

**Project Title:** *Effective Urban Waste Management for Host Communities Phase II: Strengthening Social Cohesion through Participatory Waste Management*

**Project Number:**

**Implementing Partner:** Ministry of Environment and Urbanization (MoEU) General Directorate of Environmental Management

**Start Date:** 01 July 2018

**End Date:** 31 January 2020



**PAC Meeting date:**

Brief Description
<p>The Project aims to contribute to the social cohesion of Syrians under temporary protection and host communities in the Southeast Anatolia Region. The Project will do so through participatory waste management to improve waste management practices and reduce the negative impact to the local environment and public health. The Project aims to strengthen recycling capacities of municipalities and local communities to improve resource recovery, including community based and participatory waste collection models. The project will also provide vocational trainings in relevant areas, to ensure informed and trained recyclers have the potential to be environmental stewards for the local community. In addition to that, the Project will support community driven and collective incentives to transform the recyclables into new products, adding value to the materials and expanding the capacity of generating income for of Syrians and host communities. This is aimed to provide livelihoods options, bringing Syrians and host community members together over common economic and environmental interests, to improve social cohesion.</p>

<p><b>Contributing Outcome (UNDAF/CPD, RPD or GPD):</b></p> <p>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.</p> <p><b>Indicative Output(s) with gender marker<sup>2</sup>:</b></p> <p>1.1 <i>Solutions developed and applied to improve sustainable management of natural resources and waste: and beneficiary provinces from least developed regions.</i></p> <p>1.1.1 <i>Number of prototypes and funded partnerships on sustainable management of natural resources and waste: and beneficiary provinces from least developed regions.</i></p> <p>1.1.2 <i>Number of integrated waste management solutions for reduced pressure on local systems, tested in camps and urban settings hosting Syrians</i></p> <p><i>Gen Marker: 2</i></p>
---

<b>Total resources required:</b>	USD 3,000,000	
<b>Total resources allocated:</b>	(GMS %8)	
	<b>UNDP TRAC:</b>	
	<b>Donor:</b> USBPRM (United States Bureau of Population and Refugee Management)	USD 3,000,000
	<b>Government:</b>	
	<b>In-Kind:</b>	
<b>Unfunded:</b>		

Agreed by (signatures):

Government	UNDP	Implementing Partner
<p>Print Name:</p>	 <p><b>Sukhrob Khojimatov</b> Deputy Country Director</p>	<p>Ministry of Environment and Urbanization General Directorate of Environmental Management</p> <p>  <b>Shahattin DÖKMECI</b> Gen. Mgr.</p>
<p>Date:</p>	<p>Date: 27.12.2018</p>	<p>Date: 07.01.2019</p>

---

## I. DEVELOPMENT CHALLENGE

### Overall situation

As of April 2018, Turkey hosts over 3,5 million Syrians under Temporary Protection<sup>1</sup>. Syrians under Temporary Protection are mainly located in the Southeast Anatolia region bordering Syria, but as the crisis continued, the population has expanded to other regions as well. Turkey hosts the largest refugee population in the world and has demonstrated strong national ownership of the response. The Government of Turkey provides a rights-based legal framework through the Temporary Protection regulation, which offers access to education, health care, employment and social security to Syrians. According to the Government of Turkey, it spent 30 billion USD over the last 5 years on the response to the Syria crisis.

Currently, out of the 3,5 million registered Syrians under Temporary Protection more than 2,6 million Syrians live amongst Turkish host communities<sup>2</sup>. 45% of the 3,2 million Syrians under Temporary Protection are concentrated in 4 provinces in the South East. Within these provinces, there are four municipalities in Turkey that are particularly impacted, each hosting more than 100,000 Syrians. In these cities, the ratio of the Syrian population to that of host communities is higher than 15%, including Kilis, Hatay, Gaziantep and Şanlıurfa<sup>3</sup>. Populations have either reached or exceeded 2023 population projections. Kilis, for instance, hosts almost as many Syrians as its local population.

Populations have either reached or exceeded 2023 population projections. The situation has resulted in an unprecedented demand for municipal services, including waste management and waste water management. For instance:

- The additional volume of waste generated, because of the Syrian population influx, amounts to more than 550,000 tons per year in the Southeast Anatolia region and the costs of transport of solid waste exceeds an additional 25 million USD per year;
- The arrival of the Syrians not only increased the operating expenditures for waste collection, but also resulted in waste management facilities (landfills) to reach their full capacities earlier than planned<sup>4</sup>. The amount of land fill waste was nearly doubled in 2015, which has led to dumpsites particularly in rural areas.

In addition to this, unplanned growth, most of the municipalities already faced challenges with respect to infrastructure especially in rural districts, lack of local strategic planning and policy setting. This includes amongst others a high increase in daily operations, lack of coordinated efforts between local and national stakeholders and limited capacities of subject expert personnel. These issues have especially surfaced in the area of solid waste management.

Even with no changes in numbers of Syrians hosted, apart from normal population growth, the projected population in the 4 target municipalities (Gaziantep, Şanlıurfa, Hatay and Kilis) will reach 7 million by 2030. Total projected solid waste in 2030 with no waste reduction measures is approximately 2,758,000 tonnes in the 4 municipalities. The situation is graphically displayed below.

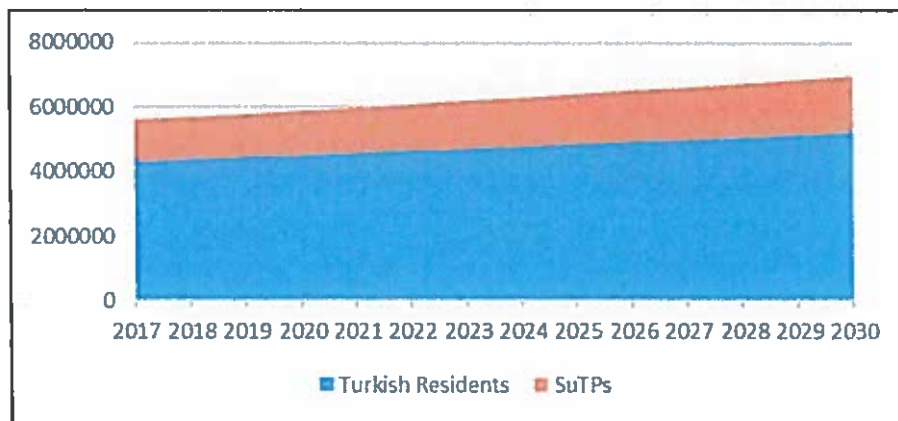
---

<sup>1</sup> Official data Directorate General for Migration Management, Turkey, November 2017

<sup>2</sup> Mostly in the South East, particularly Gaziantep, Kilis, Şanlıurfa and Hatay.

<sup>3</sup> DG of Migration Management, TURKSTAT (DGMM 2017)

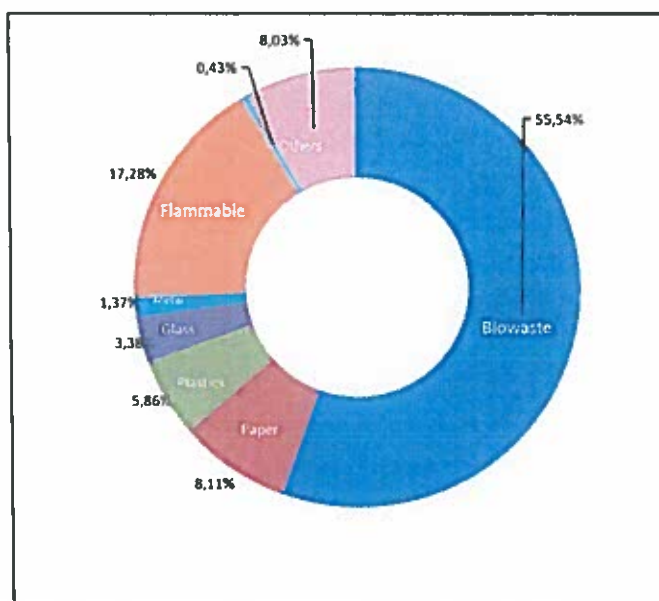
<sup>4</sup> The estimations for capacity utilization rates of the landfill sites assume that one person generates 1 kg of waste per day.



**Source segregation and recycling**

In 2016 Turkey generated approximately 31.5 million tons of municipal solid waste per year which equates to an annual waste generation of ca. 427 kg/capita<sup>5</sup>. According to 2016 National Waste Management and Action Plan (NWMP&AP) data, 60 % of the municipal waste is sent to sanitary landfills and 27 % is dumped into municipal dumpsites. 13 % of the MSW (packaging waste included) was reported as recycled, composted or disposed of by other methods.

The typical composition of solid waste in Turkey is as follows:



The collection and disposal situation will vary across municipalities. For instance, some will have lower collection rates due to financing, lack of infrastructure and/or a sharp increase in population because of the arrival of a large number of Syrians.

Although there are legal obligations on municipalities around source segregation and recycling, no official and wide spread source segregation program has started yet. Considerable efforts in terms of enhancing infrastructure capacity, little progress has been made to reduce the amount of waste at its source to ensure landfill diversion. According to the field studies conducted by UNDP along with data obtained from Turkish Statistics Institute, the amount of recyclable fraction in the solid waste generated in the region can go up to 35%. This percentage will approximately reach 164.000 tons of recyclables per year for the additional 1,5 million Syrians residing in the South East.

<sup>5</sup> TurkStat.gov.tr accessed 29<sup>th</sup> November 2017

End point recycling operations in Turkey are regulated through licensed private sector companies through the Ministry of Environment and Urbanization, while it is the municipalities' duty to collect and segregate the waste. Also, there are additional laws and regulations prescribing the responsibility and accountability of producers. Yet, in spite of all the regulations, separation of recyclables (especially metals, plastics and paper) is mostly conducted by the informal sector, which is where most Syrians rely on to make a living. Recent regulatory changes are preventing the informal waste pickers to directly sell the produce to the recycling companies thus disrupting the actual value chain for the recycling sector, putting strains on the licensed companies operating in the sector in terms of obtaining raw materials and therefore creating revenues.

Whilst Turkey has a strong legal solid waste management framework, municipalities are facing challenges with the implementation and enforcement of these regulations. The implementation is the primary responsibility of the municipalities, many of which are already struggling with providing a comprehensive collection service for solid waste.

Furthermore, financial systems are strained in terms of waste charging and do not take into consideration the polluter-pays principles. This means that there are limited financial tools available to prevent pollution, resulting in limited means for the municipalities to gather funds for operational costs as well as investments in required infrastructure and systems. These factors have all contributed to low recycling rates within the Turkish waste management systems with a lack of adequate facilities and incentives to stimulate recycling and reuse. Reuse and recycling could, however, contribute to reducing waste quantities requiring disposal and thereby reduce the costs and burden on the municipalities.

The challenges in the Turkish waste management sector are further compounded by a general limited environmental consciousness within both the public and industrial sectors, making the justification for new waste management initiatives difficult to attain buy-in and support.

### **Social cohesion**

Besides the waste management issues, the arrival of a large number of individuals into any community puts social cohesion to the test. In particular, in host communities in South East Turkey, there have been issues concerning the integration of Syrians into municipal service delivery. As some international actors initially were challenged in their coordination with municipal service providers, a two-tier system seemed to appear, causing host communities to feel underserved<sup>6</sup>.

It is clear that the influx of Syrians to several municipalities of Turkey over the past years has led to an increase in solid waste generation which in turn has burdened the municipalities' ability to respond to the increase in demand for waste collection and management services. This resulted in solid waste accumulating in urban areas to a greater degree than previously, which may further fuel tension if the additional solid waste is attributed to the presence of Syrians. Furthermore, the volume of waste that cannot be disposed of soundly and properly will also increase, which may lead to further human health risks and negative environmental impacts.

Solving the problem of inadequate solid waste management can be a key step to mitigating social tension in these areas, building the foundation of acceptance of the previous as well as new arrivals. This is an essential contributing part to fostering improved social cohesion within the host communities. A participatory waste management approach encompassing the local community as a whole can be the essential

---

<sup>6</sup> Cities in Crisis Consultations - Gaziantep, Turkey, Impact Network, April 2016

contributing part to foster improved social cohesion within the newly formed communities comprised of Syrians and local population.

### **Gender**

Gender is a key element of solid waste management as the home environment, its cleanliness and care are generally managed by women. This has implications on a number of different aspects of solid waste management, and those which will be taken into account in most detail are noted here for reference.

