UN Development Programme
Turkey - Ankara

Award ID: 96416

Award Title: Employment and Skills Development Project

Start Year: September 2017

End Year: June 2020

Implementing Partner

(Executing Agency): UNDP

Responsible Party

(Implementing Agent): Turkish Employment Agency - İŞKUR

Revision Type: Substantial Change in the Project Activities

Budget (EUR) as of Last Revision on July, 2018		
Donor	**Fund**	**Amount (EUR)**
KfW Development Bank	3000 – Programme Cost Sharing	3,675,000.00
Award Total		3,675,000.00

Award in USD	4,078,795.29

Brief Description:

Under the scope of the project, UNDP has been in close communication with relevant partners, mainly the ones working with ISKUR in order to prevent the overlaps of project activities and inefficiencies in the implementation. To this end, UNDP is in close cooperation with Worldbank in particular to take certain measures to prevent projects duplicating one another, instead complement one another for greater impact.

ISKUR is currently implementing a project with World Bank to improve the employability of Syrians under Temporary Protection as well as of Turkish citizens residing in selected host communities with high presence of Syrians. Both projects have activities to enhance ISKUR's institutional capacities. The key objectives of both projects include developing ISKUR's institutional capacities, improving service quality through making more effective the public employment services delivered to labour / job-seekers both local and Syrians under temporary protection (job and vocational counselling, active labour services, employment services etc.).

While it is true that the two projects do not directly focus on the same area, since the project to be implemented in cooperation with the World Bank includes activities to develop a new skill-based profiling system, it was agreed to remove profiling activities from the project to be implemented in cooperation with UNDP. It was also agreed to reallocate those resources for new activities considering that potential duplications should be ruled out right from the beginning, addressing the issue in a single focused project that will be effective in producing more efficient outcomes, and such basic principles of optimal use and re-planning of financial resources, time management and efficient use of human resources. To this end, new activities have been proposed to implement the projects in cooperation with World Bank and UNDP in a complementary manner and without duplication. The changes introduced to the project have been reviewed and approved by the SC Members on 17.07.2018.

The revised PRODOC is also herewith attached.

Agreed By: TURKISH EMPLOYMENT AGENCY

Cafer Uzunkaya
Director General
11.09.2018

Agreed By: UNDP

UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT
TURKEY

Project Title: Employment and Skills Development Programme – Component 1

Project Number:
Implementing Partner: Turkish Employment Agency (İŞKUR)
Start Date: 5 September 2017   **End Date:** 30 June 2020
PAC [1]**Meeting date:** 10 June 2016

Brief Description

Turkey is the country with the highest number of refugees in the world. The current number of registered Syrians under temporary protection is **3.546.908** *(DGMM, 12 July 2018)*. Around **96 percent** of the refugees live outside the temporary accommodation centres, the majority of which concentrated around the border provinces. The large number of Syrians and high concentration in certain provinces has significantly impacted the national/local labour market. This has created additional demand for services to be delivered by national and local government service providers. Syrians **(more than 2 million)** are mainly located **in Istanbul and Southeast Anatolia region** bordering Syria, but as the crisis is prolonged, the population expands to other regions as well.

The objective of the project is to support Syrians and vulnerable host community members to access the local labour market. The project will do so through strengthening the institutional capacity of İŞKUR to expand active labour market services and adjust capacities and services where needed to respond to the demand for services for both Turkish and Syrian job seekers. The project will be piloted in five provinces with highest number of Syrians in comparison with their host communities with potential to be scaled-up to the national level in the future.

This project will be implemented by Turkish Employment Agency (İŞKUR). At the local level, other partners, including the business community, enterprises as well as NGOs working for Syrian crisis response will also be involved as needed in certain project activities.

Contributing Outcome (UNDAF/CPD, RPD or GPD):	Total resources required:	EUR 3.675 million	
1.1. By 2020, relevant government institutions operate in an improved legal and policy framework, and institutional capacity and accountability mechanisms assure a more enabling (competitive, inclusive and innovative) environment for sustainable, job-rich growth and development for all women and men.		**GMS**	%8
		UNDP TRAC:	
1.2. Gender Rating: GEN 1		**Donor (KfW):**	€3,675,000
Indicative Output(s): **1.1.4. Citizens, with specific focus on vulnerable groups including in less developed regions have increased access to inclusive services and opportunities for employment**		**Donor:**	
		Government:	
		In-Kind:	

Agreed by (signatures)[2]:

Government	UNDP	Implementing Partner (İŞKUR):
Name:	Name:	Name: Cafer UZUNKAYA
Date:	Date:	Date:

I. DEVELOPMENT CHALLENGE

The current number of registered Syrians under temporary protection is approximately **3.546.908** *(DGMM, 12 July 2018)*. Around **96 percent** of the Syrians under temporary protection live outside the temporary accommodation centers, the majority of which concentrated in Istanbul and in the South East around the border provinces (below). The large number of Syrians and high concentration in certain provinces has significantly impacted the national/local labour market. This has created additional demand for services to be delivered by national and local government service providers. Syrians are mainly located **in Istanbul and Southeast Anatolia region** bordering Syria, but as the crisis is prolonged, the population expands to other regions as well.

Top 10 Cities hosting Syrians under Temporary Protection

ISTANBUL 563.716

BURSA 151.293

İZMIR 138.049

ADANA 219.155

GAZIANTEP 389.773

MARDIN 92.021

HATAY 443.030

MERSİN 209.325

KİLİS 130.841

ŞANLIURFA 472.833

Max. Min.

GÖÇ İDARESİ
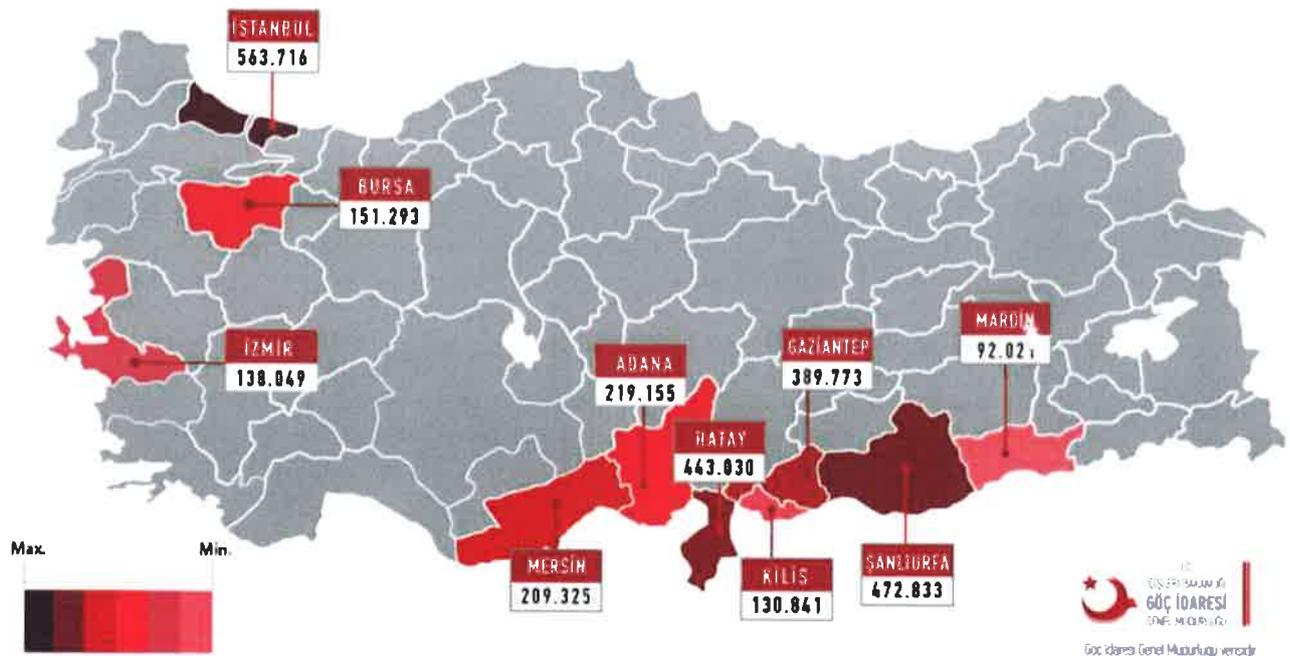
Source: Directorate General of Migration Management Figures 12 July 2018

