PROJECT DOCUMENT*
[Turkey]

Project Title: Engineer Girls of Turkey Project Phase II
Project Number:
Implementing Partner: Ministry of Family and Social Services / General Directorate of Women Status
Start Date: 01/01/2022   **End Date:** 30/06/2024   **PAC Meeting date:** 29/09/2021

Brief Description

The Project is a follow up phase for Engineer Girls of Turkey (aka.TMK). TMK experience revealed that intervention created strong impact at different levels and established strong commitment from all relevant stakeholders. Therefore, a continuation phase will be designed. Current initiative mainly focuses on women's empowerment and gender equality for inclusive and sustainable economic growth in the services and manufacturing sectors, through capacity development, gender equality mainstreaming and advocacy. Women's participation in some of professional fields is significantly underrepresented especially STEM (Science, Technology, Engineering and Maths) fields. The project will continue to support female students' participation in engineering professions, empowering engineering students and transforming "Engineer Girls of Turkey" (abbreviated as TMK in Turkish) into an independent and sustainable platform to ensure sustainability.

The project has three expected results:

1) **Female Students are encouraged to pursue STEM careers**: Ongoing support program will be continued to empower and encourage female students for succeeding in engineering profession.

   a) To increase awareness on gender stereotypes for engineering and to show alternative methods on how to combat with these stereotypes.

   b) To empower female engineering students through scholarship, mentorship, capacity building and awareness raising activities.

2) **Sustainability of TMK as an independent platform ensured:** Within the first phase, TMK team undertook several studies on sustainability and exit strategy. Alternative structures and possible modalities were analysed and business models for the transition to an independent platform were prepared. Under this component piloting will be carried out to test new possible structures.

3) **TMK model promoted nationally and internationally**: Under this component advocacy actions will be organised for internationalization, fund raising and enhanced stakeholder engagement in line with sustainability vision.

Draft UNSDCF** (2021-2025) Outcomes	Total resources required:	USD 180.000,00	
#2.1: By 2025, public institutions and the private sector contribute to more inclusive, sustainable, and innovative industrial and agricultural development, and equal and decent work opportunities for all, in cooperation with the social partners.		**UNDP TRAC:**	
		Limak Foundation:	USD 180.000.00
CPD (Country Programme Document) Output(s) with gender marker: GEN 3***		**Government:**	
Output 2.3 Capacities strengthened to raise awareness on and to fight structural barriers to women's economic empowerment.		**In-Kind:**	
	Unfunded:		

Agreed by (signatures)[1]:

Government Ministry of Foreign Affairs General Directorate of Multilateral Affairs	UNDP Turkey	Implementing Partner Ministry of Family and Social Policies General Directorate of Women Status
Print Name: Rauf Alp DENKTAŞ Deputy Director General Deputy Directorate General for Multilateral Economic Affairs	Print Name:	Print Name: Gülser USTAOĞLU Genel Müdür
Date: 07.01.2022	Date: 8/12/2021	Date: 09/12/2021

*The project document has been prepared in English and Turkish. The main document is the English version as per UNDP rules.
** United Nations Sustainable Development Cooperation Framework
**The UNDP Gender Marker measures how much a project prioritizes achieving gender equality and women's empowerment results. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

I.   DEVELOPMENT CHALLENGE

Reducing the gender gap in STEM[2] and ensuring an increased participation of women in these sectors and occupations that are historically attributed to men would have a proven beneficial economic impact for society, with spill over effects into various domains of the political and social life. Women would also bring in a different perspective in decision making and problem-solving processes based on differentiated experiences - therefore becoming key agents for change and innovation. Despite all these positive effects, women are still underrepresented in such sectors. Although Turkey's ratio of female to male engineers and scientists is outperforming the EU average,[3] women still struggle to be present in field as well as in decision making positions.

In their 'Solving the Equation' report[4], the AAUW (American Association of University Women) reviewed more than 750 publications related to the participation of women in engineering and computing occupations. What emerged is a complex multi-layered picture of practical and emotional/psychological barriers within the work environment, preventing women not just from accessing these working sectors but also from imagining themselves pursuing such a career. The report identifies structural and cultural barriers in both university and workplace environments, which combine more practical barriers (i.e. work-life balance issues) with broader stereotypical and biased attitudes. Among these, there is one significant barrier that is being what the researchers call 'narrow focus'. University programs' emphasis on logical thinking over critical thinking led generations of engineers to discard their ethical and social responsibilities and perceive them as less important over the 'real' engineering work. This is considered as a key factor to especially discourage women in pursuing such a career, as they are more inclined in looking for a social purpose for their work. However, the fundamental attribute of the engineering profession is to produce solutions and these solutions contribute to the overall development of people and societies. Therefore, the profession itself carries both an ethical and social component. It is of great importance for the profession to regain the content in question both in terms of the profession and the benefit it will create. In that case, women's entry into the profession by carrying the values they consider important should be seen as a potential that will enrich the profession. Yet, the equal participation of women in this field, which has historically been male-dominated and associated with masculine qualities, has still not been achieved. Further, the field has been deprived of the opportunity to enrich and develop with the distinct qualities carried by men and women.

