Eastern Mediterranean Rural Development Project <p>Non-lending activities: Under the coordination of TIKA, MOFAL, MoD and IFAD collaborate in SSTC programs: USD 1 million allocated under 2016-2018 PBAS</p> <p>i) in Georgia, TA and capacity building for public institutions and community based associations on management of irrigation schemes with support from on-going projects</p> <p>ii) in Somalia, work with MoD to develop agriculture chapter of the Economic Development Plan.</p>

² All indicators will be gender disaggregated, when applicable

³ TBD: Baseline will be established at launching of URDP

⁴ Evaluation conducted end of 2018 and end 2021

				<p>A thematic study carried out on "Sustainable Development and Poverty Alleviation in Mountainous Ecosystems" to guide NEN and countries in the region</p> <p>Multi-sectorial policy dialogue platforms established</p> <p>A thematic study carried out on "Sustainable Development and Poverty Alleviation in Mountainous Ecosystems" to guide NEN and countries in the region</p>
<p>Promote Climate smart agriculture</p> <p>Promote sustainable natural resource management and maintain ecosystem services</p>	<p>S.O.2: Sustainable NRM is mainstreamed into all aspects of agricultural production and climate resilience enhanced in uplands.</p>	<p>40% increase in number of farmers practicing GAP and climate-smart agricultural practices</p> <p>50% reduction in post-harvest losses</p> <p>25% of farmers making production decisions using weather and climate information</p>	<p>At least 25,000 farmers shift to using efficient irrigation infrastructure</p> <p>About 5,000 farmers practicing green growth approaches on pilot basis</p> <p>At least 15.000 farmers report increased quality and quantity in production as a result of informed decisions</p>	<ol style="list-style-type: none"> 1) Establish a framework for collaboration between implementation partners and research system for CC adaptation 2) Annual national roundtable to share programme results around CC and Adaptation investments and participation in international fora (1 a-year)
<p>Contribute to global efforts to reduce rural poverty</p>	<p>Partnership strengthening</p>	<p>Joint SSTC initiatives with Turkey and in-country partners</p> <p>Increase in Turkey's contribution to IFAD Resources</p>	<p>At least 2 SSTC initiatives launched</p> <p>10% increase in pledge by Gov. of Turkey for IFAD-11 by early 2019</p>	<ol style="list-style-type: none"> 1) Synergy developed with UNDP and FAO programs for SSTC and to impact policy by building on IFAD's comparative advantage and competencies in Turkey 2) Annual implementation review workshops with stakeholders and potential partners 3) One annual publication to disseminate programme outcomes for heightened awareness of IFAD's comparative advantage

Agreement at completion point of last country programme evaluation

Turkey Country Programme Evaluation Agreement at Completion Point

Introduction

1. This is the first country programme evaluation (CPE) undertaken by the Independent Office of Evaluation (IOE) of IFAD of the IFAD-Turkey partnership. The CPE covers IFAD operations in the country in the period 2003-2015. It includes an assessment of the 2000 and 2006 IFAD country strategies for Turkey, four IFAD-financed projects and programmes, grant-funded activities, non-lending activities (knowledge management, policy dialogue and partnership building), and south-south and triangular cooperation (SSTC).
2. The three main objectives of the CPE were to: (i) assess the performance and impact of IFAD-supported operations in Turkey; (ii) generate a series of findings and recommendations to enhance the country programme's overall development effectiveness; and (iii) provide insights to inform the next COSOP for Turkey, to be prepared by IFAD and the Government for presentation to the IFAD Executive Board in September 2016.
3. The Agreement at Completion Point (ACP) reflects the understanding between the Government of Turkey and IFAD Management of the main Turkey CPE findings and recommendations. In particular, it comprises a summary of the main evaluation findings in Section B, whereas the ACP is contained in Section C. The ACP is a reflection of the Government's and IFAD's commitment to adopt and implement the CPE recommendations within specific timeframes.
4. The implementation of the recommendations agreed upon will be tracked through the President's Report on the Implementation Status of Evaluation Recommendations and Management Actions, which is presented to the IFAD Executive Board on an annual basis by the Fund's Management.
5. The ACP will be signed by the Government of Turkey (represented by in the Ministry of Food, Agriculture and Livestock) and IFAD Management (represented by the Associate Vice President of the Programme Management Department). IOE's role is to facilitate the finalisation of the ACP. The final ACP will be submitted to the Executive Board of IFAD as an annex of the new COSOP for Turkey. It will also be included in the final Turkey CPE report.

Main Evaluation Findings

6. The long-standing IFAD-Turkey partnership is strategically important for both IFAD and the Government of Turkey. From IFAD's perspective, Turkey is recognized as a significant player in the region and has the potential to scale up IFAD-supported development interventions, leveraging IFAD's relatively limited resources in the country. The dual role of Turkey as borrower and donor opens new opportunities for partnering. From Turkey's perspective, IFAD is recognized and appreciated for addressing regional disparities in Turkey, for its rural poverty focus, technical expertise, country experience, and its potential to bring international knowledge and experience to the country.
7. The loan-financed portfolio has generated mixed results. The CPE found that project objectives were consistent with government priorities and COSOP objectives. Interventions supported by IFAD were also relevant to the needs of the rural poor and included the introduction of appropriate technologies. Rural infrastructure has generated broad-based benefits, and the projects have made important advances in

- increasing incomes and assets, in agricultural productivity and in supporting commercialization. The portfolio demonstrated more modest achievements in terms of other objectives, for example, such as increasing rural employment and building and strengthening self-sustaining institutions of poor rural people.
8. The projects channelled resources effectively to poor villages and farm households within those villages, although with a greater focus on more capable and resourced farmers to the exclusion of the poorest farmers and without sufficiently strong mechanisms to ensure equal participation of women and men in project activities and investments. A targeting strategy ensuring adequate focus on the rural poor is essential for the IFAD-financed programme to remain relevant in Turkey, and to contribute to Turkey's commitment to reducing disparities among and within regions in the country.
 9. Moreover, ensuring appropriate support to poor smallholder farmers, key actors in the rural economy, is a vital pillar for sustainable and inclusive rural transformation in Turkey. While the projects introduced adequate sustainability mechanisms, sustainability of benefits remains an area of concern in the programme, limited by weak operation and maintenance arrangements and insufficient collaboration with the rural financial sector.
 10. Investments were generally well-managed and cost-effective, with infrastructure a highly efficient component. Project management has been generally effective, despite the challenges of understaffing and frequent rotation. Monitoring and evaluation has been a consistently a low-performing area of the programme and needs to be strengthened from both the government and IFAD side in order to be able to account for results in a more substantive manner. The innovations promoted have triggered a positive response from farmers, who have adopted the new techniques and approaches. In most cases the innovations have been incremental. On the other hand, the CPE found limited evidence of scaling up by the Government of Turkey of positive features introduced by the IFAD-supported projects in national policies and domestically-financed programmes.
 11. Performance in non-lending activities is overall moderately unsatisfactory. Several knowledge management activities have been carried out to exchange and disseminate knowledge from the programme, but overall there is room to further enhance disseminate lessons and best practices generated by IFAD-supported projects in Turkey. IFAD support to South-South-Triangular-Cooperation (SSTC) in Turkey through a regional grant is incipient and has yet to provide an adequate response to Turkey's interest and capacity in this area.
 12. Partnership with the Ministry of Food, Agriculture and Livestock is very good. The Fund also maintains a good working relation with Ministry of Development and the Undersecretariat of Treasury. There are opportunities for improvement in dialogue and communication between IFAD and the Government, with policy-level partners and implementing agencies, on IFAD's strategies and policies and the overall level and predictability of resources. Partnerships with international financial institutions are limited. Policy dialogue has been conducted mainly through the COSOPs and the projects, and within a narrow circle confined to the two main implementing agencies.
 13. Stronger partnerships with a wider range of actors, including other development partners, national institutions, civil society organizations, think tanks and academia, are needed to boost the level of ambition of the programme aiming at significantly scaling-up the benefits of IFAD-financed interventions in Turkey. Moreover, particularly in view of limited resources, ensuring coordination and complementarity with ongoing activities by the government (including the Regional Development Administrations) and other international partners is essential for programme efficiency. In this regard, collaboration with various partners under thematic

approaches (e.g. climate-smart agriculture, smallholder access to markets) merits consideration in the future.

14. There are positive signs in the evolution of the programme in connection with the plans to establish an IFAD country office in Turkey, openness to new partnerships, and recent progress in SSTC. The new COSOP is an opportunity for IFAD and the Government of Turkey to set new strategic directions to meet the expectations of the partners.
 - Agreement at completion
15. Based on the findings in the evaluation, the CPE proposes five main recommendations to be considered for the future country strategy, in the light of Turkey's rapidly growing economy, its regional status as an upper middle-income country and where IFAD can support Turkey's efforts in rural development.
16. Recommendation 1: Prepare a new IFAD Country Programme Opportunities Paper (COSOP) for Turkey. There is a need to improve the strategy formulation process so as to enable a proper analysis of IFAD's strengths and limitations in Turkey and the opportunities and threats it faces in building a more effective partnership with the Government of Turkey and other potential partners. While a process that follows past practice -involving key government entities- is necessary, it is not sufficient for addressing the diversity and depth of challenges that confront IFAD in Turkey today. The CPE makes it clear that past approaches to issues such as SSTC, partnerships, the participation of the rural poor, women and youth in project activities and benefits, new technology for resource-poor farmers, commercialization of agriculture and knowledge management (including M&E contributions, in particular) need fresh perspectives. It is imperative, therefore, to engage relevant national and international resource persons from both within and outside the public sector and the donor community in developing strategic directions that are robust and likely to work in the country context.

Proposed follow-up:

The Near East , North Africa and Europe Division of IFAD has already started preparing, in collaboration with partners in Turkey the RB-COSOP covering the two cycles 2016-2018 and 2019-2021. The RB-COSOP will incorporate the CPE recommendations as much as possible within the Turkish context.