Since the beginning of the crisis and influx of Syrians into Turkey, the Government of Turkey provided an exemplary support to the Syrians-particularly in 21 temporary accommodation centers established mostly in Southeast Anatolia, providing the Syrians with temporary protection status. This status entitles Syrians under temporary protection access to basic services- **health, education** and **employment** (right to work provided with **"Regulation on Work Permit of Refugees under Temporary Protection"** on 15 January 2016). However, as the Syrian population increased and their stay in Turkey is prolonged, the needs of both Syrian and host communities go beyond humanitarian, and call for **longer term**, more **durable solutions**. This means additional investments are needed to support self-reliance, including livelihood and employment opportunities and adaptation to the society.

The impact of the crisis is increasingly and negatively felt on both Syrians and host communities in Turkey, leading to the Syrians' search for new destinations, mostly in Europe through dangerous journeys. Developing capacities for better and stronger capacities to all impacted communities is key, since the Turkish Government reached its limits of service delivery in all sectors. It is with this understanding that the Turkey Chapter of the Regional Refugee and Resilience Plan (3RP) has a growing Livelihoods sector in terms of budget as well as its enhanced focus on sustainable livelihoods and employment support. The Livelihoods section of 2018-2019 3RP focuses on the below objective:

- Expansion of livelihood and job opportunities for Syrians under temporary protection and host community members through continued support to the Government of Turkey in implementation of the Work Permit Regulation, including support to İŞKUR and other relevant national institutions. In addition, improved access to job opportunities for Syrians and host communities and improved employability of refugees and vulnerable Turkish nationals with focus on youth and women through vocational and language training to overcome barriers in accessing the labour market.

The 3RP Livelihoods sector, under the coordination of UNDP Turkey, focuses on both the supply and demand side of the labour market with expected outputs on (i) gender-sensitive active labour market policies for the impacted communities (ii) stronger awareness on labour rights and institutional responsibilities/duties (iii) knowledge base to identify job opportunities for the Syrians and for better fill the gap between labour demand and supply (iv) stronger coordination mechanisms for better policy making and implementation (v) capacities of policy makers and service providers in livelihoods sector vi) pilot local economic development initiatives to increase employment opportunities and labour demand in the selected localities.

The fact that in January 2016 Turkey passed the Legislation on work permits for the individuals under temporary protection, which is applicable for the Syrian population, is also an indication of the significance attached to formal job opportunities for the Syrian community. The Government also prioritizes availability of employment opportunities and services for the Syrian under temporary protection, also keeping the balance with the host community. Relevant needs assessments conducted by the Government and various actors also address the need for a better understanding of the skills of the Syrian community for better design and implementation of employment services including active labour market services.

A number of skills assessments conducted by various actors highlight relatively low skills levels for Syrians under temporary protection which significantly overlaps with the skills of the host community in selected locations. It points to a possible risk of high-competition among two communities, particularly for low-skilled jobs. In March 2016, UNDP conducted a study 'Absorptive Capacity and Potential of Local Labor Markets', assessing the skills of the Syrians under temporary protection and potential absorptive capacities of the local economy in five provinces (Gaziantep, Kilis, Hatay, Şanlıurfa and Kahramanmaraş). The study demonstrates a number of existing job opportunities that can be filled by Syrians under temporary protection, as well as the need for creating new jobs in the selected provinces to maintain a certain level of unemployment rate. Such opportunities require (a) provision of basic[3] vocational training services to the Syrians under temporary protection and (b) strengthening mechanisms to match Syrians under temporary protection with decent jobs. Such active labour market services are within the mandate of Turkish Employment Agency (İŞKUR).

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[3] Most of the existing gaps in the local labor market require very low skills levels (e.g. manual workers) can be addressed by the Syrians under temporary protection with very basic vocational trainings. As such, the objective here will not be providing specialized vocational trainings.

II. STRATEGY

The current project will be implemented under the UNDP Syria Crisis Response and Resilience Programme. The overall objective of the programme is strengthen the resilience of individuals, communities and relevant national and local institutions to be better able to cope with and respond to the impact of the Syria crisis in Turkey. The livelihoods and employment pillar under the programme, particularly focusses on support on employability and access to livelihoods. UNDP addresses the challenges at both **labour supply** and **labour demand** side. Labour supply interventions include **active labour market services** such as **skills profiling, vocational training** and **job matching**. These interventions include **direct implementation** of such training as well as **institutional capacity development** of service providers, aiming a more systematic and sustainable result. Labour demand side measures include **enterprise level** interventions to increase productivity and capacities in the **short term** for new employment opportunities in addition to **longer term approaches** to **upgrade existing, high potential value chains** for higher productivity.

This project will mainly address the design and implementation of active labour market policies, to be complemented with other projects aiming to increase labor demand through job creation for Syrians and host communities. As such, this project will aim to provide institutional support for the implementation of İŞKUR's active labor market policies to prevent unregistered employment and to protect rights regarding Turkish labor force and to provide stability and labor peace and to support social peace and harmony. Considering the real and perceived competition over access to job opportunities, the project activities will target both Syrians under temporary protection and the host communities to reduce the risk of tensions and enhance social cohesion.

Throughout the consultations held with the Government of Turkey, and in line with UNDP's approach to connect the humanitarian and development response, it is clear that the main element of the response strategy should be to *invest in existing national and local systems* to ensure that they cater for both communities-rather than creating new/parallel mechanisms for the Syrians under temporary protection. This will be critical in strengthening the sustainability and ownership of the interventions and increase the alignment with national strategies. UNDP is very well-positioned to deliver this role, building on its longstanding presence in Southeast Anatolia region as a development partner for almost 20 years.

With this approach, the project will directly contribute to the CPD Output 1.1.4. *"Citizens, with specific focus on vulnerable groups including in less developed regions have increased access to inclusive services and opportunities for employment." The project will do so* through contributing to strengthened capacities of İŞKUR to design and implement active labour market services and extend services to the Syrian communities.