The definition of waste itself, may not be the same to men and women. The interactions which people have with a material define their categorization of that material. Where men see the by-products of a cooking activity as a waste, women may see it as a nutrient input to their vegetable garden.

The value of waste and the value of the waste management system may not be understood in the same way by those who are involved in the household management of waste (generally women) and those who aren't (generally men). This will have a particular, impact on the perceived value of a financial contribution from the household budget to the municipal system in relation to waste collection and management.

---

## II. STRATEGY

### **Building on the results of Phase I and other projects**

The proposed project is designed based on the results of the UNDP projects implemented in the field of waste management since 2014. Those projects aimed to enhance the capacity of municipalities to deliver better services for urban waste management.

In summary, the referred projects can be summarized as follows:

**Effective Urban Waste Management for Host Communities Project Phase I** has focused on increasing the service capacity of the municipalities of Kilis and Şanlıurfa provinces. In scope of the Project at hand, which was implemented in Gaziantep and Kilis, two waste transfer stations were constructed at Fevzipaşa and Araban districts of Gaziantep, along with the provision of supplementary equipment and vehicles. This included 4 solid waste semi-trailers and a backhoe loader to create an efficient and cost-effective means of solid waste transportation. In addition to that, a specialized solid waste compactor was procured to enhance the operational lifetime of the Kilis sanitary landfill site. Furthermore, a comprehensive source segregation programme was implemented in two temporary accommodation centers (TACs) located within Kilis, targeting Syrians residing in TAC as well as staff engaged in waste collection to increase the volume of recycled waste and thereby contribute to landfill diversion. Results under Phase I created an instant impact on the overall efficiency of solid waste management in targeted municipalities and landfill diversion of more than 10.000 tons of waste per annum.

UNDP has completed a project with the EU funding in 2017, which supported the set up a vocational center serving both Syrian and host populations in Gaziantep and helped strengthen the capacity of other vocational centers managed by the Greater Municipality of Gaziantep to be able to expand its services and cover also the Syrian population. The centers provide services in the industry and service sectors respectively, providing vocational training and skills development services in the selected areas. The interactions at the local level confirm the need for support towards enhanced economic activity in this region, which will both benefit the Syrian and host communities.

In addition to that, the project at hand will complement other waste management initiatives implemented by UNDP and funded by the EU Trust Fund (MADAD). Those initiatives will be implemented during the same time as the current project (February 2018 until January 2020) and focus on a combination of infrastructure development and technical support in 4 municipalities (Gaziantep, Hatay, Kilis and Şanlıurfa). Examples of these initiatives are the construction of an MBT facility in Gaziantep, a waste water treatment facility (Hatay), the construction of a sludge drying facility (and the rehabilitation of a second) in Kilis, the construction of three waste transfer stations (one in Şanlıurfa and two in Hatay) to further address the most pressing needs in terms of municipal waste management infrastructure. In addition, UNDP is also planning to technical support to three municipalities through the set-up of Project Management Office (PMOs) for Şanlıurfa, Hatay and Gaziantep Municipalities.

During the previous project implemented by funded by USBPRM, UNDP has successfully provided a training and awareness campaign on source segregation and recycling at Syrian accommodation centers in Kilis and further supported the capacity of the municipalities of Gaziantep and Kilis by provision of vehicles and construction of two waste transfer stations. These interventions have contributed much to establishment of integrated waste management throughout the region. But also, during the implementation it has been realized that there is substantial need and demand for expansion of recycling efforts in urban settings, as

especially the municipality of Kilis has practically no ongoing recycling effort with a condensed population in residential areas due to high number of Syrians residing at city center. The potential benefit of the implementation of a recycling program directed at residential areas has been clearly pinpointed during conducted field visits. The successful implementation of the wider scale program along with the need and requirements briefly stated above, the planned interventions in this project will contribute to the most crucial element in integrated waste management; which is residential recycling and increasing social cohesion via creating the sense of belonging for Syrian members of the community, working together for a common benefit with their local host community members.

In addition, in the light of the interventions explained above, UNDP had also developed a Solid waste Management Strategy particularly to identify the key areas for intervention and support, along with the necessity of the prioritization of recycling for sustainable management of resources and solid waste.

Further complementing the efforts outlined above, The Turkish Ministry of Environment and Urbanization has also endorsed similar efforts as a part of the "Zero Waste Program" which aims to increase recycling and enhance landfill diversion along with the economic benefits to be obtained by reintroducing recyclables to the economy. An all-encompassing program to cover every aspect of recycling including source segregation, waste management planning and material processing, the programme aims to fully utilize the recyclable fraction of solid waste. Positive Examples of packaging waste collection at source have been initiated in two district municipalities in Turkey, i.e. Muratpaşa in Antalya and Esenler in İstanbul. The initiatives are focused on community-based recycling, with the aim to be further expanded based on positive results. The current Project aims to contribute to the Zero Waste program of the Ministry of Environment and Urbanization by initiation of community-based source segregation of recyclables in Kilis and Şanlıurfa provinces, perfectly in line with the activities, goals and targets of the Zero Waste program including waste management plans, community based source segregation and enhancing the implementation capacities of the local institutions involved such as the relevant municipalities.

#### **Strategy and Approach of the Project at hand**

The overall objective of the project is to strengthen the resilience of impacted municipalities in targeted areas to be better able to cope with and recover from the impact of the Syria crisis- particularly the unprecedented increase in demand for municipal services.

UNDP has recently developed a UNDP Solid Waste Management Strategy, guiding its overall support to the Government on Turkey in response to the Syria crisis. The strategy identifies key areas of support and how the various projects supported by UNDP complement each other. The current project priorities are identified in line with this strategy framework.

Waste management has been considered an essential contributing part to enhanced resilience and improved social cohesion within the newly formed communities. The project will do so through strengthening of municipal capacities for more efficient and effective waste management services.

Specific objects of the Project are as follows:

- i) contribute to increased social cohesion by participatory waste management;
- ii) create livelihoods options through bringing Syrians and host community members together over common economic and environmental interests;
- iii) increase the municipal service delivery capacities in Kilis and Sanliurfa.

The Project will support the development of a collective model covering the full recycling value chain for increased resource recovery in the targeted provinces of Kilis and Sanliurfa. Municipalities. It will also address the need for additional and continued support to create alternative models such as local community based participatory waste segregation to:

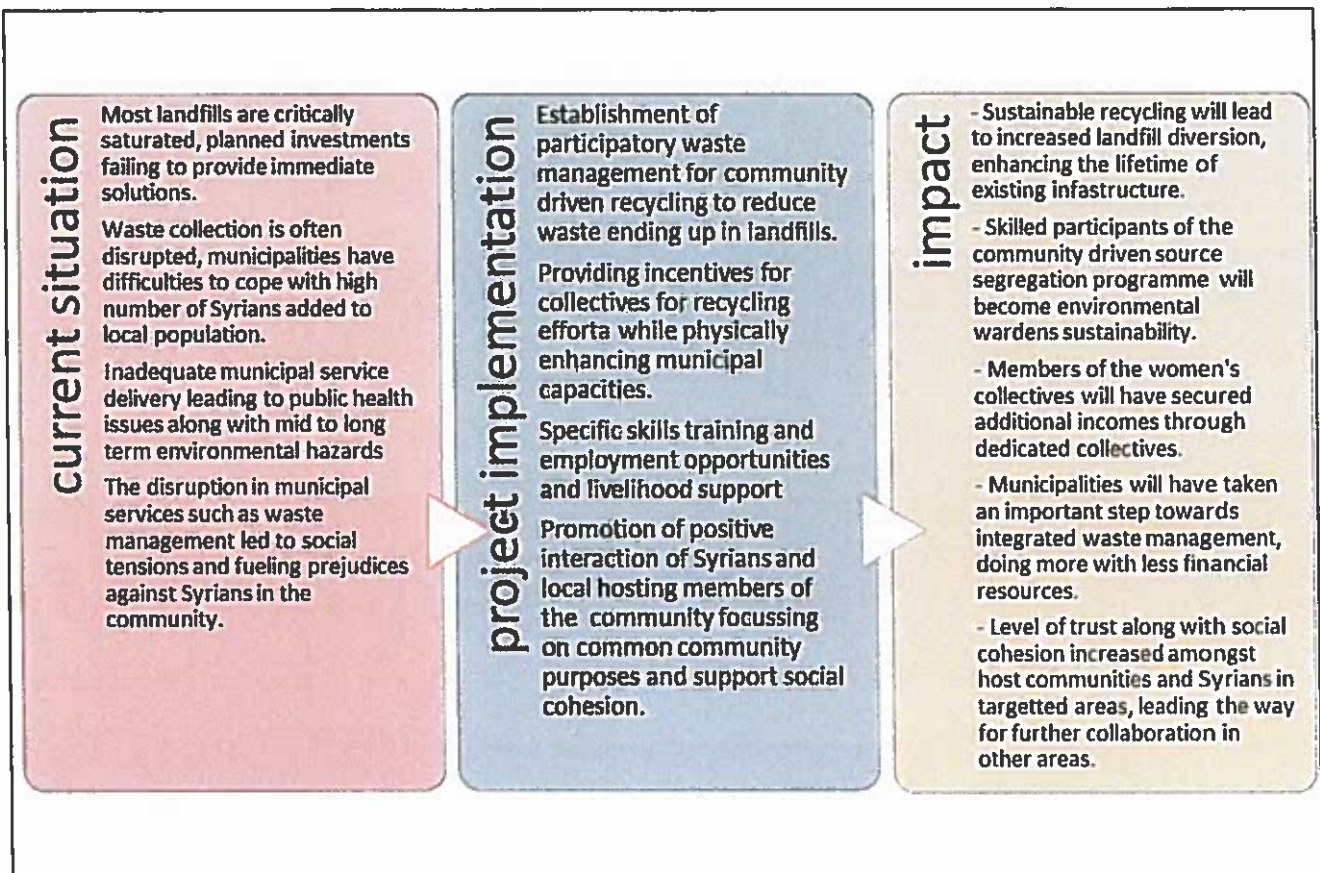
- At the municipal level: increase the capacity and reduce operational costs of the municipalities by reducing waste to be hauled and centrally processed focusing on valorization of recyclables such as converting waste into raw materials and the re-use of products where possible
- At the individual level: provide livelihoods support in the waste management sector, through skills development and awareness raising around the importance of a clean environment common benefits including economic gains from a community-based recycling effort as a common, shared interest. The current Project will aim to address the issues through direct involvement of communities to waste management, making community members an active part of the recycling efforts and thereby contributing to local landfill diversion and formal valorization to waste. Also, similar global experiences indicated that individuals become empowered by being a part of an organized and structured recycling effort, working for a common benefit as opposed to informal recycling<sup>2</sup>.

UNDP's overall Syria Crisis Response and Resilience Programme is designed to incorporate community-based approaches. For the project at hand, this includes the establishment of recycling ventures to be organized with both host communities and Syrians included as a collective effort. By linking these community-based waste management projects with other and existing initiatives, such as the nationwide Zero Waste program of the Ministry of Environment and Urbanization, local and regional markets can be strengthened in their capacities to reuse and recycle.

UNDP's solid waste management projects in a way that they can be replicated to other areas. They are also scalable so that the success of these projects can lead to both increased coverage as well as scope within a target municipality. This approach is essential as there is no collectively accepted model predicting the future movements of Syrians under Temporary Protection throughout the country.

**The theory of change for the project** is as follows:





The current project will focus on:

- i) reducing the volume of waste ending up in land fill sites through support to source segregation and recycling. The waste management demands have changed for communities recently, not only because of the rapidly enlarging urban environments, but also the increase in demand for services because of the high numbers of Syrians hosted in the South East and other areas in Turkey. The proposed project will mitigate the impact of increased amounts of solid waste in Turkey as a result of this. Its design is based on a resource conservation perspective underlining the need for a proactive approach of reducing waste disposal. Waste should be approached as a resource that should be used to ensure a more sustainable society. This approach is in line with the “National Waste Management and Action Plan” which defines the legal context on solid waste disposal and processing.
- ii) reducing social tensions and lower risk of additional issues to arise between Syrians and host communities as a result of the increased volumes of waste. Community driven participatory waste management initiatives directly address the excess amounts of waste, while also creating and focusing on a common purpose of a shared, cleaner environment and community. In addition to that, there is also a common financial interest, including additional income generating opportunities from waste processing, such as collective source segregation and recycling.