Responsible partners: IFAD, MOFAL, MoD, MFWA, TIKA

Timeline: The RB-COSOP will be presented at IFAD EB of Sep 2016

17. Recommendation 2: Improve targeting in terms of scope and accessibility to project benefits, particularly for poorer farmers and specific target groups including women and youth. Turkey is a country experiencing growing income disparity, and so poverty reduction efforts need to identify and recognize disparities, that may exist even within rural communities. Inclusiveness is placed high in the government agenda to ensure that the benefits of growth and prosperity are shared by all segments of the society. Improved targeting approaches can be achieved through various methods, which should include several key aspects. Firstly, future programming should be more precise in identification of target groups and use participatory processes to ensure inclusion of these groups in project decision-making. Secondly, there is a need to introduce specific initiatives and new partners to make sure that the more disadvantaged are not left out. These may include Ministry of Youth and Sports to help design appropriate approaches to attract and retain young farmers, Chambers of Commerce as mentors or area-based NGOs that work with culturally and linguistically diverse communities. This improved targeting will also require better definition at the design phase of who will

benefit and how in M&E systems, as well as detailed indicators to track participation and benefits.

Proposed follow-up:

18. The IFAD experience both in Turkey and elsewhere would be tapped to strengthen the GOT's capacity to address gender mainstreaming and improve targeting. IFAD's focus on poor and vulnerable farmers in less advantaged and challenging geographies is highly relevant for addressing poverty in upland communities and would help to address inequality. Similarly to the GTWDP, the new programme under the RB-COSOP would be based on the following targeting mechanism: (i) strict targeting of very poor mountain villages; (ii) within these villages, a special focus on small producers, gender empowerment and youth, using IFAD targeting and gender checklists at design and implementation) and (iii) adjusting grant matching system to become more pro-poor. This would enable the poor farmers, rural women and youth to invest in farming and small enterprises.

Responsible partners: IFAD, MOFAL, MFWA

Timeline: The Uplands Rural Development Programme is part of the RB-COSOP under preparation. This programme is tentatively planned for submission to IFAD EB in April 2017.

19. Recommendation 3. Strengthen IFAD's non-lending activities and ensure synergies with the portfolio. Non-lending –activities (knowledge management, policy dialogue and partnerships) have been a low performing area of the country programme. Strengthening IFAD's non-lending activities in Turkey will be essential for scaling up impact and rural transformation. Ensuring adequate links between non-lending activities with the investment portfolio would contribute to synergies and improve development effectiveness. The CPE recommends in particular to strengthen and diversify partnerships and further investment in knowledge management. IFAD also needs to take advantage of opportunities to support South-South Cooperation in Turkey. The possibility of mobilizing country- specific grants and or participation in regional grants to support non-lending activities in Turkey should be explored.
20. First, IFAD needs to strengthen and diversify partnerships in Turkey. IFAD's relatively minor investment must be applied strategically, being viewed within the wider framework of key development partners' ongoing operations and Government of Turkey's commitment to the adoption of measures contributing towards reducing inequalities. In this regard, IFAD needs to strengthen and diversify its partners in Turkey to enhance its ability to leverage its programme in the country, both in policy dialogue and on the operational/financial front, including co-financing with international donors, such as the EU, the WB, UNDP, and partnering with technical services providers (e.g. FAO).
21. Moreover, IFAD needs to ensure strong coordination with national institutions and explore collaboration with new Turkish partners such as Regional Development Agencies. At the operational/local level, inclusion of NGOs and private sector with relevant skills such as participatory village mobilization, inclusive development, environment and niche markets merits consideration. In particular IFAD would benefit by engaging suitable selected private sector entities and also experienced donors directly at an early stage.
22. Second, strengthen knowledge management. A key dimension of IFAD's value added in Turkey will be linked to its capacity to further strengthen the generation and sharing of lessons from the programme in order to improve performance and to support scaling up. IFAD needs to enhance KM in Turkey, partaking its international and country experience, its technical expertise and its knowledge in involving the rural poor in design and implementation of rural investment projects, M&E, targeting and technical solutions in rural development. IFAD needs to make use of

its capacity as knowledge broker, to be able to respond to demand on state of the art knowledge products and services, and prove global reach to mobilize required expertise. A dynamic knowledge management effort requires active interaction with national research organizations, think tanks and academia, which currently seems to be limited.

23. Third, IFAD needs to facilitate exchange of knowledge and experience between Turkey and other IFAD countries, furthering current efforts within the framework of South-South and Triangular Cooperation initiatives (SSTC) as an integral part of the IFAD-Turkey partnership. This transfer of successful ideas from one country to another can lead to considerable development impact. As a broker, IFAD can engage Turkish government organizations (e.g. GDAR, GDF) and appropriate research and private sector entities in facilitating transfer of knowledge and technical expertise to IFAD operations in other countries in the region (Central Asia, the Balkans, North Africa and the Middle East), in areas in which Turkey has particular strengths, such as e.g. food processing and food safety. IFAD and the Government of Turkey would benefit from a well-articulated approach to SSTC that includes TIKA as the main partner and the direct coordinator of Turkish solution providers from the public and also private sectors. Enhancing IFAD presence in Turkey through a country office - to capitalize Turkey's experience and knowledge to provide support to other countries –could contribute in this direction. Opportunities to partner with FAO and UNDP current cooperation programmes on SSTC should be explored.

Proposed follow-up:

24. The RB-COSOP includes lending and non-lending activities. With regards to non-lending, IFAD would pay special attention to (i) knowledge management (M&E, communication and learning) for enhanced impact, outreach and scaling up. Knowledge products such thematic study on rural development of mountain zones will be prepared and shared with partners in Turkey and elsewhere, ; (ii) Partnerships with donors and IFIs will be strengthened to develop effective policy options to improve livelihoods in the uplands; (iii) South-South Triangular Cooperation, building and scaling up on previous and planned work with TIKA, FAO, UNDP and with the United Office of South-South Cooperation ; and (iv) possible agreement with Turkey to investigate opportunities to co-finance and provide technical assistance in countries of mutual interest, focusing on LDCs

Responsible partners: IFAD, TIKA MOFAL MFWA

Timeline: Non lending activities would be pursued during implementation of the RB-COSOP 2016-2021

25. Recommendation 4: Emphasis on innovation and scaling up as two key strategic priorities. IFAD and the Government of Turkey are fully aware that financing for investment projects is not the major justification to borrow from IFAD and it is not an effective single vehicle to eradicate rural poverty in the country. This is particularly relevant in Turkey in view of relatively limited availability of PBAS resources for the programme. IFAD needs to further demonstrate value added in Turkey beyond projects. In this context promoting innovation and pursuing scaling-up (two poor-performing areas in the programme) need to be regarded as strategic priorities in the future country programme.
26. Promoting innovation. First, a closer review of mechanisms for innovation is required to reduce public dependency and build sustainable institutional support. IFAD has knowledge and experience in appropriate technology and local institutional development that could assist in scaling of pro-poor interventions that would be more consistent with the portfolio's strategic objectives of empowerment and sustainable pathways out of poverty. Concerted efforts are required to find new mechanisms to strengthen collective farming and marketing initiatives to create economies of scale and value adding opportunities in relation to market demand.

There is a need to explore, in addition to better access to new markets, alternative sources of investment capital such as Islamic financing models and to build coordinated support services and local business services within the project areas that will provide both improved local economies and establish strong platforms for future growth. There are some promising examples of small women producer groups and farmer-led initiatives such as family farm consolidation and joint marketing that could be studied and further developed. This would be of benefit in the Turkey programme and also support south-south and triangular cooperation initiatives.

27. Scaling up. Second, building on additional efforts to strengthen policy dialogue and knowledge management, the IFAD-supported programme needs to shift from a project-centric approach to one aimed at influencing other partners (government, donors, private sector) including leveraging policies, knowledge and resources. This will require the adoption of a programmatic approach to scaling up in Turkey and a shifting from scaling up IFAD projects to scaling up results. Potential scaling up pathways (through projects, policy dialogue, knowledge management) need to be explored from the beginning and throughout the project cycle and will need to be supported over a longer time horizon, typically much longer than a one-time IFAD intervention. New ideas can be tested through pilot projects, as the basis of a scaling up model.

Proposed follow-up:

28. The GTWDP project and the pipeline programme under the RB-COSOP include financing of activities aimed at building the capacity of Farmers Organisations and Producers Associations to strengthen collective farming and marketing initiatives through partnership with the private sector (traders, agro-processors and exporters). In addition to the pro-poor Matching Grant Program, the new programme will explore alternative sources of investment capital through partnership and synergies with Banks like Ziraat Bank. Other innovative features would include modern growing techniques (e.g. polarization in plastic tunnels); iii) water saving irrigation techniques supported by solar energy use (e.g. on-farm drip irrigation), etc. With regards to scaling up, it is expected that the business models/innovations tested and proven to be successful through the Program would be scaled up with government budget nationally and elsewhere or by other donors.

Responsible partners: IFAD, MOFAL, MOD

Timeline: During RB-COSOP implementation 2016-2021

29. Recommendation 5: Strategic focus on women and youth. A consistent, strategic focus on gender equality and women's empowerment is required. Moreover, in order to more closely align with the social and strategic context of rural Turkey in relation to youth unemployment and rural outmigration, a strengthened focus on youth is recommended. This should be reflected in the new COSOP, including clear and specific objectives in the country strategy and in project designs. Project designs need to better include gender mainstreaming and mechanisms to ensure gender equality of access to project resources and benefits, including allocation of resources to ensure they are not ignored in implementation. In line with IFAD's 2012 Gender Policy, all future projects should also develop Gender Action Plans at the design stage. Inclusion of youth as a primary target group would be highly relevant. Rather than reliance on project activities targeting older, landowning farmers having trickle down impacts on rural youth, projects need to more directly target youth using mechanisms that are relevant to their needs and interests.
30. Additionally, the CPE recommends that IFAD support the portfolio more strongly with non-lending activities (knowledge sharing, policy dialogue and partnerships) with a particular focus on gender mainstreaming and on targeting of women and

youth, as well as more regularly deploy gender and youth experts on supervision missions to ensure that projects are supported to achieve gender equity in implementation and respond to youth specific needs. Finally, logical frameworks for future projects should include indicators, targets and means of measurement relating to the participation of and expected outcomes relating to gender and the involvement of youth.