The related Outcome that the project will ultimately contribute to is the Outcome 1.1 1.1:.*'By 2020, relevant government institutions operate in an improved legal and policy framework, and institutional capacity and accountability mechanisms assure a more enabling (competitive, inclusive and innovative) environment for sustainable, job-rich growth and development for all women and men.'*
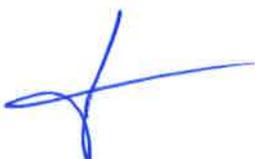
III. RESULTS AND PARTNERSHIPS

III.I. EXPECTED RESULTS

The main output of the project will be to strengthen 'İŞKUR's Institutional Systems for active labour market policies to adjust and expand services to both Syrian population and host community members'. The Output will be achieved through the main Results and Activities given below:

RESULT 0 (Inception Stage):

Project management capacities/team established, and work plan finalized/agreed

Activity 0.1. Set up Project Teams and Project Offices in Ankara and the field:

UNDP will recruit Ankara and field-based project staff foreseen for project implementation as per its rules and regulations.

The recruitment process will entail the following steps: 1) preparation of the Terms of Reference 2) Announcement of the vacant positions 3) short listing and interview processes for each position. (for shortlisting and interview processes, İŞKUR will be represented in respective selection panels) 4) offers will be made to the selected candidates.

In addition, office space arrangements will be made in Ankara and the field. In case İŞKUR demands and can provide office space for project staff, project staff can be located in İŞKUR premises for higher efficiency. If deemed necessary, for field offices, UNDP's existing office arrangements in Gaziantep will be used for efficiency purposes.

Activity 0.2. Conduct inception meetings with İŞKUR to agree on the work plan and make any necessary updates:

Upon signature of the PRODOC and launching of project activities, UNDP and İŞKUR will meet at the technical level in 3 workshops to go over the work plan and agree on the priority actions as well as the timeframe to implement these actions. Any necessary updates will be reflected at this stage, taking into account the time passed during project approval stage. This agreement will also include other working arrangements such as regular working meetings etc.

Activity 0.3. Contracting and service requests of the first actions:

UNDP will do the contracting for the delivery-based works in line with the agreed work plan of the project. This contracting would include individual contracts, institutional contracts, or service requests within the context of the agreed work plan. As per the existing work plan, the first activities/contracts will cover **İŞKUR Capacity Assessment and Digital Transformation of İŞKUR Employment Services**. The scope of the capacity assessment and digital transformation will also be developed during the inception phase. Further workshops will be planned during the development process if needed.
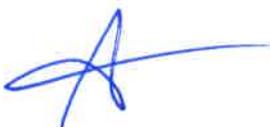
RESULT 1:

İŞKUR's capacity and digital maturity assessment completed and two roadmaps for capacity development and digital transformation prepared

Activity 1. Assessments and Roadmaps for Capacity Development and Digital Transformation of İŞKUR

Activity 1.1. Assessment of İŞKUR's institutional capacity and digital maturity to design and deliver active labor market programmes targeting the Syrians under temporary protection:

A critical component of this project will be to identify and address the capacity development needs of İŞKUR to design and implement active labour market policies to serve both the Syrians under temporary protection and Turkish host community members. This will be an institutional capacity assessment/functional and organizational review, looking into the various work streams including digital channels, outreach, collection of applications, registration, identification of the profiles and need for services, job counselling, matching and placement, as well as existing capacities with regard to human resources, IT/physical infrastructure and processes of İŞKUR headquarters, as well as its local offices operating in the five target provinces. UNDP will deliver the findings of the assessment in approximately 3 months after start of the assessment.

This activity will be achieved through the following actions:

Activity 1.1.1. Agreement on the scope of the assessment:
While the overall concept of the institutional capacity assessment and digital transformation will be developed in detail during the inception phase, the assessment will review as a minimum, the environment in which İŞKUR is operating (legislative framework, organizational role and responsibilities), institutional structures and workflows (including physical infrastructure, IT infrastructure, institutional set up, departments, units and mandates) as well as individual capacities of central and field staff. In addition, an analysis of İŞKUR capacities to provide it's multi – channel services to both Syrians and host community members will be conducted and İŞKUR channels (İŞKUR, İŞKUR+, Web, mobile, call center, etc.) will be reviewed to clarify which services would be best to reach out to the beneficiaries from which İŞKUR channels.

This action will be agreed in a meeting held with İŞKUR representatives. This action will also provide with information on the planned capacity of İŞKUR's employment service delivery including digital transformation of employment services, which will be used for the gap analysis with existing capacities.

Activity 1.1.2. Agreement on the institutional units to be involved in the exercise and proposed working modality:
All the İŞKUR units at the central and field level involved in these cycles will be actively engaged in this review/assessment. As such, relevant units include Provincial Directorates and Provincial Employment and Vocational Training Boards (İİMEK) in target provinces, Department of Job Counselling, Department of Active Labour Market Services, Department of Employment Services and other relevant Departments, under the overall coordination of the Department of Foreign Relations and Projects. The selections of these departments will be in line with the scope of the assessment agreed in action 1.1.1.

Activity 1.1.3. Working Group to be established:
A working group will be established within İŞKUR composed of representatives of critical Departments and Units. The role of the working group will be to provide inputs and key information to the assessment and also to review the findings of the assessment.

Activity 1.1.4. Capacity and needs assessment including digital transformation:
The technical team mobilized by UNDP will have a set of meetings with the relevant Departments and focal points to receive the needed information on

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existing operational practices, units, workflows, etc. as needed. As a result, a gap analysis will be made comparing the existing capacities and the intended capacities for employment service delivery to the intended number of Syrians under temporary protection.

A detailed targeted capacity assessment of the İŞKUR office from a perspective of their ability to cater for the additional Syrian population will be made. This will be an institutional capacity assessment/functional and organizational review, looking into the various work streams including:

- outreach

- collection of applications

- registration

-identification of the profiles and need for services,

- job counselling, matching and placement,

- existing capacities with regard to human resources,

- IT/physical infrastructure and processes of İŞKUR headquarters as well as its local offices operating in the five target provinces.

The assessment will result in a capacity gap analysis and a roadmap laying out the short, medium and long-term interventions to strengthen İŞKUR capacities for more effective employment service delivery targeting the Syrian population in addition to Turkish host community members, to be shared with İŞKUR for prioritization of the needs and the main tool for implementation;

Activity 1.2. Prepare Capacity Development and Digital Transformation Roadmap for İŞKUR's strengthened employment service delivery:

Final full-fledged roadmaps laying out the short, medium and long-term development interventions will be prepared and presented to İŞKUR for final feedback. The actions in the roadmaps to be prioritized within the scope of this Phase of the project will be jointly agreed with İŞKUR, whereas other actions might be considered for future project ideas and proposals/phases.

The roadmap will lay out the suggested actions presented in categories of area of involvement. The roadmap will be delivered as a result of the actions below:

Activity 1.2.1. Identify the gap between the planned and existing capacities:
This gap assessment will be made through a comparison of the targeted capacity and the current/existing capacity in İŞKUR along the selected categories. These categories can be tentatively listed as: *institutional structures/partnerships, operational processes, physical set up, IT infrastructure (hardware and software),* digitalization of İŞKUR employment services and *individual/HR capacities.*

Activity 1.2.2. Prepare two roadmaps for the capacity development and digital transformation of İŞKUR employment services

As a result of the capacity analysis implemented as outlined above, capacity development and digital transformation roadmaps will be developed targeting the General Directorate and local İŞKUR offices, with a view to strengthen İŞKUR's institutional capacity.