**Relevance for the Sustainable Development Goals**

Turkey has adopted the Sustainable Development Goals (SDGs) as a member of the UN, where solid waste management has direct impact on the SDGs as presented in below graphic. Specifically, for Goal 12. Ensure sustainable consumption and production patterns, Turkey has reported<sup>7</sup>:

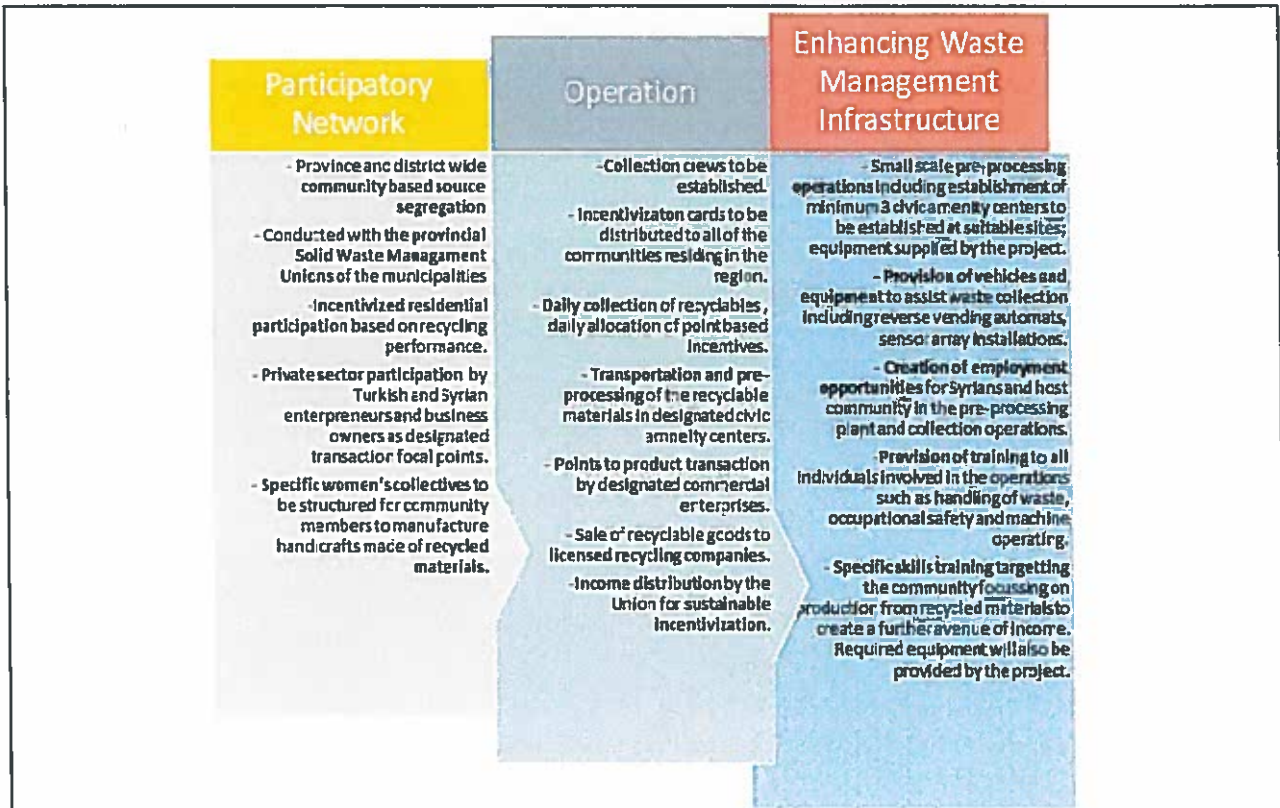
**“Value of natural resources and ecosystem services will be calculated and will be considered in policy making and implementation processes. Practices towards improving environmental consciousness, especially protection of nature and support of sustainable consumption, will be promoted. Environmental sensitivity and life quality will be improved with practices such as waste and emission reduction, energy, water and resource efficiency, recycling, prevention of noise and visual pollution, usage of environment friendly material in line with sustainable cities approach.”**



<sup>7</sup> Republic of Turkey Ministry of Development “Turkey’s Sustainable Development Pathway Towards Agenda 2030” November 2015

### III. RESULTS AND PARTNERSHIPS

The overall framework and results of the Project are explained in below figure:



The project will use a comprehensive incentive scheme directed at the community. A similar non-cash scheme has been piloted in Phase I of the current project, hygiene kits and stationary supplies have been distributed to residents via district performance logging and reverse vending automats which yielded successful results in terms of participation. In addition, Antalya and Istanbul are currently applying similar models which so far have also led to positive outcomes and received supportive feedback from the respective communities. The outcomes of the ongoing activities are updated on the municipality websites on a quarterly basis.

Based on these past experiences, the planned community incentivization for participatory waste management in Phase II will also be non-cash based. The project will use a points system instead. Points will be accumulated in a database logged via cards issued to every participating household. Points can be converted into products and conversion is planned to take place within selected local enterprises (i.e. Syrian and local business owners) through the respective Waste Management Union in the province. This point system will further support social cohesion through cooperation between Syrians and host community members and local enterprises over environmental and economic common benefits.

#### Kilis

The first location where the project will be implemented is Kilis. Most refugees live in the border areas of Southeast Turkey, with at least 55% (or 1.5 million) living in the 11 most affected provinces in Turkey's Southeast. The impact of the Syrian refugees is felt primarily in the South and South-eastern provinces and districts of Turkey in various different ways, particularly in Kilis. According to the latest figures provided by the Directorate General of Migration Management, the number of Syrians living in Kilis is over 127,000-

exceeding the number of local residents of the province. According to the data from the municipality of Kilis, 4,359 tons of solid waste has been recycled in 2016, which comprises only 9.8% of the actual waste produced, with at least 16% of recyclables buried. This had caused unnecessary saturation of the sanitary landfill site.

Administratively, Kilis is the smallest of the municipalities among all border provinces with severely limited financial and human resource capacities to address the issues in the municipal services, even before the Syria crisis. Kilis mostly relies on the neighboring metropolitan municipality of Gaziantep for added capacities. The Syrian influx has led to dramatic consequences in Kilis, such as a soon to be saturated landfill site and serious disruption of waste management which has led to social tensions that have been displayed in local media coverages numerous times (documented in phase 1 project document).

In terms of project implementation, the relatively smaller population creates an advantage in terms of reaching out to a wider area with quicker outcomes. Secondly, the project will build on an already established waste management foundation especially the in-camp source segregation project implemented by UNDP in the Phase I.

### **Haliliye District in Şanlıurfa**

The second location for the implementation of the project will be the Haliliye district in Şanlıurfa, which hosts 438,132 registered Syrians under Temporary protection. Haliliye only hosts over 100.000 Syrians according to the latest figures provided by the Directorate General of Migration Management and Greater Municipality of Şanlıurfa. Although the general capacity of the municipality and level of infrastructure is higher compared with Kilis, it is proportionally heavily impacted. Şanlıurfa is one of the largest provinces in Southeast Anatolia region and Şanlıurfa also serves remote districts hosting large amounts of population. The large increase in demand has put a significant additional strain to municipal operations, which was further exacerbated following the influx of the Syrians.

UNDP has an established presence and a solid track record of municipal service enhancement in Şanlıurfa. It is expected that the project will create most positive impact in Şanlıurfa from selective separation of solid waste along with optimized smart waste collection operations. Outputs of waste collection will further be integrated to the existing provincial recycling operations.

The participatory waste management process supported through the current project aims to engage a large percentage of women amongst the total number of project beneficiaries. Informal waste collection, for instance, largely relies on women. Livelihoods opportunities related to recycling and reuse of waste has a large potential to engage and benefit women. Generally, prioritization of women in source segregation programmes has led to more successful results.

### ***Partnerships and coordination***

UNDP has recently developed a UNDP Solid Waste Management Strategy, guiding its overall support to the Government on Turkey in response to the Syria crisis. The strategy identifies key areas of support and how the various projects supported by UNDP complement each other. The current project priorities are identified in line with this strategy framework.

Secondly, UNDP with UNHCR, leads the coordination with other international partners through the Regional Refugee and Resilience Plan (3RP) and recently increased efforts of coordination with IFIs. UNDP is the lead agency for the 3RP resilience pillar, including the mainstreaming of resilience across all 6 sectors UNDP also leads the 3RP livelihoods sector and is a key partner under the Basic Needs sector through which municipal service delivery is coordinated.

UNDP has extensive experience in supporting local and national governments with municipal solid waste management in crisis affected contexts, including situations of large displacement. Global practice so far has been compiled in, amongst others, UNDP's Guidance Note on Municipal Solid Waste Management as well as UNDP's Guidance Note on Municipalities and People on the Move: Cities development policies for successful local management of Migration and Displacement.

Furthermore, waste management is a fundamental part of safe, healthy and environmentally sound development, which also underpins the Sustainable Development Goals as embodied by UNDP's core programmes.

Over the years in Turkey, UNDP has become a leading actor in municipal support, including the strengthening capacities of affected municipalities on waste management to be better able to cope with and respond to the impact of large-scale displacement. To illustrate, UNDP has implemented a range of complimentary waste infrastructure programmes comprising 1600 waste collection containers, 16 waste compactor collection vehicles, construction of 3 waste transfer stations, providence of 12 semi-articulated lorries and 4 back-hoe loaders. These represent significant infrastructure projects by normal solid waste management terms and demonstrate UNDP's strong delivery capabilities.

UNDP has also gained significant experience specifically in Turkey on this subject, having worked with most of the partners and understood the complexities and difficulties involved. This expertise is clearly demonstrated within this Strategy document and reflected in successful project implementation in the past.

UNDP also has a long development support presence in the Southeast Anatolia Region in particular, Sanliurfa and Gaziantep provinces. UNDP's interventions in the Region particularly focus on local economic development, also covering the broader Southeast Anatolia provinces. UNDP will build the current project on its vast experience and strong working relations with the local stakeholders in the Region and scale up results achieved through the existing and past interventions.

The Ministry of Environment and Urbanization's partnership is deemed crucial for the successful implementation; in addition to the Ministry's regulatory role in waste management, it is also the driving force for the Zero Waste program and will further ensure the motivation and participation of the local municipalities encompassed within the project.

### ***Risks and Assumptions***

- A potential risk that may impede the achievement of expected results is inadequate participation in the community-based source segregation programme. This risk is planned to be mitigated through close collaboration with local institutions and municipalities to ensure effective outreach to all residents living in the targeted districts through community centers and proactive announcements. Awareness raising activities could include local media channels such as newspapers and TV along with online channels and social media means.
- There is a risk of inefficient waste collection due to scheduling and management issues. This is can be mitigated through support of the project team to the managing body of the waste management union, providing technical support, training and constant monitoring of all the overall process during project implementation.
- Inadequate participation from private sector engagement is a risk that can affect efficient project implementation and project outcomes. This projected risk will be mitigated through ensuring participation of local businesses from the start to support the program incentivization. This could

include written agreements to be facilitated between local entrepreneurs and the respective waste management union. Protocols with the licensed recycling companies and the municipality will also be facilitated by the project to ensure sustainable finance of the initiative. Active engagement with selected private sector companies and collectives for handicrafts and other recyclable products will also be facilitated by the project.

- Assumption: The municipalities are committed to our work. They have all the legislative basis for the implementation etc.

### ***Stakeholder Engagement***

The main stakeholders in the project are the Ministry of Environment and Urbanization; which will be the implementing partner and local institutions such as the Municipalities of Kilis and Şanlıurfa. Syrians and host communities as well as local business owners will directly benefit from the project interventions. The collective source segregation will be driven by the participation of the whole community and incentivization schemes, combined with support to social cohesion and livelihoods support. The municipalities and municipal establishments such as solid waste cooperatives are planned to be active stakeholders, as they are directly engaging with solid waste management and already responsible to establish integrated waste management approaches in their respective provinces.

### ***South-South and Triangular Cooperation (SSC/TrC)***

The key results and lessons learnt of the project will be shared with other UNDP offices across countries and regions, which also experience movements of large number of refugees, migrants and internally displaced people. Moreover, relevant key events at national and international levels will be monitored to present project results and learn from interventions and practices in similar areas in similar country context.