Proposed follow-up:

31. Strategic focus on women and youth would be reflected in the RB-COSOP, including clear and specific objectives in the country strategy and in program design. The IFAD experience both in Turkey and elsewhere would be tapped to strengthen the GOT capacity to address gender mainstreaming and improve targeting. The IFAD targeting checklist and gender sensitive design and implementation approach would be applied during design and implementation of the programme, guided by mainstreaming of experiences from the GTWDP and in Turkey and elsewhere.
32. Supervision missions will include systematically gender specialists to enable projects achieve gender equity in implementation and respond to youth specific needs in mountain zones.

Responsible partners: IFAD, MOFAL MFWA

Timeline: During RB-COSOP implementation 2016-2021

COSOP preparation process including preparatory studies, stakeholder consultation and events

COSOP preparation process including preparatory studies, stakeholder consultation and events

The consultation process for the design of the COSOP consisted of the following stages:

1. Preparation of four background studies and reports that provided key inputs to the COSOP document:
 - a. IFAD's Engagement with Middle-Income Countries: Case study of Turkey, 2014;
 - b. Social and environmental assessment (SECAP), 2015;
 - c. The Rural Finance Study, 2015;
 - d. Project completion report for Diyarbakir, Batman and Siirt Development Project, 2015
2. Participation in reviews and discussions of the Country Programme Evaluation (CPE), which was undertaken during 2015. The CPE report, findings and results were presented and discussed in a seminar held in Ankara in January 2016;
3. In-country meetings with various stakeholders to discuss IFAD's comparative advantage and its role in the country in the coming years as a the basis for IFAD's strategic positioning in Turkey, October – December 2015:
 - a. Ministry of Development
 - General Directorate of Economic Sectors and Coordination
 - Department of Agriculture
 - b. Ministry of Environment
 - General Directorate of Environmental Management
 - Department of Climate Change
 - c. Ministry of Food Agriculture and Livestock
 - General Directorate of Agrarian Reform
 - Department of Land Rehabilitation and Irrigation
 - Working Group for Externally Financed Projects
 - Department of Agricultural Environment and Protection of Natural Resources
 - Working Group for Drought and Climate Change
 - Working Group for Agricultural Pollution
 - General Directorate of Food and Control
 - General Directorate of Livestock
 - General Directorate of Fisheries and Aquaculture
 - General Directorate of Agricultural Research and Policies
 - Department of Soil and Water Resources Research
 - d. Ministry of Forestry
 - General Directorate of Combatting Desertification and Erosion Control
 - General Directorate of Forestry
 - Department of Afforestation

4. In-country consultations with donors active in rural and agriculture development, October – November 2015:
 - a. World Bank
 - b. EU
 - c. UNDP
 - d. FAO
 - e. TIKA
 - f. Technology Development Foundation

- Consultation with potential beneficiaries in order to identify and validate the IFAD target group, their priority issues and potential response – field visits to the Western Black Sea; Kastamonu and its districts in November 2015;
- A COSOP Mission Wrap-Up meeting with General Directorate of Agrarian Reform on November 20, 2015;
- Meetings of the IFAD delegation, led by the AVP, CSD with senior representatives of the Ministry of Food Agriculture and Livestock, Ministry of Development, Ministry of Forestry and Waters Affairs, Undersecretariat of Treasury and Ministry of Foreign Affairs in Ankara in January 2016. The IFAD delegation discussed IFAD strategic thrusts in Turkey, lending and non-lending activities as well as activities within South-South and Triangular Cooperation;
- Preparation of a full draft of the COSOP document, based on the inputs obtained in the phases described above;
- An in-house CPMT on 21 January 2016 which reviewed the draft COSOP and discussed the main features of the IFAD strategy in Turkey;
- Preparation of a second version of the COSOP document which incorporated changes in response to comments made by the in-house CPMT;
- The second review of the second draft of the COSOP document by the in-house CPMT on 8 March 2016;
- Preparation of a final draft of the COSOP document which incorporates changes in response to comments made by the in-house CPMT;
- Submission of the COSOP document to the Government of Turkey for comments and validation in March 2016

Natural resources management and climate change adaptation: Background, national policies and IFAD intervention strategies

Background

1. This Social Environmental and Climate Assessment (SECAP) Study⁵ was prepared along the following methodology: i) reviewing the plans, programs, strategies and action plans of the Government of Turkey addressing environment and natural resources management (NRM) and climate change (CC); ii) meetings with key government ministries involved in development, agriculture, environment and natural resource management and international donors; and iii) conducting field visits. The results of the Study would contribute to facilitating IFAD's country program in building the resilience and adaptive capacity of the agricultural and rural development sectors in the country.

Introduction

2. Turkey is situated on the East Thrace in Southeastern Europe and in the Anatolia in Western Asia. The Mediterranean Sea to the South, Black Sea to the North and Aegean Sea to the West border it. It is also bordered by eight countries that are Greece, Bulgaria, Georgia, Armenia, Iran, Azerbaijani exclave of Nakchivan, Syria and Iraq. The population is about 77.7 million living on an area of 783,562. 38 square km. The average elevation is about 1000 meters that increases towards the East. The undulating terrain enables the country to have different micro-climatic zones, biogeographic areas and diverse agro-ecology.

3. Land. The ratios of forest and semi natural areas, agricultural areas, water bodies, artificial areas and wetlands are, 54.04%, 42.34%, 1.64%, 1.61% and 0.36%, respectively. Only 34% of the total land is suitable for cultivation. The remaining land is used for agricultural purposes without insufficient conservation and development measures. In fact, the topography complicates agricultural activities and stimulates erosion. Lands steeper than 12% slope cover 64% of total areas. The total agricultural land is 27.510.750 ha that is significantly fragmented. Production is undertaken on 24 million ha on about 22 million individual parcels giving an individual plot size of only 1.1 ha.

4. Climate. There are three main climate zones: Mediterranean, Sub-tropic and Continental, each with distinct precipitation patterns. Average annual precipitation is 643 mm, ranging from 250 mm in the Central Anatolia to over 2500 mm in the coastal area of Northeastern Black Sea. Across the country, approximately 70% of the total precipitation falls during the period between October and April.

5. Water. The country has 25 river basins that harbor 33 rivers, 200 natural lakes, 159 dam reservoirs and 750 artificial lakes, which constitute its inland waters. However, the country is listed among water scarce countries. Water potential per capita (m³/year/person) varies significantly across the basins. In 2013, the per capita water potential was approximately 1500 m³. The total water use in 2012 was 44 billion m³ out of which 73% was used for irrigation, 16% for domestic purposes and 11% for industry.

6. Forests. Turkey has a land area of 77.8 million and 27.8% (21.6 million ha) of this is classified as "forest land" and almost all is owned by the State. Approximately 63% of forests have an economic function including the production of round wood, fire-

⁵ The full SECAP report is available on XDesk at the following link <https://xdesk.ifad.org/sites/pn/tur/Operations/Forms/AllDocuments.aspx> or upon request.

wood and non-wood forest products, 32% an ecological function including watershed and erosion control and the remaining 5% as social and cultural.

7. Biodiversity. There are three major bio-geographical regions namely Euro-Siberian, Mediterranean and Irano-Turanian, therefore the country is one of the leading countries in the world for plant endemism: about 33% of the plant species (3 650) are endemic to Turkey. The country also has a tremendous plant genetic resource. There are 5 micro-gene centers where more than 100 species display a broad variation. According to the OECD Environmental Performance Review of Turkey protected areas reached 5.3% of country's area during the review period. Turkey plans to augment this proportion to 10%.

8. Poverty. In the last decade alone, the poverty rate was halved, from 44% in 2002 to 21% in 2011. However, regional income disparities still remain. The incidence of poverty is closely associated with altitude. Even in wealthier regions of Turkey, the incidence of poverty is significantly higher at upland areas, compared with the lowlands, due to the precarious state of the natural resource base and limited opportunities for income diversification. Rural population is decreasing in the country, from 23.3% in 2011 to 8.25% in 2014. The drivers of inter- and intra-regional migration from rural to urban areas are several: human resource-related issues, ineffective institutional structures including farmer organizations needed to support rural development, social and cultural infrastructure, high rate of hidden unemployment, insufficient diversification of agricultural and non-agricultural income-generating activities resulting in low incomes and relatively low quality of life for the rural population. Despite impressive growth many challenges remain to be addressed, including progress in EU harmonization; gender inequality; youth migration, climate change and regional disparities.

9. Agriculture. With 8% contribution to GDP (2014), agriculture is no longer the main driver of the Turkey's economic growth. However, it still maintains its importance in rural development, employment (in the 2007-2012 period, the share of agriculture in rural employment was around 61%) and the largest employer of women, export and manufacturing sector. Nevertheless, the sector has serious shortcomings where the farming community is dual faceted (roughly 2 major segments): i) those who are commercialized, well aware of global trends, national and international markets use latest technologies, interested in innovations and fully integrated into value chains, and ii) those who are generally resource poor, engaged mostly in subsistent and semi-subsistent farming, rather conservative, usually do not consider farming as a business. They are more vulnerable to unfavorable weather conditions and climate change.

10. Gender and Youth. Turkey has the lowest female labour force participation rate among the OECD countries in 2010, making it an outlier in the upper-middle-income country (MIC) group. Despite progress in legislative and strategic frameworks, significant gender disparities persist in the country. The Gender Inequality Index (GII) that reflects gender-based inequalities is 0.359 for Turkey, ranking it 72nd out of 149 countries in the 2014 index. GNI per capita is also considerably lower for women. The ratio of young population at the age group of "15-24" is 16.5% (around 13 million) in the total population of Turkey (around 78 million). A major medium-term challenge for Turkey is to boost the participation of youth and women in the labor force. Youth unemployment rate was realized as 18% in 2014, young females having higher ratios. About 19% of young people were employed in agriculture, 33% were employed in industry and 48% were employed in service sector¹⁷.