A Roadmap for Digital Transformation of İŞKUR which includes an analysis of core business processes of İŞKUR will be outlined. An analysis will be conducted of the digital maturity of İŞKUR and a roadmap will be drawn up indicating specifically how to digitize which business processes. The roadmap will also include items such as multi-channel management and will quantify the gains obtainable through İŞKUR digitization, constituting a basis of scientific analyses for later studies of cost-benefit and feasibility

Activity 1.3 Presentation of fully fledged Roadmaps to İŞKUR and agreement on the priority actions

### Activity 1.3.1 Identify the list of actions categorized in line with the agreement reached with İŞKUR

To close the gap and reach the targeted capacity for better service delivery targeting the Syrians under temporary protection, capacity development and technical assistance related actions will be developed and presented. These actions will also include their respective timeframe, with short and medium-term interventions.

Activity 1.3.2 Organizing a Conference for the dissemination of the assessment results

A Conference will be organized with the participation of high level representatives from İŞKUR HQs and pilot provinces and identified list of actions prioritised for capacity development interventions under Action 2.1 will be presented. The Conference will be followed by a workshop with the participation of İŞKUR Provincial Directorates in pilot provinces to ensure the ownership of the interventions and engagement of related stakeholders.

Activity 1.3.3. Agreement on the capacity development and digital transformation interventions

Priority actions to be taken in this project and other actions to be considered for future projects/phases will be jointly decided with İŞKUR and UNDP and presented at the Steering Committee Meeting. The activities under Result 2 will be designed and implemented accordingly.
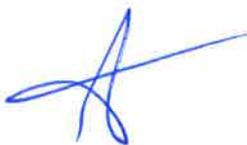
RESULT 2:

<u>Capacities of İŞKUR HQs and selected pilot İŞKUR offices developed for better active labor market service delivery addressing the impacted communities including the Syrians under temporary protection and impacted host communities</u>

Building on the needs assessment and process diagnosis of the İŞKUR offices, the project will develop the capacity of local İŞKUR offices in five provinces and their Job and Vocational Counsellors to provide inclusive and targeted employment services to the Syrians under temporary protection, in line with the new Legislation on work permits. In addition, through the digitization of İŞKUR services which is important considering that İŞKUR has a modest pool of human resources and assuming that its human resources, the project will contribute to İŞKUR to take its position more quickly according to the requirements of the new age and to provide digitalised service channels which would ease the access to both Syrians and host community members. Even more importantly, digitised service channels would enable İŞKUR to reach specific policy groups (young people, women and etc.) more easily.

Discussions with Provincial level (e.g. Gaziantep and Şanlıurfa) revealed the need for an improvement in terms of technical skills and identification of service provision needs for the Syrian community, stronger capacities of various İŞKUR units such as Active Labor, job counselling and matching. The consultations also revealed the need for a stronger capacity and strategy for the Provincial Employment and Vocational Training Boards (İİMEK), which are the main provincial level governance mechanisms for employment policy implementation, to better identify the needs for employment services and respond with a comprehensive and integrated approach.

Main activities to achieve this result are presented below:

Activity 2. Design and Implementation of Capacity Development Interventions including Digital Transformation:

In line with the priority capacity development actions agreed under Action 2.3 each priority action will be planned and relevant design, contracting, preparation and procurement will be made by UNDP. These priority short term actions will target İSKUR Headquarters and the local offices in the target provinces. Actions to complete this activity are as below:

Activity 2.1. Development of Process optimization/improvement interventions in select key functions of İŞKUR Services

Process optimization/improvement interventions in select key functions such as registry, counselling, ALMPs etc. will be developed in close cooperation with İŞKUR headquarters and local offices, to be further implemented through the activities under capacity development

An informative note regarding international experiences on active labor market services implemented towards Syrian refugees in Europe will be prepared as a project output. The European Countries will be identified in cooperation with İŞKUR and the information note will be developed accordingly.

Activity 2.2. Design and development of Digital Transformation Interventions of İŞKUR Services

Through digital transformation interventions, İŞKUR will be equipped with new generation competencies which would enhance its institutional capacity in a sustainable manner which would have a greater impact in the short-run for specific employment services to be provided to both Syrians and host community members. In line with the agreed priority actions, digital transformation interventions will be designed within the limits of the project budget and implemented for more effective employment service delivery.

Activity 2.3. Design of detailed training programs coupled w/ other complementary means for capacity development (technical study visits, exchange programmes etc.)

Tailor-made training programmes will be designed and implemented for İŞKUR HQ and local office staff based on the outcomes of the agreed capacity development interventions responding to the process and human resource capacity. In addition to the training programmes a Study Visit will be organised to France in order for İŞKUR to review the best practices of French expertise on Digital Transformation, mainly focusing on public services.

Action 2.4. Conducting trainings and other capacity building activities to the relevant staff to be providing services to the Syrians under temporary protection and host community members to introduce the new digital İŞKUR Services

Trainings and capacity building activities will be carried out to the relevant staff to be providing services to the Syrians under temporary protection as well as host community members. While the details of the training program will be proposed during the capacity assessment and preparation of the digital transformation and capacity development roadmaps, such trainings will cover the full cycle of newly introduced digital services for the Syrians under temporary protection. The training modules will include, in agreement with İŞKUR, utilization of new İŞKUR digital channels and how it would be communicated to Syrian workforce as well as facilitation of both internal and external information flows amongst public institutions relevant to employment services, etc.

Activity 3. Develop Physical Capacities of Local İŞKUR Offices:

Activity 3.1. Identify the physical infrastructure needs of İŞKUR offices based on the assessments

The immediate physical infrastructure needs of İŞKUR offices will be identified based on the assessment conducted in the first phase of the project.

Activity 3.2. Support local İŞKUR offices through provision of physical infrastructure

Including kiosks (possibly to serve in two languages, in Turkish and in Arabic to ensure higher level of self-service/automatin) with built-in online tools such as portals and applications.

Activity 4. Develop IT Capacities of İŞKUR Offices:

As an integral part of the capacity development programme targeting the central and local İŞKUR offices, the already available tools utilized by İŞKUR will be analyzed and new models will be developed based on the digital transformation roadmap outcomes. Relevant actions under this activity are:

Activity 4.1. Identify the IT infrastructure needs of İŞKUR offices based on the assessments

In line with the identified needs and suggested models, new software or tools will be developed as needed.

Activity 4.2. Support İŞKUR offices through provision of IT infrastructure

Built-in online tools such as portals and applications and training materials tailored for the needs of the Syrian communities- (as per initial discussions) and host communities focusing on the top priority needs will be developed according to the assessment made above.

Activity 4. Design and implementation of Pilot Projects in five provinces

To further share the achievements and improved employment services, 5 Pilot Projects will be designed and implemented within the framework of the Project following the priority actions of

roadmaps are selected and necessary capacity development interventions including physical and IT infrastructure set up is completed in target provinces

The main aim of these pilot projects is to promote İŞKUR Employment services among İŞKUR staff in five provinces including General Directorate and reflect the outcomes of the Capacity Assessment and Digital Transformation roadmaps to ensure the engagement of İŞKUR Provincial Directorates and to support them in carrying out new İŞKUR services in an efficient manner.

Activity 5.1. Development of pilot projects to improve the livelihoods of Syrians under Temporary Protection and host community members in five provinces in line with the identified needs

This action is related with the activities of the proposed capacity development and digital transformation systems targeting İSKUR Headquarters and the local offices in the target provinces. Once the priorities are agreed, short term actions will be selected, and pilot projects will be designed accordingly.