In Turkey, women's participation to the labor force is structured around deep gender inequalities, as in many countries around the world. According to June 2021 Labor Force Statistics, women's labor force participation rate in Turkey is 32.9 percent while men's is 70,9 percent. The employment rate is 28.1 percent for women, this rate is 63.8 percent for men.[5].

In urbanized and industrialized Turkey, women's participation to labor force with higher skills and higher value-added profiles is a major need. Due to urbanization and migration, women's participation in production relations have shifted from agriculture-based to industry (as low skill workers) and service-based sectors due to growth performance of the overall Turkish economy. Women who were mainly working in agriculture and as unpaid family laborers. They face many difficulties in becoming a part of industrial production due to their lack of education and experience.

This points out that education is a significant determinant of women's participation in the labor market, particularly in urban areas. It is easier for educated women to cope with strong gender inequalities within the labor market. Labor force participation rates increase in parallel with education level, the highest rates observed for women with university degrees[6]. Nearly half of those who receive undergraduate and doctoral degrees are women in Turkey.[7] However, according to Union of Chambers of Turkish Engineers and

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[2] Science, Technology, Engineering and Mathematics

[3] Source: EUROSTAT, 2019

[4] American Association of University Women (AAUW), 2015

[5] https://data.tuik.gov.tr/Bulten/Index?p=Isgucu-Istatistikleri-Eylul-2021-37483&dil=1

[6] İlkkaracan, İ. (1998), "Kentli Kadınlar ve Çalışma Yaşamı", A.B.Hacımirzaolu(eds.), 75. Yılda Kadınlar ve Erkekler, Türkiye Toplumsal ve Ekonomik Tarih Vakfı, İstanbul.; Eyüboğlu, A., Özar, _. & Tanrıöver, H. T. (2000), Kentlerde Kadınların __ Yaşamına Katılım Sorunlarının Sosyo-Ekonomik ve Kültürel Boyutları, TC. K.S.S.G.M., Ankara; Ecevit, Y., Sancar S. & Tan, M. (2000), Kadın Erkek Eşitliğine Doğru Yürüyüş: Eğitim, Çalışma Yaşamı ve Siyaset, TÜS_AD Yayınları, İstanbul.; Dayıoğlu, M. & Kasnakoğlu, Z. (1997), "Kentsel Kesimde Kadın ve Erkeklerin İşgücüne Katılımı ve Kazanç Farklılıkları", ODTÜ Gelişme Dergisi, 24; 3

[7] https://istatistik.yok.gov.tr/

Architects; the rate of women engineers is 23%. According to Council of Higher Education data, the percentage of STEM graduates to total graduates in Turkey is around 17%[8].

According to OECD data, fewer than 1 in 3 engineering graduates and fewer than 1 in 5 computer science graduates are girls in OECD countries[9]. Exclusion of women from male dominated professions such as engineering, has social and ideological bases such as masculine culture of professions, and structurally starting from professional organizations and educational institutions and continues to emerge in working life and work spaces. Besides gender stereotyping also affects women who have already entered a male dominated profession such as engineering.

Moreover, women are mostly concentrated in the lower levels of the occupational hierarchy and hold more modest decision-making positions. Compared to their higher numbers within the professions, their lack of representation within the managerial positions reveals the vertical occupational segregation by sex. According to Human Development Report 2020, female share of employment in senior and middle management is %17,5 in Turkey[10].

To sum up, it is possible to say that on the one hand, participation of female students in engineering departments are limited and determined with gender stereotyping; on the other hand there is an increasing tendency among female students towards different branches of engineering. Then, in terms of economic and social progress, strengthening and enrichment of the engineering profession, and empowerment of women, and female students who have increasing interests towards engineering should be supported and encouraged. Yet it is important to note that supporting and encouraging them alone would not be enough to empower female students or challenge the structural inequalities that excludes women from engineering. It would only be possible through introducing more egalitarian environment for engineering profession. To that end, not only female students but also their male classmates, employers, academicians, teachers, business world and the professional associations should be supported in developing a gender sensitive and equalitarian approach.