11. Climate change. There is consensus across global, national, and sub-national-scale studies indicate that climate change due to higher temperature and reduced precipitation projections in Southern Europe and Turkey might make the region more vulnerable to meteorological disasters. The issues identified at the forefront of natural disasters and climate change are increases in: i) frequency of, intensity of and period of

exposure to hydro-meteorological disasters; ii) exposure of social and economic assets in communities with few adaptation options; iii) urban floods due to severe precipitation; iv) climate induced migration due to desertification; v) the number of forest pests and fires; and vi) increases in the exposure of agricultural production to damage from hail and other meteorological events; and, vii) the adverse effects of disasters across the sectors such as agriculture, forest, insurance, energy and water. Climate change is projected to affect a variety of different social and bio-physical water related processes in Turkey, including: possible regional differences in surface water resources; possible flood and drought conditions; reservoir/storing and hydroelectricity production potential; irrigation rehabilitation and modernization; and groundwater recharge.

12. Related institutional, policy and regulatory framework. The institutional and individual preparedness and capacity to support management needs improvement, particularly as regards EU accession. Mandates of responsible central and provincial agencies (Ministry of Environment and Urbanization (MEU), Ministry of Food Agriculture and Livestock (MOFAL), Ministry of Forestry and Water Works (MFWW), local administrations, etc.) often overlap with poor inter- and intra-agency coordination and collaboration. There are a plethora of central, regional and local agencies dealing with rural development, gender and youth issues (e.g. MoD, MOFAL, MFWW, MEU, Special Provincial Administrations, municipalities, Ministry of Family and Social Policies (MFSP), Ministry of Youth and Sports (MYS), Ministry of National Education (MNE), EU's Regional Development Agencies, etc.). Mandates of these often overlap resulting in insufficient inter- and intra-agency coordination and collaboration.

13. Turkey is committed to combating climate change in accordance with the principles of "common but differentiated responsibilities" and "respective capabilities" and intends to increase its efforts through not only domestic measures but also bilateral and multilateral cooperation and support. The special circumstances of Turkey, recognized by the United Nations Framework Convention on Climate Change, makes Turkey eligible to access current and future technology, capacity-building mechanisms, and finance mechanisms under the UNFCCC for adaptation and mitigation. The country has developed various strategies and plans at the Ministry, Department and Agency levels to enhance communities' capacities to adapt to economic and environmental shocks, while promoting sustainable development and common prosperity. These documents form the policy, legal and regulatory framework for addressing environmental management and climate adaptation in the context of the various sectors of Turkey's economy. While most of the strategies appear extensive, concerns over climate change are limited to adaptation and timelines are closely aligned to 2023, the centenary year of the Republic of Turkey's establishment.

14. Recommendations. The new COSOP should renew IFAD's and Turkish Government's commitment to addressing Turkey's priorities in ENRM, CC adaptation/mitigation and social equity in rural areas. SECAP Study proposes that the new COSOP should:

- maintain newly identified focus on elevation-based poverty where the rural poor risk being disproportionately affected by poor NRM practices that increase CC-based risks of loss of natural resource base;
- underline the need for specific knowledge about climate change impacts, and/or an understanding of how people will be affected by these impacts;
- continue to promote water conserving technologies with emphasis on creating awareness and promote knowledge management on the climate change and land use/degradation issues;
- clearly identify partnering and collaboration topics and modalities with the relevant UN partners and other technical and financial development partners of Turkey;

- emphasize thrusts of IFAD by taking site-specific climate adaptation deficit of the beneficiaries into consideration and develop projects and programs that compensate for the public agencies (MOFAL, MFWW, etc.) shortcomings to extend knowledge to the targeted poor but productive producers;
- Take full advantage of geo-spatial information to inform policy dialogue and decision making.

SECAP identified the following strategic actions and next steps:

Priority Strategic Actions	Next steps
Maintain newly identified focus on elevation-based poverty where the rural poor risk being disproportionately affected by poor NRM practices that increase CC-based risks of loss of natural resource base	New projects would be designed to target poverty reduction, reduce and sustainable NRM in priority upland areas
Support the need for specific knowledge generation about climate change <u>impacts</u> , and/or an understanding of how people will be affected by these impacts	New projects would output knowledge products that enhance beneficiaries capacity to compensate for the effects of climate change
Continue to promote water conserving technologies but with more emphasis on creating awareness and promote knowledge management on the CC and land use/degradation issues that ensure climate resiliency of supported value chains	Working closely with MOFAL and local development agencies (e.g. Regional Development Agencies), improve resource use efficiency and knowledge management for climate-smart investments linked to agri-food value chains.
Improve IFAD'S policy impact by clearly identifying partnering and collaboration modalities with the relevant UN and other technical and financial development partners and other national agencies and NGOs of Turkey	At Program/project identification and design phase enter into early dialogue with international agencies i.e. FAO, UNDP, GIZ to seek partnering opportunities for enhancing technical and policy impact outcomes
Recognize that future thrusts of IFAD projects and programs need to be guided by the climate adaptation deficit of target upland beneficiaries	In order to compensate for the public agencies (MOFAL, MFWW, etc.) shortcomings to extend knowledge to the targeted poor but productive producers, develop project activities that reduce adaptation deficit in pockets of poverty
Underline the need for specific knowledge on the impact of climate change on small-scale producers;	Use IFAD experience and disseminate knowledge products

15. Proposals for activities to access GEF, GCF and other sources of funds. The SECAP team recognizes that the IFAD country program to be developed under the new COSOP would not be able to address all of the environmental, social and climate priorities of the Government. Supplemental sources of other external financing may offer opportunities for environmental issues of global significance, i.e. the Global Environment Facility (GEF) or for climate change i.e. the Green Climate Fund (GCF).

16. This Study proposes some actions that could be eligible for external financing for the COSOP team to consider. However, it must be noted that in Turkey purely financial resources are not a barrier to tackle environmental or climate change adaptation or mitigation challenges. Sharing of IFAD's experience in other geographies and similar climates by improving knowledge dissemination in identification of issues and solutions

so that smallholder farmers can access the information tools and technologies that help build their resilience to climate change.

Country at a glance

World Development Indicators	2005	2014
Population, total (millions)	67,86	75,01
Population growth (annual %)	1.3	1.2
Population ages 65 and above (% of total)	5.99	7.27
Rural population	21.86	20.72
Rural population (% of total population)	32.2	27.6
Surface area (sq. km) (thousands)		769 630
Population density (people per sq. km of land area)	82.16	97.4
Poverty headcount ratio at national poverty lines (% of population)		2.1
Poverty headcount ratio at \$1.90 a day (2011 PPP) (% of population)	2.48	0.26
Rural poverty headcount ratio at national poverty line (% of rural population)	26.6	5.1
GNI Index (World Bank estimate)	41.72	-
GNI per capita (constant 2005 US\$)	6012.70	8627.61
GNI growth (annual %)	6.7	3.9
GNI per capita		
People		
Life expectancy at birth		75.16
Fertility rate, total (birth per woman)		2.07
Mortality rate under 5		14.30
Prevalence of underweight weight for age (% of children under 5)		1.8
months) 80 78 99		
Net enrolment rate, primary, both sexes	95.8	92.9
Net enrolment rate, secondary, both sexes (%)	63.69	87.87
Gross enrolment ratio		
Gross enrolment ratio		
Prevalence of HIV		-
Environment		
Forest area (sq. km)	101830	117150
Arable land (hectares)	23826000	20574000
Annual freshwater withdrawals		
Improved water source (% of rural population with access)	84.7	100
Improved sanitation facilities (% of rural population with access)	72	84.6
Urban population growth (annual %)		1.94
Energy use (kg of oil equivalent per capita)		83.3
CO2 emissions (metric tons per capita)	0.55	-
Electric power consumption (kWh per capita)		
Economy		
GDP Growth (annual %)	8.40	15.22
GDP per capita (constant 2005 US\$)	7117.23	8864.62
Present value of external debt (GNI)		15.37
Inflation (consumer prices)		8.85
Agriculture value added (% GDP)		8.01
Agricultural irrigated land (% of total agricultural land)	12.65	-
Industry (value added of GDP)		27.11
Services value added (% of GDP)		64.88
Exports of goods and services (% of GDP)		27.74

Imports of goods and services (% of GDP)	32.18
Gross capital formation (% of GDP)	20.20
income) 32.9 11.9 1.9	
Net migration (thousands)	
200	
Personal remittances	
Foreign direct investment	
Net official development assistance and official aid received (current US\$)	

Source: World Bank

Concept note(s)

Turkey: Uplands Rural Development Program (URDP)

Background

36. Within the RB-COSOP period, two PBAS allocations of about US\$36 million for cycle 2016-2018 and another (TBD) for the cycle 2019-2021 would be used to co-finance the URDP. IFAD and the Government partners (MOFAL and MOD) are in agreement that designing the entire URDP upfront is more cost-effective. The URDP would be designed in 2016/17 for implementation in two tranches as follows: (i) Western Black Sea Rural Development Project (BRDP) in Kastamonu, Bartın, and Sinop provinces (2017), and (ii) Eastern Mediterranean Rural Development Project (EMRDP) in Mersin, Adana and Osmaniye provinces (2019). The uplands of these regions have little benefitted from IFI-supported programs in the past and government's investments for improving technological and social infrastructure have not yet been translated into sustainably increased incomes for those productive but poor men and women farmers engaged in small-scale agriculture as well as potential small and micro-entrepreneurs.

A. Strategic context and rationale for IFAD involvement, commitment and partnership

(See Draft COSOP for 2016-21)

37. Turkey is experiencing growing income disparity where poverty reduction efforts need to identify and recognize that such may exist even within rural communities. Inclusiveness is high on the government agenda in order to ensure that the benefits of growth and prosperity are shared by all segments of the society.
38. The proposed approach and underlying rationale for the selection of the program areas is consistent with the RB-COSOP's programmatic approach that also fully justifies IFAD's engagement in the area. It maximizes on resident opportunities for poverty reduction solutions for uplands particularly by scaling up on the GTWDP. Using the lessons learned for the GTWDP's Mid-term review and the recommendations of the client, the Program would suitably replicate successful implementations of GTWDP.
39. The overarching national strategy would be the 2014-2023 Rural Development Strategy. It must be underlined that the Government has set a target of being in the top 10 economies and in the top 5 agricultural producers in the World by 2023, the centenary of the Republic. The programme would be congruent with the objectives of national policy and strategy documents such as The Tenth Development Plan (2014-2018), Medium Term Plan 2015-2017 (MTP), National Rural Development Strategy (NRDS), 2006-2016), National Strategy for Regional Development (2014-2023).