### ***Knowledge***

- The project is the first of a kind in Turkey in the response to the Syria crisis with respect to its focus on community-based waste management and recycling efforts. Good practices and experience from the project will be shared at both regional and global levels.
- Short videos, project progress briefs, infographics and human stories will be prepared and shared with wider audience including policy makers to demonstrate the value adding contribution of the project interventions for enhanced social cohesion among Syrians and host community members.
- The publications, knowledge and visibility materials produced will also be shared with UNDP's relevant global teams and units as well as during relevant local, national and international events around displacement.

### ***Sustainability and Scaling Up***

The interventions of participatory waste management that will be introduced with this project can be easily scaled up and mainstreamed to municipalities' existing waste management operations to benefit any other host communities in Turkey. The whole programme in line with the existing regulations and good practices of the Ministry of Environment and Urbanization along with supporting equipment and infrastructure enhancement, which are integrated into the municipalities' existing waste management operations, will be kept operational after the completion of the project through municipalities' own resources, along with added benefit of seamless integration with the Zero Waste Program

With improved infrastructure of waste collection and pre-processing combined with the community driven source segregation will create a significant landfill diversion, increasing the operational lifetime of the sanitary landfills considerably. Embedding of community driven recycling will create long term financial benefits to the involved municipalities along with whole community, therefore creating a sustainable integrated waste management operation that will last for years to come.

---

## IV. PROJECT MANAGEMENT

### *Cost Efficiency and Effectiveness*

UNDP globally, and UNDP Turkey particularly, has long standing experience with support to municipal service delivery. UNDP Turkey has implemented several projects on municipal service delivery in response to the Syria crisis, focusing on similar types of municipal services.<sup>8</sup> Good practices and lessons learned have provided UNDP with the required experience and capacities to ensure cost efficiency and effectiveness. It has also provided UNDP with the necessary network and partnerships. UNDP's portfolio management approach will ensure consistency and maximum results with available resources- using its experiences so far.

The current project is based on UNDP's resilience-based development approach, which has been UNDP's flagship response in several countries affected by the Syria crisis, including Turkey, Jordan, Lebanon and Iraq. UNDP Turkey works in close partnership with its partner offices in those countries to share lessons learned.

UNDP will work in close partnership with the Ministry of Environment and Urbanization as main stakeholder as well as the respective municipalities. Joint operations in terms of monitoring and procurement of the project will bring together expertise from all partners to ensure selection of most effective options for project implementation.

### *Project Management*

The location of the project office will be the UNDP Ankara Office. UNDP will support project implementation through its already established field office in Gaziantep. UNDP also has a field presence in Şanlıurfa, which will provide direct support to the local implementation in Halilliye district and Kilis.

Frequent visits to the pilot provinces will be organized with respective project team members as well as with the relevant UNDP staff. Shared operational and other types of support (e.g. procurement, finance, communication and M&E) will be in place with the dedicated project staff for the overall project. UNDP's core operational and programmatic support through direct country office support services will be key for quality implementation and provision of desired results of the project. UNDP will provide direct country office support services (including for the functions of procurement, finance, 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.

---

<sup>8</sup> Projects were funded by the EU Instrument for Stability, US Bureau for Population, Refugees and Migration and Japan.



## V. RESULTS FRAMEWORK<sup>9</sup>

EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>10</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 2019	Year 2020	FINAL	
<b>Output 1</b> Output 1: Enhancing livelihoods opportunities and social cohesion improved for Syrians and host communities as a result of skills development in the waste recycling and related sectors and strengthened municipal waste management capacities and reduced operational costs through recycling initiatives	1.1 Number of tailor-made initiatives with incentivization schemes for households designed and operational.	Mandates and protocols documented with municipalities and all relevant participants	0	2017	2	2	2	Qualitative data obtained directly from facilitation of establishment process
	1.2 Number of participating households.	Number of cards distributed data entries and logs	0	2017	2.000	8.000	10.000	Quantitative data collection via database.
	1.3 Number of recyclables collected via source segregation (tons per annum).	Scale and measurement logs	0	2017	500	2.000	2500	Quantitative data collection via database.
	1.4 Number of pre-processing equipment along with smart and conventional waste collection equipment including civic amenity center(s) (minimum three centers are planned to be established; 2 at Kilis and 1 in Şanlıurfa) for recyclable recovery in targeted provinces to handle recyclables collected from the participatory waste projects.	Number of fully equipped civic amenity centers	0	2017	0	3	3	Direct observation, delivery and asset transfer records
	1.5 Percentage of savings per ton of solid waste achieved within operations at targeted province and districts.	Data logs and comparative analysis	0	2017	10	10	20	Quantitative data collection via database
	1.6 Number women's collectives established, or existing ones supported to be made operational	Written agreements documented	0	2017	1	1	2	Qualitative data obtained directly from facilitation of establishment process

<sup>9</sup> 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.

<sup>10</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

	1.7 Number of individuals enrolled in specific skills trainings on handicraft manufacturing from recycling operations. (At least 50% to be Syrians)	Enrolment logs and training records	0	2017	100	100	200	Quantitative data collection via database with focus groups.
	1.8 Percentage of point to product conversion as a marker for active participation and obtained benefits from incentivization programme.	Monthly data logs	0	2017	65%	90%	90%	Quantitative data collection via database with focus groups.
	1.9 Number of volunteer community wardens trained for participatory waste management and environment for every sub district.	Warden enrolment records within waste management union	0	2017	64	40	104	Quantitative data collection via database.
	1.10 Number of positively resulted impact assessments on social cohesion by participatory waste management	Area of life and vulnerable group assessments	0	2017	1	1	2	Interviews and surveys.

## 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:

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	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, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
<b>Monitor and Manage Risk</b>	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.		
<b>Learn</b>	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.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
<b>Annual Project Quality Assurance</b>	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.		
<b>Review and Make Course Corrections</b>	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.		

<p><b>Project Report</b></p>	<p>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.</p>	<p>Annually, and at the end of the project (final report)</p>		
<p><b>Project Review (Project Board)</b></p>	<p>The project's governance mechanism (i.e., project board) 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 Project Board 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.</p>	<p>Semi-annual</p>	<p>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.</p>	

## VII. MULTI-YEAR WORK PLAN <sup>1112</sup>

Expected Outputs	Planned Activities	Planned Budget by Year		Responsible Party	Planned Budget		
		Y1	Y2		Funding Source	Budget Description	Amount (USD)
Output 1: Enhancing livelihoods opportunities and social cohesion improved for Syrians and host communities as a result of skills development in the waste recycling and related sectors and strengthened municipal waste management capacities and reduced operational costs through recycling initiatives	1.1. Assessment of district layouts and current routes of transportation and local value chains of solid waste by the municipalities and also design and initiation of public awareness campaign to support community driven recycling.	100%	0%	<ul style="list-style-type: none"> <li>• UNDP</li> <li>• Ministry of Environment and Urbanization</li> <li>• Municipalities of Kilis and Şanlıurfa</li> </ul>	Contractual Services	UNDP Staff directly responsible for the implementation the project and execution of its activities	\$ 185,000.00
	1.2. Design and planning of collection and incentivization models, facilitation of private sector participation by the establishment of women's collectives for handicraft/product manufacturing from recyclables.	75%	25%		Short Term Consultants	Consultancy services for the provision technical support for system design and specifications along with the provision technical support on training programs and workshops	\$ 80,000.00
	1.3. Support to municipal community centers for the establishment of training workshops and ateliers and implementation of specific skills training programs directed at members of Syrians and host community on recycling operations.	40%	60%		Travel	Budget allocated for travel expenses directly related with the project.	\$ 67,084.36
	1.4. Operationalization of the participatory network with design and initiation of public awareness campaign to support community driven recycling.	10%	90%				
	1.5. Provision and installation of supplementing equipment and vehicles to support collection mechanism, including establishing smart waste collection systems.	75%	25%		UNDP Support Services	UNDP staff whom will provide administrative support procurement, administrative and activities related with the project	\$ 75,693.42

<sup>11</sup> 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

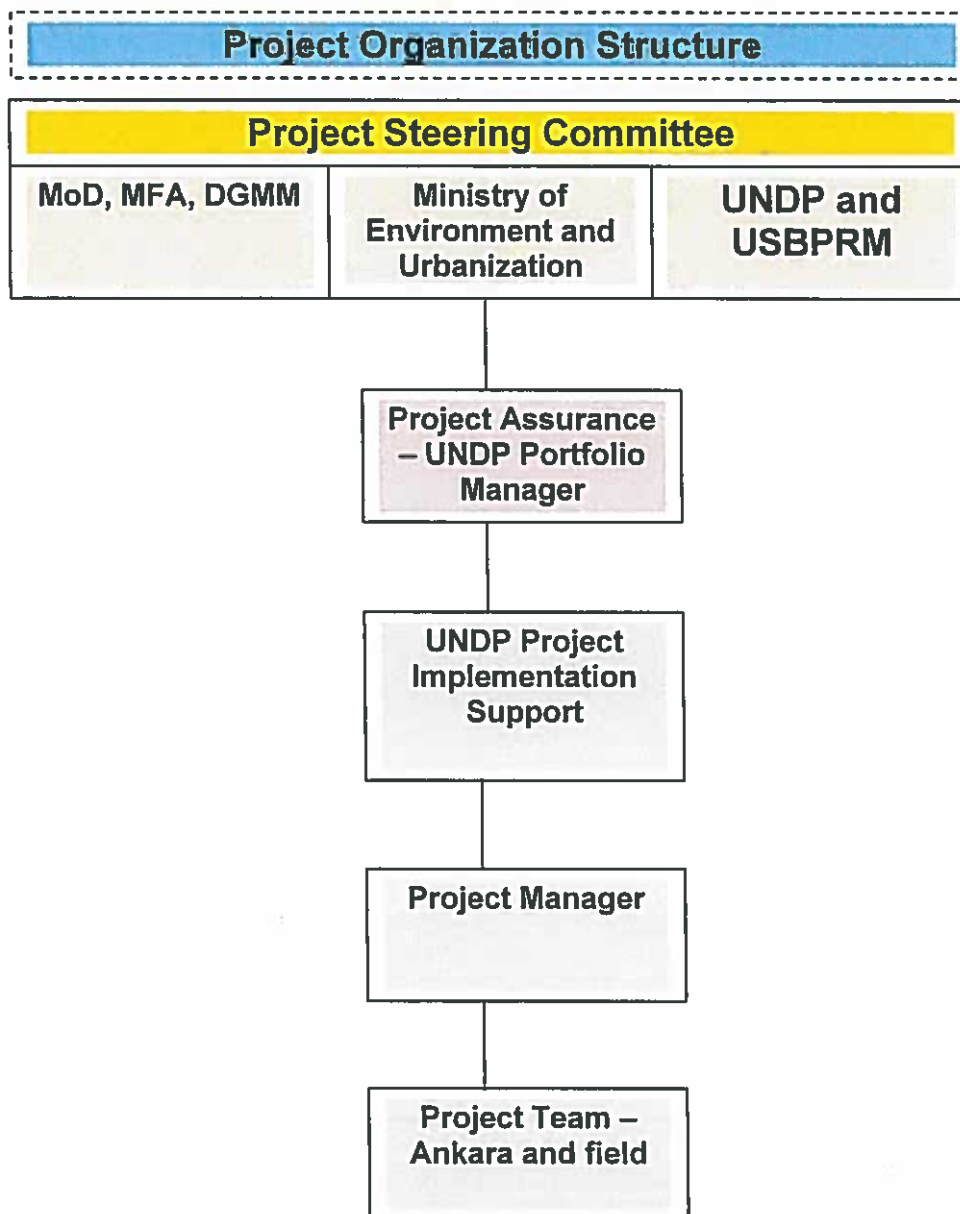
<sup>12</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	1.6. Installation of civic amenity center(s) along with containers with sensor arrays and reverse vending automats.	80%	20%		Sundries	Budget allocated for sundries such as essential equipment for the field office	\$ 15,000.00
	1.7. Starting up and facilitating the community warden initiative and linking local licensed recycling companies with participatory source segregation for ensuring sustainability.	25%	75%		Contr. Services-Companies	Amount dedicated to procurement of services such as publishing, visibility materials, training programs and awareness raising activities	\$ 90,000.00
					Institutional contracts	(*) Budget for the incentivization to be directly allocated to the relevant municipalities along with collective activities for social cohesion	\$ 560,000.00
					Materials and goods	Budget allocated to related goods and materials such as containers, reverse vending automats smart waste collection equipment, including vehicles, related goods and materials such supplies needed for manufacture of handicrafts and assisting women's collectives	\$ 305,000.00
	1.8. Assisting waste management unions for the provision of incentives for community driven recycling effort.	15%	85%		Equipment and vehicles	Budget allocated for CAC and all related waste processing equipment including vehicles for the transportation of recyclable waste. Prefeasibility assessments indicate that estimated amount per vehicle is 60.000 USD, establishment of CAC as 250.000 USD and relevant processing, equipment such as shredders and balers are within the range of 10.000 to 40.000 USD per unit. It should be noted that there will be more than one unit of machinery and vehicles to be used per CAC; in which the exact numbers of the vehicles and equipment will be determined via detailed feasibility studies to be conducted during the inception period of the project.	\$ 1,400,000.00

	Monitoring	0%	100%	
<b>Sub-Total</b>				<b>\$ 2,777,777.78</b>
<b>General Management Support (%8)</b>				<b>\$ 222,222.22</b>
<b>Total</b>				<b>\$ 3,000,000.00</b>

(\* ) The amount for the finance of incentives allocated to the relevant municipalities is currently planned to be utilized via RDP modality, may subject to change during project inception

## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



This project will be implemented through a national implementation modality (NIM), with and Ministry of Environment and Urbanization (MoEU) as the implementing partner. All activities will be conducted by the project team and relevant staff of Syria crisis response and resilience programme of UNDP Turkey, to be recruited or designated for the project. UNDP's rules and regulations for programme management will apply throughout the project and UNDP will also provide direct project management support including procurement, financial management and strategic support.