The outreach activities to be implemented throughout the project will also contribute to the design of the pilot projects where it would address the best way to raise awareness and disseminate information about İŞKUR employment services.

Activity 5.2. Project Teams to be set up in the İŞKUR local offices

For the effective management of the Pilot Projects, Project Teams will be established within Provincial Directorates in target provinces composed of representatives from the relevant departments who will be in charge of daily management of the Pilot Projects under the supervision of the İŞKUR HQs. Their active engagement to the project activities will ensure the successful management of the Pilot Projects in each target province.

Activity 5.3. Facilitation of integration of new İŞKUR services in five provinces through pilot projects

Pilot Projects will contribute to the integration of new İŞKUR Services in target provinces and encourage İŞKUR staff to actively utilise the services through pre-defined activities designed under Action 4.1.

Each pilot project will produce tangible outputs in the labour market and ensure that technical aspects of İŞKUR's institutional development are tested, improved to perfection and applicable (scalable) across the country.

The actions carried out through the Pilot Projects will also advocate deprioritised actions of the roadmaps to be considered for future projects and ideas.

To further maintain the sustainability of the İŞKUR services and increase the accessibility of Syrians under Temporary Protection as well as host community members, Pilot Projects will directly respond to the needs identified in the assessments.

Activity 6. Outreach, advocacy and visibility activities

Activity 6.1. Prepare a Communication Strategy to support the İŞKUR services and dissemination of Pilot Projects

A communication strategy will be developed for project activities on the basis of the defined goals and proposed actions on capacity development interventions to promote newly developed İŞKUR digital channels for better active labour market services targeting Syrians under temporary protection as well as the host community members.

Awareness raising via campaigning with different kinds of communication tools will be designed and information and publicity activities will be conducted accordingly.

Activity 6.2. Implementation of the outreach and visibility activities

Throughout the project duration, outreach and visibility activities will be carried out to increase the awareness for İŞKUR services targeting Syrians under the temporary protection and host community members. Following the design of the Pilot Projects, dissemination through various communication channels will be agreed with İŞKUR and implemented in the pilot provinces.

With the contribution from Pilot Projects, the Communication activities to be carried out throughout the project duration will ensure reaching the target groups of the project to the largest extent possible.

In all the activities above, UNDP will mobilize the required expertise and conduct assessments, the findings of which will be regularly shared with İŞKUR. The assessments and the selected capacity development actions will be reviewed by İŞKUR for final approval and guidance on the next steps.

III.II. Resources Required to Achieve the Expected Results

To implement this project, UNDP will mobilize expertise in the area of institutional capacity building, digital transformation, employment service delivery and active labor market services. In terms of contract management and partnerships, UNDP will arrange partnerships with individual and institutional experts as well as relevant local organizations such as NGOs working with the Syrians under temporary protection. Regarding contract and project management, UNDP will deploy its in-house experience (CO staff and Syria programme staff) as well as mobilize other capacities in the form of Service Contracts and Individual Contracts. For this project, UNDP will avail the capacities of a Project Manager, Admin and Finance Officer, Project Associate, Project Assistant and Communications Specialist (part time). A Field Coordinator and Project Associate in the field will be recruited if deemed necessary.

Using programme and country office staff allows UNDP to build on the existing mechanisms and exploit synergies with other ongoing projects, leading to increased efficiencies in project and budget management and procurement. The direct cost of such support will be included in the project budget and pro-rated as per UNDP's regulations.

III.III. Partnerships

The project will be primarily implemented with the Turkish Employment Agency (İŞKUR). İŞKUR is the key institution mandated to develop and implement active labour market policies for all populations and their mandate includes Syrians under temporary protection with the legislation on work permits adopted in January 2016. İŞKUR has issued some circulars and secondary legislation to include Syrians under temporary protection in their target groups and is further working on developing their capacities and their Job and Vocational Counsellors to extend services to Syrians under temporary protection. UNDP support and this project will provide direct technical support, through identification of the needs and development/implementation of a roadmap for capacity development and digital transformation for providing better employment

services to the Syrians under temporary protection and host community members. The initial implementation will start in five target provinces, with an objective to expand and scale up.

The project will have interlinkages with other projects implemented at the local level. Some of these projects are implemented jointly between UNDP and with other central and local partners, hence direct relationships with these projects will also increase the potential for success of the interventions designed in this project.

Risks and Assumptions

The main assumptions for the success of the overall the Project and its implementation are:

- Relevant Government stakeholders continue their support to project activities;
- Number and geographic distribution of Syrians under Temporary Protection remain stable during the implementation period so that they can benefit from improved capacities of local employment services in pilot provinces in an efficient manner
- Host communities remain open to socio economic integration of Syrians under Temporary Protection.

For the successful implementation, there are the following key areas of focus that could be risks to the implementation if they are not attended to, early in the programme schedule:

Risks	Mitigation Measures
Delays in Project Implementation due to the changes in Organizational Structure of the Presidential System	•Project Management will closely work with İŞKUR at every stage of the project in order to prevent any further delays
Quality Assurance of the Service Provider for Capacity Assessment and Digital Transformation Roadmaps	• Monitoring and Evaluation structure will be clearly established in the procurement documents and revisited during the implementation of the project in a timely manner • Payments to the service provider will be made based on the approval of the both UNDP and İŞKUR management after ensuring the quality of the outputs
Limitations in current institutional capacities to deliver employment services including available human resources, noting the high demand	• Project Management Team will closely work with İŞKUR HQ and the Service Provider to support delivery of employment services throughout the project • Local İŞKUR offices will be approached regularly by the Project Management Team and the İŞKUR General Directorate during project implementation and will well informed on the proposed activities and the expectations of the project • A working group within İŞKUR will be established to ensure engagement and regular support of relevant units throughout prioritization and implementation
Limited human resources and consultancy work in the field of digitalization of employment services since it is very specific and new work area in Turkey	• Project Management will closely work with UNDP Procurement Unit together with other UN agencies to identify qualified human resources in order to maintain the Quality Assurance of the digital services •The necessary directions and İŞKUR's know-how will be followed by the Project Management Team to ensure the appropriate resources to initiate and pursue the digitalization of employment services. If needed, international expertise will be reviewed.

Stakeholder Engagement

Target Groups: The intended beneficiaries of the project are Syrians under temporary protection and host community members at the working age residing in İstanbul, Sanliurfa, Gaziantep, Kilis and Hatay. These populations will be reached through the outreach strategy to be developed and implemented by Turkish Employment Agency as well as through the NGOs running Community Centers in these provinces. Partnership with Community Centers is critical since these Centers have a database of their Syrian and host community beneficiaries and a follow-up mechanism keeping direct contact with the Syrians under temporary protection. Following the outreach strategy, these groups will be contacted for active labor market services. UNDP plans to establish such working relations with these centers within its ongoing interventions, hence these linkages can also be leveraged within this project. On the other hand, the project will also benefit the institutions responsible for providing services to all impacted communities in the target locations with high influx of Syrians under temporary protection.

Knowledge

The project will produce a number of knowledge products including training materials and toolkits for employment service delivery to be used by the employment service providers. The project will also have a media/communication strategy to communicate the achievements in the project as well as the services made available to the Syrians under temporary protection and host community members through the project. As such, project specific slogans and community initiatives will be developed to increase the visibility of the intervention.