B. Possible geographic area of intervention and target groups

40. The URDP would be implemented in 35 districts distributed as follows: 16 districts in Mersin, Adana and Osmaniye provinces of the Eastern Mediterranean region, and 19 districts in Kastamonu, Bartın, and Sinop provinces of the Western Black Sea region. Based on the 2011 Socio-Economic Development Index/Ranking (SEDI) developed by MoD, among the 81 provinces, these provinces rank Third and Fifth Degree Developed Provinces (Sixth being the least developed). However, the Program districts are in the lower segments of socio-economic development both in Turkey as a whole, as well as within their respective provinces.
41. Reflecting the coping strategies of the small farmers within fragile and risky environments, the farming systems in these uplands are based on a combination of
-

crop and livestock where small-scale fruit production (mainly grapes, apples, and cherries) forage crops, wheat and barley are the common crops. Livestock production is small-scale and dominated by goat and sheep flocks. Crop productivity is low mainly due to use of outdated agronomic practices. Natural resources are degraded due to long overuse that is exacerbated by the rough topography. Women traditionally bear the burden of on-farm activities, particularly in livestock production and suffer most from poor infrastructure in the rural settlements, often being the push factor for households to migrate out. The situation is locked in a vicious cycle where unsustainable agricultural practices on small fragile plots have detrimental effect on soil structure and fertility, on the natural vegetation, and on water flow and quality. This degradation of the natural resource base further aggravates the entrenched upland poverty. Reducing regional income disparities and out migration would be addressed in these agro-ecologies where small plots, poor irrigation and marketing infrastructure, and shortcomings in competitiveness, production and marketing knowledge are issues that have accumulated over the years. This is further exacerbated by underdeveloped rural infrastructure (only around 35% of rural roads are all weather and only about 20% of the villages have sanitation facilities).

42. The total rural population of the uplands villages of the 35 districts is 670 000 of which around 250 000 (62 000 households on the basis of an average rural household size of 4.0.) would be targeted by the URDP. The target group would be the productive poor households (women and men) with potentially adequate asset base enabling them to be engaged in mixed farming with focus on crop production and the youth with potential engagement in SMEs for post-harvest and off-farm investment. The majority of the households are semi-commercial; some have established links with the markets while others' engagement with the market is "hit or miss" in nature. They cultivate an average of 3 hectares of cropland that come in several pieces and keep around 30 heads of small ruminants and 2 cows. The land could be either i) totally rainfed (most prevalent) or ii) mostly rainfed, with some irrigated patches. They suffer from production fragmentation and poor organizational capabilities that results in failure in combining forces to move products of sufficient volume and consistent quality to satisfy the large-scale buyers' expectations, lack of training on modern techniques for upstream production and post-harvest handling, and marketing towards downstream systems and consumers.
43. The Program would pay special attention to women and youth who are under increasing pressure to migrate to urban areas and/or out of the region due to socio-economic poverty. Incentives and participatory processes would be used to ensure their inclusion. Other stakeholders in the food value chain, such as traders, wholesalers, processors, transporters, market owner/operators, etc. would also benefit. Detailed description of the target group and targeting measures will be developed during programme design.
-

C. Justification and rationale (including reference to lessons learned from previous interventions)

44. Reducing intra-regional income disparities and out migration would be addressed in agro-ecologies where small plots, poor irrigation and marketing infrastructure, and shortcomings in competitiveness, production and marketing knowledge are issues that have accumulated over the years.
45. The recently closed (DBSDP and SEDP) and on-going (AKADP and MRWRP) projects generated lessons that could feed into the program: sustainably improved access to climate-resilient production and village social infrastructure, profitably developed value chains based on Strategic Investment plans (SIPs), pro-poor MGP, strengthening of FOs, and enhanced empowerment of women and youth for making
-

demand-driven investment decisions that are pro-poor. The Program would identify and address the specific climate adaptation priorities of small producers including women and youth in the uplands area to minimize any climate-induced push factors to out-migrate.

46. The successful SIP approach would be replicated to ensure optimization of the financial resources of the program in favour of the rural poor. Knowledge-intensive capacity building, specifically for farming-as-a-business and integrating into value chains, would optimize beneficiaries' access to convergence funding from MOFAL, including on-going support and subsidy programs for investments and inputs. Similarly to the adjustments introduced with previous and on-going projects, the MGP procedures under the proposed programme should be adjusted to become more pro-poor and monitored to ensure appropriateness of the eligibility criteria for the target groups. The MGP proved to be quite effective improving access of collateral-constrained men and women smallholders and micro entrepreneurs to investment in production and post-harvest infrastructure and inputs, and adoption of new technologies.
47. The Program would explore the resident but untapped opportunities to build partnerships with other players currently active in rural development such as FAO and UNDP. The cost effectiveness of IFAD's contributions particularly to climate-smart agriculture and NRM would benefit from better integrating the lessons learned from such institutions, both of which have close collaboration with GEF in Turkey. During the design phase of the program partnership with UNDP, currently as sole UN agency to utilize Green Climate Fund resources in Turkey would be sought.
48. The investment atmosphere in Turkey is highly conducive to PPP and the agricultural sector remains ripe for investments of all scales. There are no legal or commercial impediments regarding the use, transfer or lease of any public investment or service to the private sector in the program area. The proximity of the URDP area to major agro-processing and trading centres would be highly advantageous.
49. The Fund's capacity as knowledge broker would be integrated into all aspect of the program's implementation to best respond to MOFAL's demand for state of the art knowledge products and innovative services. The Program would maximize on linking objectives and activities to complement MOFAL's on-going programs and programs of FAO, UNDP, GEF and the EU where enhanced collaboration would improve IFAD's impact.

D. Key Program Objectives

50. The goal would be to contribute to reduction of rural poverty and regional disparities by supporting Government initiatives and programs in the development of the area identified for the Program. The objectives would be i) to sustainably increase rural incomes by supporting value chains and capacities of the resident populations to organize, and ii) improve natural resource management skills to reduce vulnerability to local impacts of climate change. The program outcomes would include: i) producers' income from crop and livestock production sustainably increased; and i) products of higher value and variety accepted at consumer markets.

E. Ownership, Harmonization and Alignment

51. National rural development strategies recognize the need for agriculture sector to be competitive within the EU-accession framework while remaining an important contributor to food security, rural income and employment.
 52. The program presents a window of opportunity for showcasing IFAD's strengths and impacting policy by committing to a programmatic approach where scaling up of success is key. The issues targeted present opportunities for IFAD to explore and mainstream new highland/upland development modalities in Turkey for pockets of (almost) extreme poverty in the Turkish context. This could spill over into scaling up
-

IFAD's experience in similar geographies in other countries.

53. Donors such as FAO and UNDP have established policy dialogue and advocacy channels with Turkish counterparts where partnership with these would be sought to offset the shortcomings IFAD has faced when operating on its own, particularly on the policy front. The planned In-Country Office (ICO) could play an important role in the envisaged strengthening of policy dialogue. The design would also seek opportunities to link the Çukurova Development Agency, under MoD, responsible regional development agency in the program area.
54. EU funds remain available for Turkey, specifically under including those under the IPARD 2. Duplication of resource targeting would be avoided. Link in to South-South programs present opportunities for partnering where IFAD's international and, particularly, regional needs and priorities could be used to target available financial, technical and human resources. Opportunities strengthen the link with UNDP and FAO's South-South and Triangular Cooperation programs, particularly those in collaboration with TIKA would be sought. The on-going TIKA cooperation program would benefit from the experience sharing opportunities and KM outcomes of the program.

F. Components and activities

55. The Program would be pro-poor and gender- and youth-equitable with two inter-related components namely: i) Agricultural Productivity and Natural Resource Management, ii) Market Access Enhancement.
 - Component 1: The component would improve overall agricultural productivity and profitability by sustainable management of available and often scarce land and water resources in upland areas through good agricultural practices and climate smart investments that reduce external shocks. Resource poor, financially challenged and ill-trained farmers suffer most from adaptation deficit. The component would support the following practices to improve the resilience of small farmers to climate change and to enhance productivity and production: i) improving farmer access to agronomic technology and information; 2) increasing the quality, capacity, and reach of extension services; 3) encouraging farmers to insure their crops against adverse weather. The focus would be on the following practices: i) shifting to drought resistant or tolerant crop types and varieties ii) change cropping pattern by altitude; iv) improving irrigation capacity and efficiency by new investments or rehabilitation to optimize application of irrigation water, including water saving irrigation techniques supported by solar energy use (e.g. on-farm drip irrigation) and on-farm construction of small water collection ponds (to harvest water from small water sources in the upland areas), v) optimizing fertilizer application, vi) improving access to meteorological data, vii) adding water storage capacity, viii) installing hail nets for fruit trees ix) improve livestock nutrition and shelter on the grazing land; x) improve farmers access to finance to enable them to access new technologies; The Project would support Good Agricultural Practices and the GlobalGap. The Project would offer comprehensive training and capacity building tailored for the smallholders (men and women) and their associations. The Project would also assist to develop participatory grazing plans and investments in overnight shelters for shepherds, portable mobile solar energy (as panels) to improve quality of for those who use highland rangelands by meeting their energy needs.
 - Component 2. Market Access Enhancement. The component would increase the incomes of the farmers through higher farm gate prices, improved market knowledge and linkages. The project would support farmers and their organizations to reduce post-harvest losses and add value to accommodate market demands for quality, volume, regularity, homogeneity, range of varieties
-

and packaging and branding. The component would be commodity-focused, on the most promising crops to be identified at detailed design stage. In order for the products of higher value to reach broader consumer markets, the Component would support capacity building and investments in program areas. The support would be given to. I) individual farm holdings, ii) FOs and informal producer groups, iii) new and existing micro enterprises and SMEs. To facilitate access of small producers to markets, the Program would apply IFAD Producers-Private-Public-Partnership. The Program would finance on a pilot basis private service providers for performance-based marketing consultancy to mentor and assist the smallholders and their organizations to sustainably engage with the private operators within the value chain. It is expected that the business models/innovations tested and proven to be successful through the Program would be scaled up with sizable government budget nationally and elsewhere or by other donors. The detailed design of the Program would seek to identify income generation and employment generation opportunities specifically for women and youth.