A **Project Board (PB)** with representation from MoEU, the Ministry of Development, USBPRM and the Ministry of Foreign Affairs will be set up to guide and oversee the implementation of the programme. The Project Board will jointly decide on the critical aspects of the project, including possible synergies with other ongoing initiatives in the region. Project Board will also be monitoring the results achieved with the project.

The project will be implemented with and MoEU as the implementing partner. As the project will be conducted directly on an urban setting and therefore MoEU will be best suited to be the partner in terms of the context of activities and their relation to municipal solid waste management.



While the main national partner of the initiative will be MoEU, the main local partner for this activity will be the selected Municipalities that are primarily responsible for such public services. The project will address the capacity deficiencies faced by increased demand for Municipal services, mainly waste collection and management.

During the implementation of the project, specific roles of the Project Board 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 Project Board will:
  - ensure that all products have been delivered satisfactorily
  - approve the End Project Report
  - approve the Lessons Learned Report

The Project Board will meet two times 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 Syrian crisis will be allocated for the project as part of UNDP's direct project implementation support. The indicative/tentative staffing arrangements for the Project along with the duty stations are demonstrated below, not including the UNDP staff providing support to the project:

Project personnel	Duty Station(s)*
Project Manager	Ankara
Project Associate	Ankara
Project Assistant (2)	Ankara and Gaziantep/Kilis
Field Coordinator	Gaziantep*
Field officer	Gaziantep/Kilis (to also cover Şanlıurfa)
Communications Specialist	Ankara (part time)
Driver / Messenger	Gaziantep/Kilis

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

\*\*With frequent visits to other project sites

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 STANDARD CLAUSES**

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 Ministry of Environment and Urbanization (MoEU) ("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 STANDARD CLAUSES**

1. Consistent with the Article III of the SBAA [or the Supplemental Provisions to the Project Document], 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.
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/ag\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/ag_sanctions_list.shtml).
4. 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 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](http://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. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that 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. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under 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.

*Note:* The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

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**, 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. **Capacity Assessment: Results of capacity assessments of Implementing Partner** (including HACT Micro Assessment)

## ANNEX [2]. SOCIAL AND ENVIRONMENTAL SCREENING TEMPLATE

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 Social and Environmental Screening Procedure and Toolkit for guidance on how to answer the 6 questions.

### Project Information

<b>Project Information</b>	
1. Project Title	<i>Increasing Social Cohesion through Participatory Waste Management</i>
2. Project Number	
3. Location (Global/Region/Country)	Kilis and Şanlıurfa

### 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*

The Project aims to contribute to the social cohesion of Syrians under Temporary Protection (SuTP) with host communities in the Southeast Anatolia Region. The project will do so through participatory waste management to improve waste management practices and reduce the negative impact to the local environment and public health.

*Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment*

The project will help develop livelihood options targeting women and will monitor progress through disaggregated figures.

*Briefly describe in the space below how the Project mainstreams environmental sustainability*

This project, primarily based on source segregation and recycling of solid waste solidly mainstream environmental sustainability, as the overall outcome being considerable reduction of landfilled waste thus achieving landfill diversion via increased amount of community-based recycling. This will directly yield to decrease in pollution along with lower methane emissions, additional environmental benefit will occur via optimization of municipal waste management operations thus reduction of carbon emissions. The cumulative results of the project will reduce the overall carbon footprint of waste management operations at Kilis and Şanlıurfa provinces.

## Part B. Identifying and Managing Social and Environmental Risks

<p><b>QUESTION 2: What are the Potential Social and Environmental Risks?</b>  <i>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.</i></p>	<p><b>QUESTION 3: What is the level of significance of the potential social and environmental risks?</b>  <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>	<p><b>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)?</b></p>	
<p><b>Risk Description</b></p>	<p><b>Impact and Probability (1-5)</b></p>	<p><b>Significance (Low, Moderate, High)</b></p>	<p><b>Comments</b></p>
<p>Risk 1: Primary risk being inadequate participation to the community-based source segregation programme, along with segregated participation</p>	<p>I = 4 P = 2</p>	<p>Moderate</p>	<p>Inadequate participation on such as minimal participation of Syrian or host community population may yield to social tensions.</p>
<p>Risk 2 There is risk of inefficient collection due to scheduling and management issues that may yield to environmental impact.</p>	<p>I = 4 P = 2</p>	<p>Moderate</p>	<p>The project is planning to mitigate the risk as outlined in the project document. Additionally, the sustainable incentive scheme supported by the municipalities with an effective public awareness campaign directed at both Syrian and host community members underlining the benefits of working together to achieve a common benefit will act to promote homogenous community participation.  The project will be addressing this issue with directly enhancing the capacity of the involved municipalities for their transition to integrated waste management. Also, participatory approach will ensure public monitoring of the waste management processes, yielding to quicker response to any issues that may arise.</p>

**QUESTION 4: What is the overall Project risk categorization?**

Select one (see <u>SESP</u> for guidance)		Comments
<i>Low Risk</i>	<input checked="" type="checkbox"/>	The project aims to reduce the risks and mitigate the impact of the Syrian crisis. The objective is to increase recycling through community participation including Syrian and host communities and therefore increase social cohesion with positive environmental impact.
<i>Moderate Risk</i>	<input type="checkbox"/>	
<i>High Risk</i>	<input type="checkbox"/>	

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

Check all that apply		Comments
<i>Principle 1: Human Rights</i>	<input type="checkbox"/>	
<i>Principle 2: Gender Equality and Women's Empowerment</i>	<input type="checkbox"/>	
<i>1. Biodiversity Conservation and Natural Resource Management</i>	<input type="checkbox"/>	
<i>2. Climate Change Mitigation and Adaptation</i>	<input type="checkbox"/>	
<i>3. Community Health, Safety and Working Conditions</i>	<input type="checkbox"/>	
<i>4. Cultural Heritage</i>	<input type="checkbox"/>	
<i>5. Displacement and Resettlement</i>	<input type="checkbox"/>	
<i>6. Indigenous Peoples</i>	<input type="checkbox"/>	
<i>7. Pollution Prevention and Resource Efficiency</i>	<input type="checkbox"/>	



**Micro Assessment of  
General Directorate of Environmental Management (Çevre  
Yönetimi Genel Müdürlüğü) (hereinafter referred as ÇYGM)**

**Commissioned by UNDP Turkey Country Office**

**Name of the 3<sup>rd</sup> Party Service Provider: Rehber Consulting**

**Date: 25/01/2018**

## Table of Contents

1. Background, Scope and Methodology .....	3
2. Summary of Risk Assessment Results .....	4
3. Detailed Internal Control Findings and Recommendations .....	5
ANNEX-I: IP and Programme Information.....	6
ANNEX-II: Organizational Chart of ÇYGM .....	7
ANNEX III: List of persons met .....	9
ANNEX IV: Micro Assessment Questionnaire.....	10

## 1. Background, Scope and Methodology

### Background

The micro assessment is part of the requirements under the Harmonized Approach to Cash Transfers (HACT) Framework. The HACT framework represents a common operational framework for UN agencies' transfer of cash to government and non-governmental implementing partners.

The micro-assessment assesses the Implementing Partner's control framework. It results in a risk rating (low, moderate, significant or high). The overall risk rating is used by the UN agencies, along with other available information (e.g. history of engagement with the agency and previous assurance results), to determine the type and frequency of assurance activities as per each agency's guideline and can be taken into consideration when selecting the appropriate cash transfer modality for the Implementing Partner.

### Scope

The micro-assessment provides an overall assessment of the Implementing Partner's programme, financial and operations management policies, procedures, systems and internal controls. It includes:

- A review of the Implementing Partner's legal status, governance structures and financial viability; programme management, organizational structure and staffing, accounting policies and procedures, fixed assets and inventory, financial reporting and monitoring, and procurement;
- A focus on compliance with policies, procedures, regulations and institutional arrangements that are issued both by the Government and the Implementing Partner.

It takes into account results of any previous micro assessments conducted of the Implementing Partner.

### Methodology

We performed the micro-assessment on 11 January 2018 at ÇYGM 's headquarters in Ankara. Through discussion with management, observation and walk-through tests of transactions, we have assessed ÇYGM and the related internal control system with emphasis on:

- The effectiveness of the systems in providing the ÇYGM 's management with accurate and timely information for management of funds and assets in accordance with work plans and agreements with the United Nations agencies;
- The general effectiveness of the internal control system in protecting the assets and resources of ÇYGM.

We discussed the results of the micro assessment with applicable UN agency personnel and ÇYGM prior to finalization of the report. The list of persons met and interviewed during the micro-assessment is set out in Annex III.

## 2. Summary of Risk Assessment Results

The table below summarizes the results and main internal control gaps found during application of the micro-assessment questionnaire (in Annex IV). Detailed findings and recommendations are set out in section 3 below.

Tested subject area	Risk assessment*	Brief justification for rating (main internal control gaps)
1. Implementing partner	Score: 1,00 Rating: Low	The overall average risk of this test area was calculated as low, since ÇYGM , as a public entity, operates in a heavily regulated framework and has adopted written policies and procedures on key processes and functions and properly communicating it to appropriate staff members.
2. Programme Management	Score: 1,00 Rating: Low	The overall average risk of this test area was calculated as low since ÇYGM has been found adequate to manage donor funded project. ÇYGM has a significant experience project implemented by international donor funds.
3. Organizational structure and staffing	Score: 0,88 Rating: Low	The overall average risk of the section was assessed as low since organizational structure and staffing have been found adequate to manage all aspects of a project implemented by UNDP funds.
4. Accounting policies and procedures	Score: 1,04 Rating: Low	The overall average risk of the section was calculated as low, since ÇYGM , as a public entity, operates in a heavily regulated framework and has adopted written policies and procedures on key processes and functions and properly. Accounting policies set out by the Ministry of Finance and should be implemented by the Public Sector. Public Procurement policies are also common for the all the Public Sector and should be implemented properly.
5. Fixed Assets and Inventory	Score: 1 Rating: Low	The overall average risk of the section was assessed as low , since ÇYGM , as a public entity, operates in a heavily regulated framework and has adopted in the subject of Fixed Assets and Inventory.
6. Financial Reporting and Monitoring	Score: 1,00 Rating: Low	The overall average risk of the section was calculated as low, since ÇYGM regularly prepares financial reports for oversight of Ministry of Development and Turkish Court of Accounts that conducts annual financial audits of government entities in Turkey including ÇYGM .
7. Procurement	Score: 1 Rating: Low	The overall average risk of the section was assessed as low. Public Procurement policies are also common for the all the Public Sector and should be implemented properly .So, ÇYGM should be adapted accordingly.
Overall Risk Assessment	Score: 1,01 Rating: Low	The overall average risk of all sections was assessed as low.