Sustainability and Scaling Up

The project scope is in direct alignment with the needs assessment conducted by the Government, under the coordination of the Strategy and Budget Department under President Office (former Ministry of Development) specifically carried out for the Syrian crisis response. This needs assessment provides key priorities for livelihoods interventions, with certain roles and responsibilities for relevant institutions including İŞKUR, in line with their regular mandates.

The project will build on the existing system of employment service delivery including the Turkish Employment Agency with a focus on strengthening their capacities.
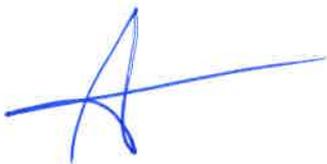
IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The fact that the project builds on national and local level on the existing structures and capacities not only increases the sustainability dimension of the project, but also cost efficiency.

In addition, UNDP will adopt a programme approach in line with its new structure, whereas staffing will be made available to serve for and to be costed to more than one project where possible. Following a programme approach will also be relevant for procurement and other administrative issues. This will increase cost efficiency of the project.

Project Management

UNDP currently has offices in Ankara, Gaziantep and Şanlıurfa. The main project team will be based in Ankara serving under the UNDP Syrian Crisis Response and Resilience Programme. On the other hand, if there is need at the later stages of the Project, a team based in Gaziantep can be recruited to work for a number of projects in support of same programme, pro-rated across projects.

UNDP will provide direct country office support services (including for the functions of procurement, human resources, administrative services, communication, office space), and direct project costing will apply in line with UNDP's cost recovery policy. Financial transactions and financial statements shall be subject to internal and external auditing procedures laid down in the Rules and Regulations of UNDP, whereby the cost of audit will be charged against the relevant budget line in project budget.

UNDP will ensure regular monitoring and coordination meetings with İŞKUR (and other relevant partners as needed and agreed with the implementing partner) as agreed at the onset of the project. These meetings are planned as quarterly, although more frequent meetings can be organized especially at the beginning of the project to ensure that full ownership is created.
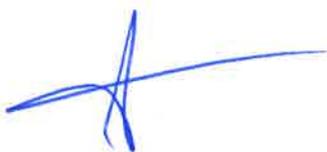
V. RESULTS FRAMEWORK[4]

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: 1.1. By 2020, relevant government institutions operate in an improved legal and policy framework, and institutional capacity and accountability mechanisms assure a more enabling (competitive, inclusive and innovative) environment for sustainable, job-rich growth and development for all women and men.

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:

Target: Convergence in all these ratios towards 1.

Applicable Output(s) from the UNDP Strategic Plan: Output # 3 - Enhance prevention and recovery for resilience societies

Project title and Atlas Project Number: Employment and Skills Development Programme, Atlas Award ID: 00096416

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	2017	2019	2020	Total	
Output 1 Systems are strengthened for active labour market policies that target Syrian population implemented by İŞKUR	1.1. # of local Employment Agency (İŞKUR) Offices supported for better and more inclusive delivery of active labour market services and employment services	Project Progress Reports	0		5 local İŞKUR Offices (Istanbul, Gaziantep, Şanlıurfa, Kilis Hatay)			Thru project-based M&E tools and systems
	1.2. # of additional **Syrians under temporary protection** who benefitted from the counseling services provided by the local İŞKUR offices (i.e. counseling, placement, matching etc.) disaggregated for services	İŞKUR database(s)	N/A		500	3000	3500	Thru İŞKUR's systems
	1.3. # of additional impacted **host community** members who benefitted from the counseling services provided by the local İŞKUR offices (i.e. counseling, placement, matching etc.) disaggregated for services	İŞKUR database(s)	N/A		500	3000	3500	Thru İŞKUR's systems
	1.4. # of **Syrians under temporary protection** registered and screened through local İŞKUR Offices	İŞKUR database(s)	N/A		1500	3000	4500	Thru İŞKUR's systems
	1.5. # of impacted **host community members** registered and screened through local İŞKUR offices	İŞKUR database(s)	N/A		1500	3000	4500	Thru İŞKUR's systems

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[4] UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analyzed to assess the progress of the project in achieving the agreed outputs.	Quarterly	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
Project Review (Steering Committee)	The project's governance mechanism (i.e., steering committee) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the SC shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Semi-annually and as per the need	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

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VII. MULTI-YEAR WORK PLAN [56]

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	PLANNED BUDGET
Output 1: Systems are strengthened for active labour market policies that target impacted communities (i.e. Syrian population and host communities) implemented by IŞKUR	1.1. Assessment of the institutional capacities and digital maturity of the central and local IŞKUR Offices through full-fledged institutional and functional review assessments 1.2. Development of 2 roadmaps on capacity development and digital transformation for IŞKUR's strengthened employment service delivery 1.3. Design and implementation of capacity development and digital transformation interventions targeting central and local IŞKUR offices in Istanbul, Gaziantep, Şanlıurfa, Hatay and Kilis 1.4. Design and development of pilot projects to improve the livelihoods of Syrians under Temporary Protection in five provinces in line with the identified needs 1.5 Design and implementation of outreach, advocacy and visibility campaigns targeting the impacted communities including Syrians under temporary protection and host communities as well as the related employment service providers	UNDP in collaboration with IŞKUR,	see Output I Budget below

Output I Budget

Costs	2018 Total Cost (in EUR)	2019 Total Cost (in EUR)	2020 Total Cost (in EUR)	All Years Total Cost (in EUR)
1. Human Resources (incl. project/programme staff and consultants)	€ 107,125.00	€ 135,049.49	€ 83,595.51	€ 325,770.00
2. Travel (air, ground)	€ 5,100.00	€ 8,815.00	€ 2,850.00	€ 16,765.00
3. Equipment and supplies	€ 10,536.00	€ 5,000.00	€ 2,797.00	€ 18,333.00
4. Project office	€ 8,550.00	€ 11,017.00	€ 5,700.00	€ 26,267.00
5. Professional services				€ 0.00
Publications	€ 1,000.00	€ 6,000.00	€ 3,000.00	€ 10,000.00
Capacity Assessment and roadmap targeting Local ISKUR Offices and HQs	€ 100,000.00	€ 333,242.00		€ 433,242.00
Design of Capacity Development Interventions (including improved processes, ToRs, training roadmap etc., outreach and advocacy)		€ 300,000.00		€ 300,000.00
Capacity Development targeting Local ISKUR Offices and HQs				€ 0.00
Implementation of Capacity Development Interventions-Physical/infrastructure development		€ 560,000.00		€ 560,000.00
Implementation of Capacity Development Interventions-IT infrastructure		€ 400,000.00		€ 400,000.00
Implementation of Capacity Development Interventions-Trainings		€ 100,000.00	€ 50,000.00	€ 150,000.00
Implementation of Capacity Development Interventions-Study tours and exchange progs	€ 25,000.00			€ 25,000.00
Implementation of Capacity Development Interventions-Process improvement		€ 300,000.00	€ 275,000.00	€ 675,000.00
Implementation of Capacity Development Interventions - Design and implementation of Pilot Projects in four provinces		€ 160,000.00	€ 175,000.00	€ 335,000.00
Outreach and Advocacy Programme for Skill Building Programmes	€ 10,000.00	€ 60,000.00	€ 10,000.00	€ 80,000.00
6. Expenditure verification/audit			€ 666.78	€ 666.78
7. Evaluation costs			€ 5,000.00	€ 5,000.00
8. Translation, interpreters	€ 5,000.00	€ 16,000.00	€ 10,667.00	€ 31,667.00
9. Costs of conferences/seminars	€ 18,000.00		€ 25,333.00	€ 43,333.00
10. Visibility actions (including CSR initiatives)	€ 5,000.00	€ 45,734.00	€ 17,000.00	€ 67,734.00
11. Subtotal	€ 295,311.00	€ 2,440,867.49	€ 666,609.29	€ 3,402,777.78
12. Indirect costs (8% as per UNDP cost recovery policy)	€ 23,624.88	€ 195,268.60	€ 53,328.74	€ 272,222.22
13. Total Eligible Costs (OUTPUT 1)	€ 318,935.88	€ 2,636,128.08	€ 719,938.04	€ 3,675,000.00