G. Preliminary Environmental and Social category

Category B.

56. The thrust of the Program's interventions and investments would be directed to improve agricultural practices in fragile upland ecosystems and would improve NRM practices and capacity of all beneficiaries. RB-RIMS, with inputs from MOFAL's monitoring system TARBIL, would ensure early identification of any potential adverse impact of activities where remedial action would be taken by MOFAL.
57. Reducing outmigration is among objectives and increasing local employment opportunities. The program is not expected to lead to any resettlement or economic displacement. The program would identify and address the specific climate adaptation priorities of women and youth in the area to ensure that climate-induced factors for migrating out are minimized.
-

I. Preliminary Climate Risk classification: Moderate.

58. The proposed programme area is not identified in current predictions and databases as a high climate risk area. Rough topography brings intrinsic threats of landslides and floods. The programme would improve resiliency and exposure to shocks by supporting farmer and staff awareness and training, and climate smart investments such as small scale irrigation, vegetable production-under-cover (plastic tunnel), contour ploughing.
-

K. Costs and financing

59. For better predictability and sustainability, as is the case with the recently approved GTWDP, a programmatic approach would be adopted. The pipeline under the two PBAS cycles 2016-2018 and 2019-2021 would consist of the "Uplands Rural Development Programme". IFAD financing framework of the programme would be the USD 35 million under the 2016-2018 cycle and a similar amount (to be confirmed end of 2018) under the 2019-2021 cycle. A tentative total cost of the programme would be around USD 220 million to be financed as follows:
- USD 35 million from IFAD under 2016-2018 PBAS cycle;
 - possibly another USD 35 million under PBAS cycle 2019-2021, to be confirmed in 2018;
 - Government contribution of around USD 100 million, and
 - Possibly cofinancing from other IFIs of around USD 50 million. During recent meetings with Arab Coordination Group in Kuwait (November 2015) and at the GC (February 2016), OFID and IsDB showed a strong interest in co-financing the programme. Options to secure supplemental funding from GEF and/or GCF would be examined. Should co-financing mobilization fall short of covering the total cost, inclusion of the provinces in the programme would take place gradually and
-

accordingly.

L. Organization and management

60. The Lead Implementing Agency of the program would be the Ministry of Food Agriculture and Livestock. The overall management responsibility would rest with the General Directorate of Agrarian Reform (GDAR of MOFAL) in Ankara where a Central Project Management Unit (CPMU) would be established. The responsibility for field implementation would lie with the Provincial Directorates of Agriculture. Each Provincial Project Management Unit would be embedded in the Provincial Directorate of MOFAL and would be charged with the day-to-day field management and implementation of the Project. Several government agencies are active in the program area. Close collaboration and coordination will be sought with the following that are directly related to the objectives of the project and would complement its rural poverty reduction and marketing enhancement initiatives: i) the Regional Development Administration (KOP); ii) the Regional Directorates of Forestry of the MFWA; iii) the Governors' Offices and Ministry of National Education (MONE), Agency for Small and Medium-scale Enterprises, IPARD Local Offices and ix) the provincial Chambers of Agriculture and of Trade and Industry.
61. Each program phase would have an implementation period of 7 years to compensate for (i) history of slow program take off, (ii) lengthy in-country bureaucracy; (iii) need for lengthy upfront capacity building and training and (iv) limited construction seasons with long winters in the uplands where the Program would be implemented.

M. Monitoring and Evaluation indicators

62. Result-based-RIMS would be used. Linkages with the MOFAL's management information system TARBIL would be established. Basic indicators would cover: i) increased household assets and incomes, ii) reduced disease incidence, iii) improved horticultural productivity and profitability, iv) improved sustainability of voluntary farmers groups, vi) increase in farmers adopting farming as a business; vii) improved access to marketing facilities by user groups; and viii) numbers of producers and/or marketing groups formed or strengthened.

N. Risks

63. Risks would be minimized by adopting a participatory, menu-driven approach to increase the willingness of communities to engage in Program-sponsored interventions that would be designed to increase the resilience of the smallholders to environmental/climatic shocks.
64. Lessons from past programs and present conjecture indicate the following risks: (i) delays in the establishment of a program management units and resultant effectiveness lags (ii) inadequate provincial technical capacity and frequent staff rotation; (iii) ageing population in the program area that may limit uptake of program activities; iv) seasonally out-migrating workforce impacting local needs for harvesting; iv) lack of capacity in the national institutions for social mobilisation and cohesive marketing guidance; and v) inadequate M&E and impact assessment capacity.
65. CPE and past experience shows that M&E is weak. The program's M&E systems' dovetailing into the new TARBIL is expected to develop M&E capacity at MOFAL and feed into IFAD's RIMS to measure impact at the local, regional and national level.
66. To date, government-led development programs have not been able to attract the private sector in an efficient manner. The program design would build upon successful PPPP models to ensure that capacity developed at the producers becomes integrated into viable value chains for introduction of products into the markets.

Appendix: Logical framework of the Uplands Rural development programme

Narrative Summary	Key Performance Indicators ⁶	Means of Verification	Assumptions (A) / Risks (R)
Goal: Reduced rural poverty and regional disparities	<ul style="list-style-type: none"> ▪ 62,000 households in targeted areas report increased income by 20% ▪ 62,000 households in targeted areas report improvement in assets ownership index by 20% (RIMS level 3) 	<ul style="list-style-type: none"> ▪ Baseline and completion survey ▪ State Statistical Committee ▪ Government statistics ▪ UNDP/WB reports 	<ul style="list-style-type: none"> ▪ Stable macroeconomic atmosphere (A) ▪ Poverty reduction remains priority agenda
Project Development Objective:			
Increased rural income from improved agricultural production and marketing activities in targeted areas	<ul style="list-style-type: none"> ▪ Farmers in targeted areas report increased net farm income through improved access to productive infrastructure, financial services and markets by 20% ▪ Nb. of on-farm and off-farm jobs created 	<ul style="list-style-type: none"> ▪ Baseline & completion survey ▪ Government statistics and TARBIL monitoring ▪ Interviews/focus groups 	<ul style="list-style-type: none"> ▪ Programme outcomes stimulate economic growth (A) ▪ Competition weakens robustness of markets (R)
Improved natural resource management to reduce vulnerability to climate change impacts.	<ul style="list-style-type: none"> ▪ Farmers practicing sustainable agricultural practices increased by 25% 	<ul style="list-style-type: none"> ▪ Baseline & completion survey ▪ Government statistics and TARBIL monitoring ▪ Interviews/focus groups 	<ul style="list-style-type: none"> ▪ Provision of adequate technical assistance to support shift in practices and technologies (A) ▪ Willingness of farmers to adopt climate resilient practices (R)
Component 1: Agricultural Productivity and Natural Resource Management			
Outcome 1: Farm productivity sustainably increased	<ul style="list-style-type: none"> • 16,000 small producers in targeted areas report improved productivity by 20% 	<ul style="list-style-type: none"> ▪ Baseline and completion survey ▪ Programme M&E system ▪ MTR ▪ MOFAL surveys and reports ▪ TARBIL monitoring 	<ul style="list-style-type: none"> ▪ Availability of qualified service providers for group facilitation, training and extension activities (A) ▪ Farmers are willing to invest in development of the farm production capability (A)

⁶ The final targets will be validated at base line to be conducted in year one and will be disaggregated by gender.

Narrative Summary	Key Performance Indicators ⁶	Means of Verification	Assumptions (A) / Risks (R)
Component 2: Market Access Enhancement			
<p>Outcome 2: Smallholder producers receive higher product prices</p>	<ul style="list-style-type: none"> • Farm gate product value in the selected Value Chains increase by 30% • Post-harvest losses reduced by 20 % for smallholders producers 	<ul style="list-style-type: none"> • Baseline survey, mid-term and completion reports • MOFAL surveys and reports • Records of wholesale and retail markets • Focus groups/interviews • TARBIL monitoring 	<ul style="list-style-type: none"> • Competitiveness of local products are maintained (R) • Continuity of MOFAL staff (R)

Key file 1: Rural poverty and agricultural/rural sector issues

Key file 1: Rural poverty and agricultural/rural sector issues

Priority Area	Affected Group	Major Issues	Actions needed
Fragmented or small plots	All upland men and women farmers	<ul style="list-style-type: none"> • Erosion and soil loss due to idle lands • High cost of farm operations • Limited access to financial services due to collateral constraints • Low farm gate prices due to poor crop management • Poor quality crop as result of wrong agronomic practices and input use 	<ul style="list-style-type: none"> • Increase unit area productivity and profitability • Promote voluntary consolidation (joint land use) among land owners • Promote contracted farming for high value crops • Increase awareness in absentee land owners on value of asset • Support greenhouse investments for small plots
High off-farm unemployment	Particularly Women; youth	<ul style="list-style-type: none"> • Low on-farm incomes • Lack of capital to diversify/establish own small enterprise • Lack of information and awareness on income options • Social pull factors of urban living 	<ul style="list-style-type: none"> • Provide financing through grants • Diversify employment opportunities by supporting FOs • Promote PPP to attract private sector • Train in marketing, of tourism and branded local products
Ineffective farmer organizations	All men and women farmers; youth	<ul style="list-style-type: none"> • Poor/lack of member interest and in-house capacity to manage • Low awareness of benefits of collective action • Farming as a business notion not developed 	<ul style="list-style-type: none"> • Build awareness on benefits of collective action particularly among women and youth • Provide project incentives for collective action such as larger grants or expended investment menu
Inefficient on farm irrigation practices and water scarcity	All upland men and women farmers	<ul style="list-style-type: none"> • Climate adaptation deficit • Prevalent open earth canal use • Tradition of unsustainable NRM practices 	<ul style="list-style-type: none"> • Promote climate smart irrigation technology, infrastructure and farming practices • Promote GAP • Support greenhouse