\*High, Significant, Moderate, Low

### 3. Detailed Internal Control Findings and Recommendations

Recommendations
<ul style="list-style-type: none"><li><input type="checkbox"/> Keep the existing cash transfer modality.</li><li><input type="checkbox"/> Keep the existing project organization in line with the Project Description document.</li><li><input type="checkbox"/> Yearly spot check is recommended</li><li><input type="checkbox"/> Following Programmatic assurance should be considered:<ul style="list-style-type: none"><li><input checked="" type="checkbox"/> Field monitoring: Once every year</li><li><input checked="" type="checkbox"/> Quarterly review</li><li><input checked="" type="checkbox"/> Annual review</li></ul></li></ul>

Date of issuance: 25 January 2018

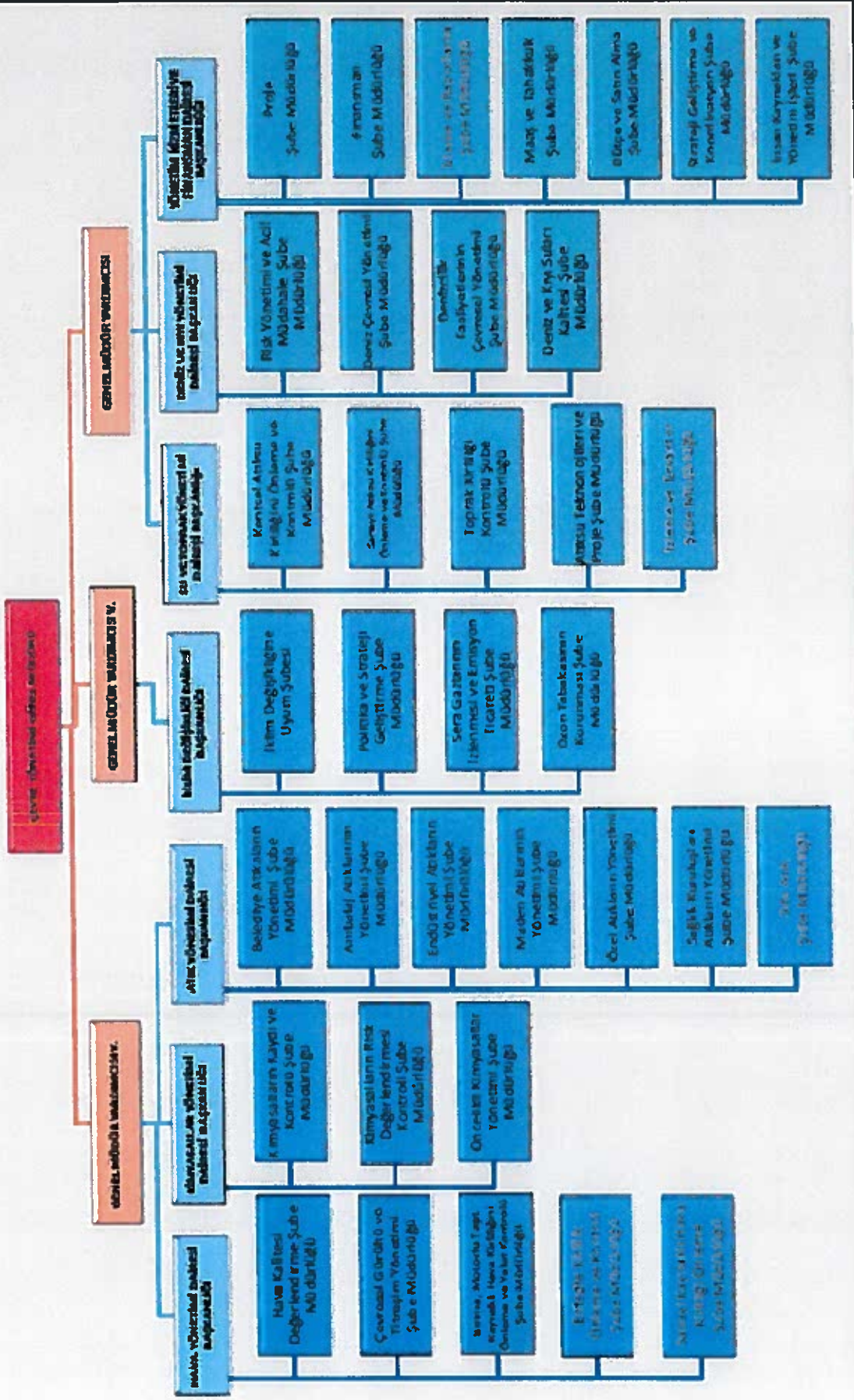
Mahir Güney  
Project Manager

 **REHBER**  
CONSULTING  
REHBER BAĞIMSIZ DENETİM VE YEMİNLİ MALİ MÜŞAVİRLİK A.Ş.  


## ANNEX-I: IP and Programme Information

Implementing partner name:	Ministry of Environment and Urbanization, General Directorate of Environmental Management
Implementing partner code or ID in UNICEF, UNDP, UNFPA records (as applicable)	9999
Implementing partner contact details (contact name, email address and telephone number):	Salih Eminoğlu, <a href="mailto:salih.eminoglu@csb.gov.tr">salih.eminoglu@csb.gov.tr</a> 0312-5863081
Main programmes implemented with the applicable UN Agency/ies:	Climate Change and Environment
Key Official in charge of the UN Agency/ies' programme(s):	xxxx
Programme location(s):	Turkey
Location of records related to the UN Agency/ies' programme(s):	Ankara
Currency of records maintained:	USD and TRY
Expenditures incurred/reported to UNICEF, UNDP and UNFPA (as applicable) during the most recent financial reporting period (in US\$);	N/A
Cash transfer modality/ies used by the UN agency/ies to the IP	HACT (Direct Payment)
Intended start date of micro assessment:	11.01.2018
Number of days to be spent for visit to IP:	3 w/d
Any special requests to be considered during the micro assessment:	N/A

## ANNEX-II: Organizational Chart of ÇYGM





### ANNEX III: List of persons met

Name	Unit/organization	Position
Ahmet Varır	Waste Management Unit	Head of Waste Management Unit
Salih Eminođlu	Waste Management Unit	Waste Management Unit Manager

## ANNEX IV: Micro Assessment Questionnaire

Micro-assessment workbook

Subject area <i>(Key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risks/points	Remarks/comments
<b>1. Implementing Partner: ÇYGM (Çevre Yönetimi Genel Müdürlüğü) -General Directorate of Environmental Management</b>						
1.1 Is the IP legally registered? If so, is it in compliance with registration requirements? Please note the legal status and date of registration of the entity.	Yes			Low	1	Republic of Turkey Ministry of Environment and Urbanization (MoEU) was established on 29/6/2011 and No: 644, by a decree published in the Official Gazette numbered 4/7/2011. ÇYGM is structured under the MoEU.
1.2 If the IP received United Nations resources in the past, were significant issues reported in managing the resources, including from previous assurance activities.	Yes			Low	1	ÇYGM has received resources from UNDP in the past. On the basis of information provided by ÇYGM, no significant issues have been reported in managing those resources.
1.3 Does the IP have statutory reporting requirements? If so, are they in compliance with such requirements in the prior three fiscal years?	Yes			Low	1	The Law No. 5018 on Public Fiscal Administration and Control covers ÇYGM and requires that the budgets of all government institutions including ÇYGM to be submitted to the national parliament for scrutiny, making it possible that all public expenditures are monitored in accordance with international standards. To this end, ÇYGM reports to Ministry of Development. ÇYGM prepares annual budget execution reports showing actual expenditure against established. It reports regularly to Ministry of Finance, Ministry of Labour and Social Security, Ministry of Development budget. The reports for 2014, 2015 and 2016 are in compliance with the requirements set forth by the Law No. 5018 on Public Fiscal Administration and Control.
1.4 Does the governing body meet on a regular basis and perform oversight functions?	Yes			Low	1	ÇYGM is part of Republic of Turkey Ministry of Environment and Urbanization (MoEU). Undersecretary, Deputy Undersecretary and Directorate General and Undersecretary meet regularly and perform oversight functions.
1.5 If any other offices/ external entities participate in implementation, does the IP have policies and process to ensure appropriate oversight and monitoring of implementation?			N/A	N/A	-	If external entities participates in implementation, ÇYGM ensures appropriate oversight and monitoring of implementation through assigning its own staff as observer, requesting activity reports and attendance sheets from relevant external entities.
1.6 Does the IP show basic financial stability in-country (core resources; funding trend) Provide the amount of total assets, total liabilities, income and expenditure for the current and prior three fiscal years.	Yes			Low	1	ÇYGM does not prepare financial statements, which would present assets and liabilities, income and expenses. However, provided that the entity is mostly financed out of the Republic of Turkey state budget through appropriations allocated for MoEU, ÇYGM can be considered financially stable. 2017 Budget of MoEU, is 2.809 billion TL
1.7 Can the IP easily receive funds? Have there been any major problems in the past in the receipt of funds, particularly where the funds flow from government ministries?	Yes			Low	1	As per management statement and our knowledge, there have never been any problematic issues with the funds flow from state budget and resources of international organizations, because all funds flows are initially planned and stipulated by the laws of Turkish Republic on State Budget and respective cooperation agreements signed with international organizations
1.8 Does the IP have any pending legal actions against it or outstanding material/significant disputes with vendors/contractors? If so, provide details and actions taken by the IP to resolve the legal action.		No		Low	1	On the basis of information and explanation provided by ÇYGM, we understand that there is no pending legal action against ÇYGM.
1.9 Does the IP have an anti-fraud and corruption policy?	Yes			Low	1	Enacted in 1990, law numbered 3628, directly addresses anti-corruption. This law titled 'Declaration of Assets and Combating Bribery and Corruption' is one of the main pillars of legislation targeting anti-corruption in Turkey. The law regulates asset ownership and obligates public officials to declare their assets on a regular basis in order to monitor any increase in income. Civil servants employed by ÇYGM are obliged to act pursuant to this requirement.
1.10 Has the IP advised employees, beneficiaries and other recipients to whom they should report if they suspect fraud, waste or misuse of agency resources or property? If so, does the IP have a policy against retaliation relating to such reporting?	Yes			Low	1	Civil Servants Act No. 657 and its secondary and tertiary regulation, which ÇYGM is subject to, clearly define how an employee should act in case of such misconducts.

Subject area <i>(Key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
1.11 Does the IP have any key financial or operational risks that are not covered by this questionnaire? If so, please describe. <i>Examples: foreign exchange risk; cash receipts.</i>	No			Low	1	On the basis of our review and test checks, CYGM does not have any key financial or operational risks that are not covered by this questionnaire.
<b>Total number of questions in subject area:</b>	11					
<b>Total number of applicable questions in subject area:</b>	10					
<b>Total number of applicable key questions in subject area:</b>	4					
<b>Total number of risk points:</b>	10					
<b>Risk score</b>	1					
<b>Area risk rating</b>	Low					
<b>Subject area <i>(Key questions in bold)</i></b>	<b>Yes</b>	<b>No</b>	<b>N/A</b>	<b>Risk Assessment</b>	<b>Risk points</b>	<b>Remarks/comments</b>
<b>2. Programme Management</b>						
2.1. Does the IP have and use sufficiently detailed written policies, procedures and other tools (e.g. project development checklist, work planning templates, work planning schedule) to develop programmes and plans?	Yes			Low	1	Pursuant to article-9 of the Law No. 5018 on Public Fiscal Administration and Control, CYGM prepares a strategic plan for five year periods. Strategic planning covers medium and long-term objectives of public management, basic principles and policies, prior objectives and priorities, performance criteria, plan that includes methods and allocation of resources to be followed to achieve above mentioned criteria. CYGM utilizes this common framework to plan and implement its all projects including donor funded ones. The strategic plan of CYGM at <a href="https://www.csb.gov.tr/db/stratejiler/dordosya/STRATEJIK%20PLAN.pdf">https://www.csb.gov.tr/db/stratejiler/dordosya/STRATEJIK%20PLAN.pdf</a> has been reviewed and observed that the CYGM specifies expected results and the activities to be carried out to achieve results, with a time frame and budget for the activities. CYGM stated that this approach is applied for donor funded ones as well.
2.2. Do work plans specify expected results and the activities to be carried out to achieve results, with a time frame and budget for the activities?	Yes			Low	1	CYGM identifies potential risks for projects by reviewing progress reports and takes necessary actions, if needed.
2.3. Does the IP identify the potential risks for programme delivery and mechanisms to mitigate them?	Yes			Low	1	CYGM implements its all programmes through sectorial units (coordinatorships), CYGM Strategic Planning Monitoring and Evaluation Unit monitors implementation of all projects based on the requirements, baselines and indicators set forth by respective programme cooperation agreements.
2.4. Does the IP have and use sufficiently detailed policies, procedures, guidelines and other tools (checklists, templates) for monitoring and evaluation?	Yes			Low	1	On the basis of our review and test checks, quantitative indicators and baselines are developed by CYGM and actual results are compared with the criteria established for each particular project.
2.5. Does the IP have M&E frameworks for its programmes, with indicators, baselines, and targets to monitor achievement of programme results?	Yes			Low	1	On the basis of our review and test checks, CYGM carries out and document regular monitoring activities such as review meetings, on-site project visits, etc.
2.6. Does the IP carry out and document regular monitoring activities such as review meetings, on-site project visits, etc.	Yes			Low	1	We were informed that CYGM systematically collects, monitors and evaluates data on the achievement of project results and share with the relevant units.
2.7. Does the IP systematically collect, monitor and evaluate data on the achievement of project results?	Yes			Low	1	Turkish Court of Accounts evaluates whether or not public resources have been used effectively, efficiently and economically. Furthermore, the Ministry of Development assesses activities against the goals and indicators which CYGM has set at its strategic plans.
2.8. Is it evident that the IP followed up on independent evaluation recommendations?				N/A	-	
<b>Total number of questions in subject area:</b>	8					
<b>Total number of applicable questions in subject area:</b>	7					
<b>Total number of applicable key questions in subject area:</b>	2					
<b>Total number of risk points:</b>	7					
<b>Risk score</b>	1					
<b>Area risk rating</b>	Low					