TOTAL		Total	

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[5] Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

[6] Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

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┌─────────────────────────────────────────────────────────────────┐
│              Project Organisation Structure                      │
└─────────────────────────────────────────────────────────────────┘

┌─────────────────────────────────────────────────────────────────┐
│           Steering Committee (Governance Mechanism)              │
└─────────────────────────────────────────────────────────────────┘

┌──────────────┬──────────────────────┬──────────────────┐
│              │    Strategy and      │       KfW        │
│    İŞKUR     │       Budget         │      UNDP        │
│              │  Department, MoFA    │                  │
└──────────────┴──────────────────────┴──────────────────┘

┌──────────────────┐
│  Syrian Crisis   │
│  Response and    │          ┌──────────────────┐    ┌──────────────────┐
│  Resilience Prog.│          │                  │    │ Project Support  │
│ Portfolio Manager│          │ Project Manager  │    │ (incl. UNDP Direct│
└──────────────────┘          │                  │    │    Support)      │
                              └──────────────────┘    └──────────────────┘

┌──────────────────┐                              ┌──────────────────┐
│ Gaziantep Project│                              │  Ankara Project  │
│     Team*        │                              │      Team        │
└──────────────────┘                              └──────────────────┘
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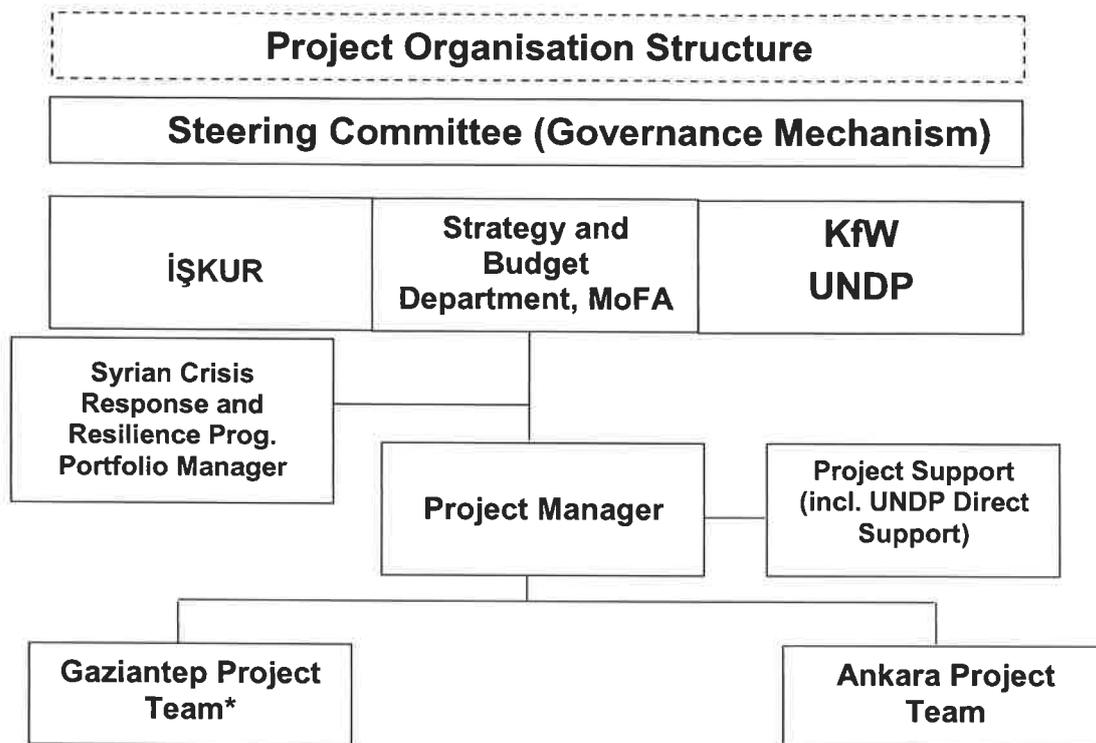
*If deemed necessary a Project Team in Gaziantep can be established

The project will be nationally implemented (NIM) and the implementing agency of the project will be Turkish Employment Agency-İŞKUR with UNDP's technical and administrative support.

İŞKUR:
- Will be accountable for the identified results of this project (Output 1) on behalf of the Government of Turkey- will identify the needs for the project, advise on the quality of the outputs and approve the deliverables as relevant/needed;
- Will provide the relevant information needed for the assessment as well as for identification of immediate needs in line with its own information disclosure processes;
- Will facilitate the dialogue with the national and local partners for employment services
- Will provide timely inputs and comments to the prepared studies,

UNDP
- Will provide technical support for implementation of the project. This support includes provision of human resources and consultancies, project management/monitoring and implementation support services such as contract management. UNDP's Corporate Cost Recovery Policy shall be applicable for reimbursement of UNDP's direct costs for implementation support services.
- Will prepare relevant work plans and facilitate implementation of these work plans through project management and consultancies.
- Bring in relevant international experience on resilience, with significant focus on local partners.
- Will conduct procurement of selected machinery, equipment and services as per its own rules and regulations for the procurement made by UNDP. The list of machinery, equipment and services will be identified jointly (e.g. UNDP presents and İŞKUR agrees, İŞKUR requests and UNDP agrees, or joint decision) as well as the specifications and other details. The cases where procurement can be made by local partners will be agreed jointly with İŞKUR, and in those cases UNDP shall monitor and ensure effectiveness in line with its regulations.
- Will ensure that the project is managed in line with UNDP's Programme and Operations Policies and Procedures (POPP).

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A Steering Committee (SC) is going to be established, in line with the above diagram. SC will be responsible for the overall direction and management of the project. The SC will approve all major plans and authorize any major deviation from agreed plans. Such plans and deviations include work plans and progress reports presented on a regular basis, or for example extension requests that are presented with their justification. SC will ensure that required resources are committed, will arbitrate on conflicts (if any) within the project, and will negotiate a solution to any problems between the project and external bodies. SCwill approve plans and project documents provided by UNDP meets the requirements, will approve allocated staff are adequate and efficient.

During the implementation of the project specific roles of the PB will include:

- provision of overall guidance and direction to the project, ensuring it remains within any specified constraints
- review of each supported stage and approval of progress to the next
- review and approval of plans and any exception plans

At the end of the project, the SC will:

- assure that all products have been delivered satisfactorily
- approve the End Project Report
- approve the Lessons Learned Report

The SC will be composed of İŞKUR, UNDP, KfW, Ministry of Foreign Affairs and Strategy and Budget Department under President Office. The Steering Committee will meet semi-annually throughout project period.