			<ul style="list-style-type: none"> investments • Provide extension support to farmers for on-farm/water management • Improve cc and NRM elements in extension service training • Increase awareness that water and land are critical inputs through training programs
Inability to access technical, financial services and markets	All upland men and women farmers; youth	<ul style="list-style-type: none"> • Limited skills in entrepreneurship, marketing • Low production volumes don't attract intermediaries • Available market information dissemination modalities used Ineffectively • Poor knowledge management by extension staff 	<ul style="list-style-type: none"> • Promote PPP to attract private sector for investments in marketing and storage infrastructure • Incentivize contacted farming • Create outreach and awareness programs to inform small producers regarding available finance mechanisms (IPARD, MOFAL)
Poor livestock husbandry practices	Upland households Women and youth	<ul style="list-style-type: none"> • Low meat and milk yields • Poor milk quality • Degraded pastures and rangelands • Insufficient forage crop production 	<ul style="list-style-type: none"> • Provide husbandry training for youth and women • Introduce livestock based climate smart cropping patterns • Target grant allocations to improve livestock husbandry infrastructure • Promote village-level rangeland sustainable pasture management
Lack of long term strategy for farming	Poor farmers	<ul style="list-style-type: none"> • Farming as a business not understood or known • Specific training needed for women and youth is not targeted 	<ul style="list-style-type: none"> • Strong country program support for farmer training, extension, awareness programs etc.

Key file 2: Organizations matrix (strengths, weaknesses, opportunities and threats analysis)

Organization	Strengths	Weaknesses	Opportunities	Threats
Ministry of Agriculture and Rural Affairs (MOFAL)	<ul style="list-style-type: none"> • The major Government agency that has always dealt with food, agriculture and livestock through its 7 technical general directorates • Comprehensive field coverage: 81 provincial and 887 district directorates • Skilled and experienced staff, a total of 31,431 staff providing services at provincial, district and village levels • Availability of female technical staff at all levels (no gender discrimination) • Modern legislative base • High quality leadership with vision and strategy aiming at making Turkey 5th largest agricultural producer in the World by 2023 • Field services are provided from well-equipped offices and extensive and new vehicle pool • Well aware and integrated into international networks • Internationally recognized competent research system 	<ul style="list-style-type: none"> • Not singular responsible and authority over agriculture and rural development • Centralized and bureaucratic decision making • Fragmented responsibilities and competencies of different units within the ministry • Excessive reliance on subsidies and supports to create change in agriculture • Inefficient of use of capacity and time of experienced/senior field staff (main focus is on subsidy program implementation) • Time allocated to technical ground work severely limited by bureaucratic processing of the subsidies in the field offices • Inability to operationalize "farming as a business" concept • Operational focus on more fertile, productive lowlands • Insufficient horizontal and vertical coordination between different units • Centralized financial procedures slow field operations • Weaknesses in collection and reliability of agricultural statistics 	<ul style="list-style-type: none"> • Generally high quality technical staff capable of implementing projects • Well-developed system of set of strategies toward 2023 • GIS driven parcel identification system allows precise targeting of interventions • Potential to enhance agricultural productivity and profitability including on unutilized and/or underutilized small plots of poor farmers • Well-developed food processing industry • Major international exporter of agricultural products • Flexibility and resources to outsource technical staff • Use of TARBIL to cover farm management needs of small farmers • Collaborate with IFAD to export knowledge 	<ul style="list-style-type: none"> • Risk of dilution of small projects in the overall system • Bureaucracy hinders efficient feedback • Lack of effective policies to promote grass root farmer organizations • Inability to mainstream M&E into decision making/policy • No change in the job-description of field staff to ease them off workload of subsidy processing bureaucracy • Frequent institutional reorganization • Lack of continuity in agricultural policies inhibit investment

	<ul style="list-style-type: none"> • Awareness of best practice NRM particularly land and water • Use best practices for information technology that is mainstreamed • Handles an investment budget of USD300million and USD3.3billion farmer support program • Responsible for delivery of 5.5 million USD/annum agricultural support • Wealth of experience of multilateral project implementation including 30 years and 8 projects with IFAD • In-depth knowledge of IFAD; has board position • Handles multiple source of funding including EU resources under EU-IPARD funding as “payment agency”. IPARD II (2014-2020) values that EU800million. 	<ul style="list-style-type: none"> • National Rural Network for IPARD not set up • Poor M&E with over emphasis on /input 		
--	---	--	--	--

Ministry of Forestry and Water Works	<ul style="list-style-type: none"> • Singular, undiluted, responsibility and authority over (almost all state owned) forest (OGM) and fresh water (DSI) • Large central and regional and local administrative coverage and experienced, competent staff working under four general directorates and three affiliated agencies • Long-term experience in diverse eco-systems • Awareness of natural resource degradation and impacts of climate change • Large central and regional and local administrative coverage and experienced, competent staff • Services are provided from well-equipped offices and extensive and new vehicle pool • Well-developed notion of long-term planning and implementation • Experience with international projects • Capacity to manage large budget • OGM is capable of handling an annual investment budget of about USD300billion (2015) 	<ul style="list-style-type: none"> • Lack of consistent policy for rural development • Poor coordination with other actors in the rural sector • Limited implementation of integrated basin/watershed management • Rich biodiversity not translated into sustainable rural income generation (non-wood forest products) • Limited innovation due to traditions and institutional inertia • Fragmented responsibilities and competencies of different units within the ministry • Out dated models used by ORKÖY in 21 000 forest villages. • Unfinished cadaster resulting in unsolved ownership problems • Lack of secondary level legislation for implementation of policies 	<ul style="list-style-type: none"> • High quality technical staff capable of implementing projects • Well-developed system of set of strategies toward 2023 • Flexibility and resources to outsource technical staff • Rural tourism • Potential to reduce poverty and natural resource degradation in forest villages • Income generating potential of non-wood forest products • 	<ul style="list-style-type: none"> • Political and social pressures preventing implementation of strategies • Frequent institutional reorganization • Slow institutional reflexes and low flexibility due to culture of long-term planning • Frequent amendments to legislation • Inability to mainstream M&E into decision making/policy •
Rural Financial	<ul style="list-style-type: none"> • Extensive rural coverage by Agricultural Bank (TCZB) • High liquidity of TCZB 	<ul style="list-style-type: none"> • Poor financial inclusion of small holders • Interest too high for collateral-constrained 	<ul style="list-style-type: none"> • Large unmet demand for low cost investment capital • Grant programs bridge financing gaps 	<ul style="list-style-type: none"> • Endemic collateral issue of smallholders • Poor business

Institutions	<ul style="list-style-type: none"> • Access to sources of TCZB by Agricultural Credit Cooperatives (ACCs) • Extensive rural coverage by ACCs 16 regional unions, about 1800 primary cooperatives and 13 incorporations • Private sector supplying 1/3 of agricultural loans and expanding • Complimentary funding available for IPARD and other programs • Robust banking system • Very high repayments rates: 99% for TCZB and 97% for ACC. • IPARD II program avails EU800million for rural development • Low interest rate credits from ORKÖY, 1/7th of interest rate of agricultural credits 	<p>smallholders</p> <ul style="list-style-type: none"> • Farmers knowledge 	<ul style="list-style-type: none"> • Improving entrepreneurship skills on small holders' side to tap available financial and technical opportunities 	<p>planning results in failure of small holdings</p>
Farmers organizations (FOs)	<ul style="list-style-type: none"> • Long-term presence • The system harbors World class organizations (Pankobirlik, Tire, Bademli coop.) • Long term presence • Long-experience and competency in MOFAL • Active agricultural producers union under 6 thematic categories 	<ul style="list-style-type: none"> • Too many small cooperatives not able to impact policy • Fragmentation at the apex level; • Complex legal framework; • Paternalistic role of state hindering voluntarism • Improper and involuntary role of FOs in subsidy programs • Lack of training at all levels; • Lack of functional review; • Domineering members result in corrupt cooperative management 	<ul style="list-style-type: none"> • Bring local communities around common commercial interest • Provide advisory services • Can be used to identify and partners with for PPP investment 	<ul style="list-style-type: none"> • Conceptual biases and scared image of cooperatives (corruption) • Change in support policies make the FO membership redundant since there are used as a tool for agricultural support • Uninformed management can shift development thrust

NGOs	<ul style="list-style-type: none"> • TZOB having obligatory membership for all farmers • Governments recognize NGOs as stakeholders • NGOs participate in policy quorums • Very few rural development NGOs • NRM and CC actively supported by NGOs • NRM and CC NGOs' proven willingness to work with women and youth • Well-functioning grass root village associations formed for social purposes, effective in maintaining links between resident and migrated populations 	<ul style="list-style-type: none"> • Limited policy impact • Financially unsustainable • Low life expectancy • Weak ownership of TZOB by small scale farmers • Small farmers see TZOB as only collector of dues and fees 	<ul style="list-style-type: none"> • <input type="checkbox"/> Village associations used for dissemination of information <ul style="list-style-type: none"> • Use NGOs for advocacy and beneficiary training in the areas of NRM and CC • Involving NGOs in program enhance their recognition in NRM and CC • Wide outreach through TZOB 	<ul style="list-style-type: none"> • Populist approaches of TZOB hinder farmers' moving toward commercialization
------	--	---	---	---