Subject area <i>(Key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/Comments
<b>3. Organizational Structure and Staffing</b>						
Subject area <i>(Key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/Comments
3.1 Are the IP's recruitment, employment and personnel practices clearly defined and followed, and do they embrace transparency and competition?	Yes			Low	1	Civil Servants Act No. 657 and its secondary and tertiary regulations clearly define human resources practices, transparency and competition principles and it was observed that they are strictly applied by the ÇYGM.
3.2 Does the IP have clearly defined job descriptions?	Yes			Low	1	It was observed that the ÇYGM has clearly defined and documented job descriptions by a circular
3.3 Is the organizational structure of the finance and programme management departments, and competency of staff, appropriate for the complexity of the IP and the scale of activities? Identify the key staff, including job titles, responsibilities, educational backgrounds and professional experience.	Yes			Low	1	Management Services and Finance Department is responsible with the financial transactions.
3.4 Is the IP's accounting/finance function staffed adequately to ensure sufficient controls are in place to manage agency funds?	Yes			Low	1	On the basis of our interviews and test checks, ÇYGM's accounting/finance function have been adequately staffed to ensure sufficient controls are in place to manage agency funds.
3.5 Does the IP have training policies for accounting/finance/programme management staff? Are necessary training activities undertaken?	Yes			Low	1	It was observed that the ÇYGM has clearly defined and documented training policies by a circular. In order to develop the institutional capacity of the ÇYGM, trainings are organized according to the qualifications of the existing human resources and institutional needs.
3.6 Does the IP perform background verification/checks on all new accounting/finance and management positions?	Yes			Low	1	All public bodies in Turkey including ÇYGM have to conduct security clearance checks about the new employees before taking them into service no matter what their positions are.
3.7 Has there been significant turnover in key finance positions the past five years? If so, has the rate improved or worsened and appears to be a problem?	Yes	No		Low	1	On the basis of information provided by ÇYGM, there has not been any significant turnover in finance positions for five years.
3.8 Does the IP have a documented internal control framework? Is this framework distributed and made available to staff and updated periodically? If so, please describe.	Yes			Low	1	It was observed that the ÇYGM has clearly defined and documented internal control framework r which was distributed and made available to staff.
Total number of questions in subject area:	8					
Total number of applicable questions in subject area:	8					
Total number of applicable key questions in subject area:	3					
Total number of risk points:	8					
Risk score	1.00					
Area risk rating	Low					

Subject area <i>(key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
Subject area <i>(key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
<b>4. Accounting Policies and Procedures</b>						
<b>4a. General</b>						
4.1 Does the IP have an accounting system that allows for proper recording of financial transactions from United Nations agencies, including allocation of expenditures in accordance with the respective components, disbursement categories and sources of funds?	Yes			Low	1	CYGM, like every other public institution in the scope of the central government budget in Turkey, uses web-based "Central Government Spending and Accounting Management Information System" at www.kbs.gov.tr that allows for the proper recording of financial transactions from United Nations agencies, including allocation of expenditures in accordance with the respective components, disbursement categories and sources of funds.
4.2 Does the IP have an appropriate cost allocation methodology that ensures accurate cost allocations to the various funding sources in accordance with established agreements? Each project cost is kept separately in agreed details. Costs are distributed to the projects based on the agreement.	Yes			Low	1	On the basis of our review, controls are in place for accurate cost allocations to the various funding sources in accordance with established agreements. Each project cost is kept separately in agreed details. Costs are distributed to the projects based on the agreement.
4.3 Are all accounting and supporting documents retained in an organized system that allows authorized users easy access?	Yes			Low	1	On the basis of our review, all accounting and supporting documents are retained in an organized system that allows authorized users easy access
4.4 Are the general ledger and subsidiary ledgers reconciled at least monthly? Are explanations provided for significant reconciling items?	Yes			Low	1	On the basis of our review, the general ledger and subsidiary ledgers are reconciled daily and explanations are provided for significant reconciling items.
<b>4b. Segregation of duties</b>						
4.5 Are the following functional responsibilities performed by different units or individuals: (a) authorization to execute a transaction; (b) recording of the transaction; and (c) custody of assets involved in the transaction?	Yes			Low	1	On the basis of our review, the functional responsibilities such as execution, authorization and recording of transactions have been properly segregated.
4.6 Are the functions of ordering, receiving, accounting for and paying for goods and services appropriately segregated?	Yes			Low	1	On the basis of our review, the functions of ordering, receiving, accounting for and paying for the goods and services transactions have been segregated properly.
4.7 Are bank reconciliations prepared by individuals other than those who make or approve payments?	Yes			Low	1	On the basis of our review, all bank statements are reconciled in daily basis by the staff other than those who make or approve payments.
<b>4c. Budgeting system</b>						
4.8 Are budgets prepared for all activities in sufficient detail to provide a meaningful tool for monitoring subsequent performance?	Yes			Low	1	On the basis of our review, budgets are prepared for all activities in sufficient detail to provide a meaningful tool for monitoring subsequent performance.
4.9 Are actual expenditures compared to the budget with reasonable frequency? Are explanations required for significant variations from the budget?	Yes			Low	1	On the basis of our review, actual expenditures are compared to the budget with reasonable frequency. Explanations are required for significant variations from the budget.
4.10 Is prior approval sought for budget amendments in a timely way?	Yes			Low	1	Such amendments can be made by Ministry of Finance based on prior approvals of Ministry of Development pursuant to the Law No. 5018 on Public Fiscal Administration and Control. On the basis of our review.
4.11 Are IP budgets approved formally at an appropriate level?	Yes			Low	1	Annual budgets of CYGM are approved by MoEU, delivered to Turkish Grand National Assembly and enacted by the laws about annual state budgets. On the basis of information provided by CYGM, prior approval is sought for budget amendments in a timely way.

Subject area (Key questions in bold)	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
<b>4d. Payments</b>						
4.12 Do invoice processing procedures provide for: • Copies of purchase orders and receiving reports to be obtained directly from issuing departments? • Comparison of invoice quantities, prices and terms with those indicated on the purchase order and with records of goods/services actually received? • Checking the accuracy of calculations?	Yes			Low	1	On the basis of test checks, the purchase invoices are compared with the purchase terms and conditions like quantities, price, etc. Goods are accepted with supporting documents and receiving forms are signed by recipient. Invoices are checked for arithmetic accuracy as well as for quantities ordered and received.
4.13 Are payments authorized at an appropriate level? Does the IP have a table of payment approval thresholds?	Yes			Low	1	Payments are approved by the Department Head and Directorate General
4.14 Are all invoices stamped 'PAID', approved, and marked with the project code and account code?	Yes			Low	1	Based on our review and test checks, we noticed that vouchers address to respective fund / budget codes.
4.15 Do controls exist for preparation and approval of payroll expenditures? Are payroll changes properly authorized?	Yes			Low	1	As per the existing procedure set forth by the respective legislations to which ÇYGM is subject to, "Payroll" is prepared by HR unit of Finance Department through web-based "Central Government Spending and Accounting Management Information System" at www.kbs.gov.tr. On the basis of our review, existing controls are effective. Besides, ÇYGM cannot make any payroll changes for civil servants because all payroll parameters are set at the payroll module of "Central Government Spending and Accounting Management Information System" by the Ministry of Finance. For the staff which are not government employees, sufficient controls exist for preparation and approval of payroll expenditures and payroll changes are properly authorized.
4.16 Do controls exist to ensure that direct staff salary costs reflects the actual amount of staff time spent on a project?		No		Low	1	On the basis of information and explanation provided by ÇYGM, we understand that direct staff salary costs are allocated on actual basis and in an accurate manner.
4.17 Do controls exist for expense categories that do not originate from invoice payments, such as DSAs, travel, and internal cost allocations?	Yes			Low	1	On the basis of our review and on sample basis, it was observed there are controls over expenses of DSA, travel and consultancies.
<b>4e. Policies and procedures</b>						
4.18 Does the IP have a stated basis of accounting (i.e. cash or accrual) and does it allow for compliance with the agency's requirement?	Yes			Low	1	Accrual basis of accounting is followed by ÇYGM.
4.19 Does the IP have an adequate policies and procedures manual and is it distributed to relevant staff?	Yes			Low	1	ÇYGM is subject to strict policies and procedures manual mandated by relevant legislations and regulations and they are distributed to staff.

Subject area <i>(key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
<b>4f. Cash and bank</b>						
4.20 Does the IP require dual signatories / authorization for bank transactions? Are new signatories approved at an appropriate level and timely updates made when signatories depart?	Yes			Low	1	All bank accounts of IP can be operated jointly by three authorized signatories.
4.21 Does the IP maintain an adequate, up-to-date cashbook, recording receipts and payments?	Yes			Low	1	On the basis of information provided by CYGM, CYGM maintains up-to-date cashbook in tally recording all receipts and payments transactions.
4.22 If the partner is participating in micro-finance advances, do controls exist for the collection, timely deposit and recording of receipts at each collection location?	N/A			N/A	-	Not Applicable
4.23 Are bank balances and cash ledger reconciled monthly and properly approved? Are explanations provided for significant, unusual and aged reconciling items?	Yes			Low	1	Bank balances is reconciled on daily basis and properly approved. The explanations are sought for in case of significant, unusual and aged reconciling items.
4.24 Is substantial expenditure paid in cash? If so, does the IP have adequate controls over cash payments?	Yes			Low	1	Yes, IP has adequate controls over cash payments
4.25 Does the IP carry out a regular petty cash reconciliation?	Yes			N/A	-	Yes, IP carries out a regular petty cash reconciliation in weekly basis.
4.26 Are cash and cheques maintained in a secure location with restricted access? Are bank accounts protected with appropriate remote access controls?	Yes			N/A	-	CYGM does not keep cash and issue or accept checks. Bank accounts are protected with appropriate remote access control.
4.27 Are there adequate controls over submission of electronic payment files that ensure no unauthorized amendments once payments are approved and files are transmitted over secure/encrypted networks?	Yes			Low	1	There are adequate controls over submission of electronic payment files that ensure no unauthorized amendments once payments are approved and files are transmitted over secure/encrypted network.
4.28 Does the IP have a process to ensure expenditures of subsidiary offices/ external entities are in compliance with the work plan and/or contractual agreement?	Yes			Low	1	CYGM has a contract management process which ensures expenditures of external entities to be in compliance with the work plan and contractual agreement.
<b>4h. Internal audit</b>						
4.29 Is the internal auditor sufficiently independent to make critical assessments? To whom does the internal auditor report?	Yes			Low	1	The internal auditor is sufficiently independent to make critical assessments and reports to the DG
4.30 Does the IP have stated qualifications and experience requirements for internal audit department staff?	Yes			Low	1	Internal control framework clearly states qualifications and experience requirements for internal audit department staff.
4.31 Are the activities financed by the agencies included in the internal audit department's work programme?	No			Moderate	2	Activities financed by agencies has its own procedures and policy.
4.32 Does the IP act on the internal auditor's recommendations?	No			N/A	-	On the basis of our review, CYGM acts on the internal auditor's recommendations.
<b>Total number of questions in subject area:</b>	32					
<b>Total number of applicable questions in subject area:</b>	28					
<b>Total number of applicable key questions in subject area:</b>	19					
<b>Total number of risk points:</b>	29					
<b>Risk score</b>	1.04					
<b>Area risk rating</b>	Low					