Project's day-to-day implementation will be carried out by the Project team (composed of Ankara and field-based project staff) as well as UNDP staff providing direct project support. A Portfolio Manager recruited for the UNDP Syrian Crisis Response and Resilience Programme will be allocated for the project as part of UNDP's direct project implementation support. The indicative/tentative staffing arrangements for the Project along w/ the duty stations are demonstrated below, not including the UNDP staff providing support to the project:

Project Personnel	Duty Station(s)*
Project Manager	Ankara
Admin and Finance Officer	Ankara
Project Associate (2)	Ankara and Gaziantep*
Project Assistant	Ankara
IT expert	Ankara
Field Coordinator	Gaziantep**
Communications Specialist	Ankara (part time)
Individual Consultants	Ankara and Pilot Provinces

* Duty stations are subject to change based on the requirements of the project.

**With frequent visits to other project sites (i.e. to cover all İstanbul, Sanliurfa, Gaziantep, Kilis, Hatay)

İŞKUR will identify from its own cadres a project focal point who will be the main contact point of the focal point to be assigned by UNDP.

UNDP will also provide direct project implementation support for procurement, contract management and budget/financial management as well as content. UNDP's direct costs will be charged in line with its rules and regulations, as outlined in the project document and budget. Financial transactions and financial statements shall be subject to the internal and external auditing procedures laid down in the Regulations and Rules of UNDP.

IX.   LEGAL CONTEXT AND RISK MANAGEMENT

LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Turkey and UNDP, signed on 21 October 1965. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the Turkish Employment Agency İŞKUR ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

RISK MANAGEMENT

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
   a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
   b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner][7].

3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.

4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP

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[7] Use bracketed text only when IP is an NGO/IGO

will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

10. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

11. The Implementing Partner agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

12. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

13. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

14. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.
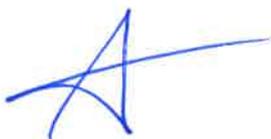
X.   ANNEXES

1. **Project Quality Assurance Report (in the system)**

2. **Social and Environmental Screening Template** [English][French][Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*

3. **Risk Analysis**. Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions

4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment) (N/A)

5. **Project Board Terms of Reference and TORs of key management positions if available (N/A)**
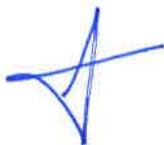
ANNEX [2]. SOCIAL AND ENVIRONMENTAL SCREENING

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document. Please refer to the <u>Social and Environmental Screening Procedure and Toolkit</u> for guidance on how to answer the 6 questions.

Project Information

Project Information	
1. Project Title	Employment and Skills Development Programme
2. Project Number	00096416
3. Location (Global/Region/Country)	İstanbul, Kilis, Şanlıurfa, Hatay and Gaziantep

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the Project mainstreams the human-rights based approach
Syrians and vulnerable host community members to enter the local labour market. The project will do so through strengthening the institutional capacity of İŞKUR to expand active labour market services and adjust capacities and services where needed to respond to the demand for services for both Turkish and Syrian job seekers. Capacities of Employment Agency (İŞKUR) will be strengthened to specifically implement active labor market services targeting the Syrian population and host communities. This will lead to an equitable service delivery approach, mainstreaming human-rights based approach.
Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment
The project will help develop active labour market programmes targeting women and will monitor progress through disaggregated figures.
Briefly describe in the space below how the Project mainstreams environmental sustainability
N/A

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks?	QUESTION 3: What is the level of significance of the potential social and environmental risks?			QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?
Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any "Yes" responses). If no risks have been identified in Attachment 1 then note "No Risks Identified" and skip to Question 4 and Select "Low Risk". Questions 5 and 6 not required for Low Risk Projects.	*Note: Respond to Questions 4 and 5 below before proceeding to Question 6*			
Risk Description	**Impact and Probability (1-5)**	**Significance** *(Low, Moderate, High)*	**Comments**	*Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.*
Risk 1: There a risk that duty-bearers (including İŞKUR and local partners) do not have the capacity to meet their obligations in the Project.	I = 4 P = 2	Moderate	Considering the capacity of the local actors, there is a risk of meeting their obligations.	The project will provide technical assistance to mitigate these risks as outlined in the project document. Additionally, protocols will be signed to ensure that the local parties accept their commitments and are accountable.
Risk 2 There is a risk that right-holders do not have the capacity to claim their rights due to lack of awareness or access to information.	I = 3 P = 3	Moderate	This risk is related to awareness of the Syrians about their rights and services provided by the public service providers.	The project will also address the issues that relate to increasing of the outreach of service providers to the Syrian populations, to ensure that they can claim such services

QUESTION 4: What is the overall Project risk categorization?	
Select one (see <u>SESP</u> for guidance)	Comments

	x	Comments
Low Risk		The project aims to reduce the risks and mitigate the impact of the Syrian crisis. The objective is to increase inclusiveness of the services as well as support sectors that provide a higher potential of labor absorption for the Syrian population. The interventions do not pose significant risk.
Moderate Risk	☐	
High Risk	☐	

QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?

Check all that apply

	x	Comments
Principle 1: Human Rights	☐	
Principle 2: Gender Equality and Women's Empowerment	☐	
1. Biodiversity Conservation and Natural Resource Management	☐	
2. Climate Change Mitigation and Adaptation	☐	
3. Community Health, Safety and Working Conditions	☐	
4. Cultural Heritage	☐	
5. Displacement and Resettlement	☐	
6. Indigenous Peoples	☐	
7. Pollution Prevention and Resource Efficiency	☐	

Final Sign Off

Signature	First Review Date	Second Review Date	Description
QA Assessor: Berna Bayazit (First Review) Burce Dündar (Second Review)	3 June 2016	15 August 2018	UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver	3 June 2016	15 August 2018	UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair	3 June 2016	15 August 2018	UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental <u>Risks</u>	
Principles 1: Human Rights	**Answer (Yes/No)**
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	N
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? [8]	N
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	N
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	N
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	Y
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	Y
7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	N
8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	N
Principle 2: Gender Equality and Women's Empowerment	
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	N
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	N

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[8] Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	N
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	N

Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below

Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management

1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	N
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	N
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	N
1.4	Would Project activities pose risks to endangered species?	N
1.5	Would the Project pose a risk of introducing invasive alien species?	N
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	N
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	N
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	N
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	N
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	N
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? *For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.*	N

Standard 2: Climate Change Mitigation and Adaptation

2.1	Will the proposed Project result in significant[9] greenhouse gas emissions or may exacerbate climate change?	N
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	N

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[9] In regards to CO_2, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	N

Standard 3: Community Health, Safety and Working Conditions

3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	N
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	N
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	N
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	N
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	N
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	N
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	N
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	N
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	N

Standard 4: Cultural Heritage

4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	N
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	N

Standard 5: Displacement and Resettlement

5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	N
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	N
5.3	Is there a risk that the Project would lead to forced evictions?[10]	N
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	N

Standard 6: Indigenous Peoples

6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	N
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	N
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous	N

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[10] Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

	peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? *If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.*	
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	N
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	N
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	N
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	N
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	N
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	N
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	N
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	N
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol*	N
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	N
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	N