Key file 3: Complementary donor initiatives/partnership potential

Development partner	Nature of Program/Project	Coverage	Status	Complementarity/Synergy Potential
World Bank	Country Partnership Strategy (CPS) for 2012-2016 envisaged financing levels of USD10million. The strategic objectives and pillars are: i) enhanced competitiveness and employment; ii) improved equity and public services; and iii) deepened sustainable development.	In the context of EU harmonization standards, TA support was provided for the Government's preparation of a National Watershed Management Strategy. The Integrated Basin Management Project (under preparation) that extends this engagement will support the implementation of river basin management plans and pilot investments in two river basins, focusing on the coordination of various public institutions and different water users.	Under preparation	Potential for collaboration on rural development aspects of the Project
European Union (EU)	IPARD Program for 2014-2020	EU801million contribution is foreseen to be used for the following measures: <ul style="list-style-type: none"> • Investment in physical assets of agricultural holdings • Investment in physical assets concerning processing and marketing of agriculture and fishery products, • Agro-environment-climate and organic farming measure • Implementation of local development strategies (Leader approach) • Investments in rural public infrastructure • Farm diversification and business development 	Foreseen to start in 2016	Small farmers are not eligible for EU funding (because of non-viability of small farms according to EU criteria). EU's support to bring Turkey close to EU standards in agriculture and veterinary services, particularly food safety and sanitary standards would help the small producers' link to the value chains.
FAO	<ul style="list-style-type: none"> • <input type="checkbox"/>FAO Turkey Partnership Program Phase I: A trust fund financed by Government of Turkey (represented by MOFAL) support the program. Started in 2006 with USD20million contribution from Turkey. Assistance provided on food security and rural poverty reductions in six countries in Central Asia and Turkey. Phase 	<ul style="list-style-type: none"> • Phase II with MOFAL covers work on food security and nutrition, agricultural and rural development, protection and management of natural resources, agricultural policies and food safety. • Program with MFWA includes: <ul style="list-style-type: none"> • Sustainable land management • Forest policy and institutional development • Forest management and protection • Forest products and services • Forest and environment 	<p>Second Phase with MOFAL just started</p> <p>Forestry Program has just started</p>	<p>To learn lessons from the completed Phase I and incorporate these in the projects in the pipeline</p> <p>Explore opportunities for collaboration with Phase II</p> <p>Work together with FAO as design partner for the</p>

	<p>II: covers 2015-2019.</p> <ul style="list-style-type: none"> • Turkey Partnership Program with MFWA has a Forestry Program with trust fund contribution of USD2million by the Ministry over an initial period of five years • Pipeline Project: Agricultural Implications for Ecosystem Based Adaptation (EBA) to Climate Change in Steppe Ecosystems 	<ul style="list-style-type: none"> • People and forests • Assessment and monitoring • Drought impact monitoring and land degradation assessment 		pipeline projects
UNDP	<p><u>Country program</u> focuses in the following core areas: i) inclusive and sustainable growth, ii) inclusive and democratic governance and iii) climate change and environment</p> <p>Target groups focus on those facing social exclusion or vulnerability e.g. unemployed women, especially in rural areas, persons with disabilities and communities in less developed regions</p> <p><u>Small Grants Program (SGPs)</u>: designed empower communities to become direct and active actors in environment and sustainable development work.</p>	<p>In climate change and environment core area, the primary target will be rural population in sensitive biodiversity/hot spot areas</p> <p>SPG Turkey will enhance and strengthen capacities of community based organizations to engage in consultative processes, apply knowledge management to ensure adequate information flows, implement convention guidelines, and monitor and evaluate environmental impacts and trends through: (1) promoting and disseminating best practices on protected area management, sustainable land use management, increasing climate resilience, maintenance of ecosystem services in GEF SGP focal areas. (2) Supporting the establishment of thematic communication and collaboration networks among NGOs, unions, local producers, scientific communities and governmental/public institutions in GEF SGP focal areas; (3) Strengthening the knowledge and capacity of local communities via thematic trainings on GEF focal areas, guidelines and monitoring and evaluation tools.</p>		<p>Collaborate for capacity building for i) inclusive and sustainable growth, and ii) climate change and environment</p> <p>Improve IFAD outreach for women and youth by using UNDP networks</p> <p>Synchronize targets for SGP to prevent overlap and enhance synergy SGP is actively pursuing partnerships which would benefit both financially, and institutionally</p>

Key file 4: Target group identification, priority issues and potential response

Target group	Characteristics	Issues/priorities		Responses/activities
Principal beneficiaries of RB-COSOP targeting				
Farmers with marginal and adequate surplus	Own land 2-4 ha Rain-fed/irrigated agriculture Small and fragmented plots Not business oriented farmers	Limited access to financial services due to collateral constraints		Increase access to finance (grants)
		Lack of collective action /organizational capacity and governance		Increase mobilization and awareness for collective action and creation of groups Participate in FOs Exposure visits to successful FOs
		Treat farming as a means of subsistence/limited market Limited skills in entrepreneurship, marketing		Training on farming as a business and simple book keeping and entrepreneurship
		Environmental degradation, lack of/limited irrigation infrastructure		Soil and water conservation activities /rangeland management/small infrastructures for irrigation
Farmers with large surplus	Own no less than 4 ha land and agricultural production is oriented to market Large plots of irrigated land Business oriented farmers			Act as "model farmer" for the others
		Improve production quality and quantity		Improve access to finance, market and knowledge
		Individual farmers/lack of collective action		Engage actively in FOs Training on entrepreneurship
Very Poor farmers	Landless or near landless; Access to social support from government	Vulnerable livelihoods Lack of assets Lack of skills		Labor saving technologies and equipment for drying processing Introduction of poultry production to groups of poor women Technical training on poultry production Technical training on processing, drying and packaging fruits
Women	More likely to be poor, higher unemployment, work as unpaid family labor, generally disadvantaged in economic issues compared to men. Play major role in vegetable farming, production of milk and dairy products, poultry production for domestic consumption or marketing locally	Human assets	Conflicting demands on time Lack technical and business skills Less access to information than men	Target for women's participation in training and exposure visits to other cooperatives/women's groups (learning) Select as lead farmers when appropriate and promote awards events Promote participation in business skills training Strengthen gender mainstreaming in extension staff skills and message delivery
		Natural assets	According to traditional practices could not use inherited land –	Target for women's participation in clusters Women representation in cooperatives (at least 30%)
		Physical assets	Limited access to extension services, training Weak linkages to market information, markets Low rates of technology adoption	Ensure extension services gender-sensitive and inclusive through training Potential development for milk value chain and increase production of milk/dairy production.

		Social assets	Traditionally not participate in decision-making bodies Limited access to agricultural information through extension service Reticent to speak in public	Encourage attendance at project sensitization meetings and have at least 50% participants Promote group formation and strengthening among women Provide leadership and entrepreneurship training Encourage participation in farmers' associations and organization, at least 30% women.
Female-headed households (rare in the project area) (in addition to issues facing women in general, as noted above)	Among poorer HHs, with greater burden of dependents, lower earning capacity, fewer assets	Human assets	Ability to cultivate land constrained by labor especially if widowed, elderly Difficult to perform some tasks based on gender division of labor Make more use of family labor and less use of hired labor	Labor saving technology Engagement in alternative activities that can be performed at home: drying processing, jam production, poultry, and production of aromatic and medicinal plant in the garden.
		Natural assets		
		Physical assets		
Youth	People aged 15-30 with high tendency to migration	Human assets	Reticent to participate in agriculture Prefer off-farm work Migrate away from rural areas Lack of/limited technical and business skills	Training in farming as a business and entrepreneurship Mentoring programmes Select as lead farmers when appropriate Strengthen youth mainstreaming in extension staff skills and message delivery
		Natural assets	Difficulty in accessing land Delayed inheritance from elderly parents	
		Physical assets		
		Financial assets	Limited access to financial services due to collateral constraints Lack financial resources to buy inputs and technologies	Promote youth participation in FOs to collectively access financial support from the project
		Social assets		Encourage attendance at project sensitization meetings Promote group formation and strengthening among youth Provide leadership training Encourage participation in village decision-making bodies, including committees, cluster committees, irrigation association and management committee, farmers' associations and higher level farmer organizations

Nomads (relevant for Upper Taurus Mountains)	Between 120/150 families (registered/number of total nomads not yet defined). Vulnerability due to reduced access to natural resources for animal feeding, reduction of traditional grazing area, I Limited literacy and lack of access to basic social services	Vulnerable livelihoods, depending exclusively on livestock and complementary dairy production. Lack of access to resources (water) and basic services in the project area Lack of knowledge on law and regulations/lack of participation in decision making on NRM Erosion of traditional institutions and organization	In support of existing field veterinary services Training of selected Yörüks pastoralists as Community Animal Health Workers on basic animal health practices (e.g. deworming) to improve livestock health. Use participatory methodology to increase understanding and competence through community conversations, behavior change communication for consulting with rangeland users (nomads and resident HHs) this include information on low and regulation for the rangeland as well as explaining the relevance of animal mobility for the eco-system. Support nomads families to identify representatives Include representatives in the Committees for grazing plan preparation.
	Poorest households travelling with camels	Longer travel distance due to re-routing to avoid forestry activity area and/or planted private fields.	Use participatory common property resource management/planning methods/approaches Identification and provision of services identified and selected by the communities in a menu of options: mobile veterinary services as well as small infrastructures.
	Better off families moving with tracks/larger number of flocks/shepherds hired	Longer travel distance due to re-routing to avoid forestry activity areas and/or planted private fields.	Participation to demonstration of actions for soil conservation and Use COMMOD for participatory common property resource management/planning
Secondary beneficiaries of targeting			
Agricultural extension staff particularly Farmer Support Teams)	Provincial and field	Limited skills in gender mainstreaming and youth Limited understanding and competence in participatory development approaches Limited skills in conflict resolution on shared resources Limited skills in community empowerment Women under-represented	Specialist training for gender focal points at all levels, from province to the field. Support the work of the Project Management Units Support the preparation of gender and social inclusion plans and manuals Integrate gender and social inclusion, as well as participatory methods into training and refresher training for extension staff Train staff to conduct participatory consultation (i.e. nomads) Encourage secondment of women extension staff Train extensions service to undertake activities that consider the calendar and needs of the nomads. Train the extension service to conduct demand driven consultation and Commode approach.