Subject area <i>(key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
<b>Subject area</b> <i>(key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
<b>5. Fixed Assets and Inventory</b>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
<b>5a. Safeguards over assets</b>						
5.1 Is there a system of adequate safeguards to protect assets from fraud, waste and abuse?	Yes			Low	1	On the basis of information and explanation provided by ÇYGM, we understand finance department is responsible to track assets through certificates of custodianships.
5.2 Are subsidiary records of fixed assets and inventory kept up to date and reconciled with control accounts?	Yes			Low	1	On the basis of information provided by ÇYGM, assets register of ÇYGM are maintained in the related modules of web-based "Central Government Spending and Accounting Management Information System" at www.kbs.gov.tr.
5.3 Are there periodic physical verification and/or count of fixed assets and inventory? If so, please describe?	Yes			Low	1	On the basis of information provided by ÇYGM, ÇYGM annually and physically verifies and counts of fixed assets and inventory pursuant to "Movable government Properties" Regulation issued by Ministry of Finance.
5.4 Are fixed assets and inventory adequately covered by insurance policies?	Yes			Low	1	Yes, fixed assets and inventory are adequately covered by insurance policies
<b>5b. Warehousing and Inventory management</b>						
5.5 Do warehouse facilities have adequate physical security?	Yes			Low	1	On the basis of information provided by ÇYGM, warehouse facility is used for storage of office supplies and has adequate physical security, since ÇYGM building has strict security.
5.6 Is inventory stored so that it is identifiable, protected from damage, and countable?	Yes			Low	1	Inventory for office supplies is stored so that it is identifiable, protected from damage, and countable.
5.7 Does the IP have an inventory management system that enables monitoring of supply distribution?	Yes			Low	1	Yes, on the basis of information and explanation provided by ÇYGM, fixed assets (office equipment) are handed over to employees as custodian and monitored by certificates of custodianship.
5.8 Is responsibility for receiving and issuing inventory segregated from that for updating the from that for updating the inventory records?	Yes			Low	1	Responsibility for receiving and issuing inventory has been segregated from that for updating the inventory records.
5.9 Are regular physical counts of inventory carried out?	Yes			Low	1	Regular physical counts of inventory are carried out pursuant to the cycles set forth by "Movable Government Properties" Regulation issued by Ministry of Finance.
Total number of questions in subject area:	9					
Total number of applicable questions in subject area:	9					
Total number of applicable key questions in subject area:	2					
Total number of risk points:	9					
Risk score	1					
Area risk rating	Low					

Subject area <i>(key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/Comments
Subject area <i>(key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/Comments
<b>6. Financial Reporting and Monitoring</b>						
6.1 Does the IP have established financial reporting procedures that specify what reports are to be prepared, the source system for key reports, the frequency of preparation, what they are to contain and how they are to be used?	Yes			Low	1	ÇYGM is subject to Public Administration Budget and Accounting Regulation issued by the Ministry of Finance and is obliged to report in annual basis its final account to Turkish Court of Accounts.
6.2 Does the IP prepare overall financial statements?			N/A	N/A	-	ÇYGM does not prepare financial statements, which would present assets and liabilities. The only financial report prepared by ÇYGM is the annual budget execution report, showing actual expenditure incurred against established budget.
6.3 Are the IP's overall financial statements audited regularly by an independent auditor in accordance with appropriate national or international auditing standards? If so, please describe the auditor.	Yes			Low	1	The auditors of Turkish Court of Accounts regularly audits ÇYGM.
6.4 Were there any major issues related to ineligible expenditure involving donor funds reported in the audit reports of the IP over the past five years?		No		Low	1	On the basis of information provided by ÇYGM, there were not any major issues related to ineligible expenditure involving donor funds reported in the audit reports of ÇYGM over the past five year.
6.5 Have any significant recommendations made by auditors in the prior five audit reports and/or management letters over the past five years and have not yet been implemented?		No		Low	1	On the basis of information provided by ÇYGM, there were no significant findings and minor findings were resolved.
6.6 Is the financial management system computerized?	Yes			Low	1	ÇYGM uses web-based "Central Government Spending and Accounting Management Information System" at <a href="http://www.kbs.gov.tr">www.kbs.gov.tr</a>
6.7 Can the computerized financial management system produce the necessary financial reports?	Yes			Low	1	Web-based "Central Government Spending and Accounting Management Information System" at <a href="http://www.kbs.gov.tr">www.kbs.gov.tr</a> produces necessary financial reports for public institutions.
6.8 Does the IP have appropriate safeguards to ensure the confidentiality, integrity and availability of the financial data? E.g. password access controls, regular data back-up.	Yes			Low	1	Confidentiality, integrity and availability of the financial data are ensured password access controls to web-based "Central Government Spending and Accounting Management Information System" at <a href="http://www.kbs.gov.tr">www.kbs.gov.tr</a>
<b>Total number of questions in subject area:</b>	<b>8</b>					
<b>Total number of applicable questions in subject area:</b>	<b>7</b>					
<b>Total number of applicable key questions in subject area:</b>	<b>3</b>					
<b>Total number of risk points:</b>	<b>7</b>					
<b>Risk score</b>	<b>1</b>					
<b>Area risk rating</b>	<b>Low</b>					

Subject area <i>(key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
Subject area <i>(key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
<b>7. Procurement and Contract Administration</b>						
<b>7a. Procurement</b>						
<b>7.1</b> Does the IP have written procurement policies and procedures?	Yes			Low	1	CYGM is subject to Public Procurement Law (KHK) and uses its policies and procedures which are compulsory to obey for all public entities.
<b>7.2</b> Are exceptions to procurement procedures approved by management and documented?			N/A	N/A	-	No exceptions are allowed by the law.
<b>7.3</b> Does the IP have a computerized procurement system with adequate access controls and segregation of duties between entering purchase orders, approval and receipt of goods? Provide a description of the procurement system.	Yes			Low	1	KHK has its own procurement portal (EKAP) and CYGM uses it.
<b>7.4</b> Are procurement reports generated and reviewed regularly? Describe reports generated, frequency and review & approvers.	Yes			Low	1	The public procurement portal (EKAP) generates reports for review and approval of contracting officer. On the basis of information and explanation provided by CYGM, related reports are regularly reviewed.
<b>7.5</b> Does the IP have a structured procurement unit with defined reporting lines that foster efficiency and accountability?	Yes			Low	1	Each department has its own procurement specialist who is responsible to implement the rules in accordance with KHK. Technical specifications prepared by each department and combined with the administrative specifications thus, procurement specialist implement the tendering process.
<b>7.6</b> Is the IP's procurement unit resourced with qualified staff who are trained and certified and considered experts in procurement and conversant with UN / World Bank / European Union procurement requirements in addition to the a IP's procurement rules and regulations?	Yes			Low	1	Yes, there are some qualified staff within the Management Services and Finance Department.
<b>7.7</b> Have any significant recommendations related to procurement made by auditors in the prior five audit reports and/or management letters over the past five years and have not yet been implemented?		No		Low	1	No, there is no any significant recommendations related to procurement made by auditors in the prior five audit reports and/or management letters over the past five years and have not yet been implemented.
<b>7.8</b> Does the IP require written or system authorizations for purchases? If so, evaluate if the authorization thresholds are appropriate?	Yes			Low	1	Public Procurement Law requires written authorizations of contracting officer throughout all procurement stages and CYGM has to apply the procedures stipulated by law. CYGM applies the thresholds set forth by the annual general budget and has to apply respective procurement method pursuant to those thresholds.
<b>7.9</b> Do the procurement procedures and templates of contracts integrate references to ethical procurement principles and exclusion and ineligibility criteria?	Yes			Low	1	Public Procurement Law sets forth principles under which tenderers are excluded from the procurement proceeding, who involved in misconducts by appropriate means of proof by the contracting entity that are against the work ethics or professional ethics during a work he carried out for the contracting entity, within the five years preceding the date of the tender. Furthermore Turkish Penal Code defines collusive tendering as a crime for tenderers and civil servants and civil servants are subject to Regulation on Ethical Code for Public Officials and Procedures and Principles on Applications.
<b>7.10</b> Does the IP obtain sufficient approvals before signing a contract?	Yes			Low	1	Approval mechanisms have been clearly defined in the Public Procurement Law. On the basis of our test checks, CYGM strictly obeys those mechanisms.
<b>7.11</b> Does the IP have and apply formal guidelines and procedures to assist in identifying, monitoring and dealing with potential conflicts of interest with potential suppliers/procurement agents? If so, how does the IP proceed in cases of conflict of interest?	Yes			Low	1	Article 11 of Public Procurement Law sets forth the prohibitions against conflict of interest. The tenderers who participate in the tender proceedings despite these prohibitions shall be disqualified, and their tender securities shall be registered as revenue. Moreover, in case the contract is awarded to one of those tenderers due to failure in detecting such situation during evaluation stage, then the tender proceedings shall be cancelled and tender security shall be registered as revenue. On the basis of information and explanations provided during micro assessment, CYGM strictly performs this legal framework.

Subject area <i>(New questions in bold)</i>	Yes	Nb	N/A	Risk Assessment	Risk points	Remarks/comments
7.12 Does the IP follow a well-defined process for sourcing suppliers? Do formal procurement methods include wide broadcasting of procurement opportunities?	Yes			Low	1	Public Procurement Law requires the tenderers to prove their technical competency and past performances regarding the tender subject. The RFPs for open procedure are broadcasted to public through KIK web-based procurement portal (EKAP) and daily newspapers. On the basis of information and explanations provided during micro assessment, ÇYGM strictly performs this legal framework.
7.13 Does the IP keep track of past performance of suppliers? E.g. database of trusted suppliers.	Yes			Low	1	Public Procurement Law requires the tenderers to prove their past performances regarding the tender subject as the core eligibility criteria. On the basis of information and explanations provided during micro assessment, ÇYGM strictly performs this legal framework.
7.14 Does the IP follow a well-defined process to ensure a secure and transparent bid and evaluation process? If so, describe the process.	Yes			Low	1	The Public Procurement Law sets forth a well-defined process for a secure and transparent bid and evaluation process. On the basis of our review and test checks, ÇYGM strictly adheres to this legal framework.
7.15 When a formal invitation to bid has been issued, does the IP award the contract on a pre-defined basis set out in the solicitation documentation taking into account technical reasonableness and price?	Yes			Low	1	Pursuant to Public Procurement Law, ÇYGM has to pre-define award criteria, technical specifications, financial qualifications and past performance requirements. On the basis of our review and test checks, ÇYGM strictly adheres to this legal framework.
7.16 If the IP is managing major contracts, does the IP have a policy on contracts management / administration?	Yes			Low	1	Each department manages their contracts.
<b>7b. Contract Management - To be completed only for the IP's managing contracts as part of programme implementation.</b>						<b>Otherwise select N/A for risk assessment.</b> Contracts are managed by each department and procurement staff contributes who has been trained by Public Procurement Agency.
7.17 Are there personnel specifically designated to manage contracts or monitor contract expirations?	Yes			Low	1	
7.18 Are there staff designated to monitor expiration of performance securities, warranties, liquidated damages and other risk management instruments?	Yes			Low	1	There are staff in Management Services and Finance Department designated to monitor expiration of performance securities, warranties and liquidated damages.
7.19 Does the IP have a policy on post-facto actions on contracts?	Yes			Low	1	The Public Procurement Law sets forth a well-defined process for post-facto actions on contracts. On the basis of our review and test checks, ÇYGM strictly adheres to this legal framework.
7.20 How frequent do post-facto contract actions occur?	Yes			Low	1	Rarely
Total number of questions in subject area:	20					
Total number of applicable questions in subject area:	19					
Total number of applicable key questions in subject area:	5					
Total number of risk points:	19					
Risk score	1					
Area risk rating	Low					

**Totals**

Total number of questions:	96
Total number of applicable questions:	88
Total number of applicable key questions:	38
Total number of risk points:	89
Total risk score	1.01
Overall risk rating	Low