As response to the crucial intervention area, Engineer Girls of Turkey Project (aka TMK in Turkish) was implemented between 2016 and 2021 in close cooperation between Ministry of Family and Social Policies (formerly named as), Ministry of Education, Limak Foundation and UNDP Turkey. Initiative developed several tools to support and empower female students, who study and/or will study engineering, in many respects and in various stages of their education and aimed to increase quality employment for women. The expected long-term impact of the project was to increase high-quality employment for women and demonstrate the benefits of gender equality principles on inclusive sustainable growth in the prominent service and manufacturing sectors. In the first stage of the project, effective studies, which are referred to as good practices, were carried out and the following important results were obtained. Considering these results, it is agreed by the partners that TMK will continue with an independent structure in order to provide a stronger foundation for its sustainability

Along with many successful results TMK managed to create a strong multiplier effect and contributed to significant awareness on gender inequalities both in STEM education and employment.

Key Results and Lessons Learned from TMK "First Phase"

Carried out under three components TMK achieved following accumulated results between 2016-2021.

University program;
- In total 560 engineer girls from 6 different engineering departments (electrical and electronic, industrial, civil, mechanical, environmental and computer engineering) were supported with scholarship programme that includes mentorship, training programme specifically developed for scholars, online English courses, internship and employment opportunities.

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[8] https://istatistik.yok.gov.tr/

[9] https://www.oecd.org/gender/data/wherearetomorrowsfemalescientists.htm

[10] http://hdr.undp.org/sites/default/files/hdr2020.pdf

- 36 universities from 27 provinces were reached.
- 140 engineers graduated from the program
- 111 internship opportunities were created for project scholars.
- Mentor pool that includes more than 200 women engineers in respective engineering fields was created.
- One [digital platform](#) was developed in order to bring companies and engineer girls together for employment and internship opportunities.
- Five Annual Meetings in İstanbul were organized. Each year project scholars got together with their mentors, peers, coaches for 3 full days to enjoy keynote speeches, special training sessions, social events where they had a chance to bond and reflect. The meetings enabled the establishment of channels of communication, solidarity and empowerment, especially among young people.

High school program;

- 1 Training of trainers modality was developed to increase awareness of students, parents and teachers regarding the choice of profession and carrying out activities promoting the engineering profession. The programme covers educational content under three separate subjects for students, teachers and parents, an awareness-raising game called "Decision is Yours", virtual reality applications, seminars and role model meetings were delivered at every school.
- 1 board game called "Decision is Yours" was created in collaboration with METU Design Factory. Interdisciplinary team benefited from design thinking approach to develop this board game to showcase engineering decisions for high school students with practical tips. This board game was used in awareness raising events throughout the Project.
- In total 125 schools from 40 provinces were included in high school program.
- In total 135 students, 35 teachers and 56 parents were trained via direct training modality.
- In total 257 teachers out of which 50 were high school principals and 93 volunteer teachers, were trained via training of trainers modality.
- In total more than 50,000 high school students at various places in Turkey were reached via training of trainers modality.
- More than 50 face to face role model meetings were delivered in selected provinces to bring high school students together with experienced women engineers to share their experience, inspiring stories and to introduce them with different engineering departments.
- 11 online role model video contents were developed and published on project youtube channel to share inspiring stories and to introduce engineering departments.
- 1 [digital platform](#) was developed for students who study or plan to study in engineering departments which enables an interaction with project mentors and graduates to ask engineering related questions.

Lessons Learned from high school program:

A wide variety of methods were put into practice within the framework of the high school program. Different tools were developed, each application period was planned in a way that the participants were interactive. Within this scope several methods were implemented, and each implementation period was followed by evaluation reports whose recommendations were used as a guide for shaping the next period. This method has created the opportunity to respond to the changing needs of the field, to consider unforeseen effects, to manage risks, to maintain successful practices, to improve or develop implementation tools. As a result of these experience of different modalities, following intervention areas were identified as lessons learned of the high school program.

1. Increasing awareness of new approaches in the field of vocational guidance
2. Strengthening vocational guidance services in schools
3. Strengthening student, school and family cooperation in selection of profession
4. Providing equal opportunities for male and female students

In gender mainstreaming program;

- 1 Gender Equality Seal Program Pilot Study was completed in one of Limak holding companies as a first implementation in Turkey and in CIS region. Carried out with the technical support of the UNDP, the programme started to implement the global standards for gender equality mainstreaming at corporate level. Thanks to this pilot study, the adaptation of the global tool was possible for Turkey. Focus group meetings, awareness raising training programs and self-assessment studies were carried out and inclusive management practices were applied with high level commitment from management and staff.
- 2 different equality committees were established to lead Gender Equality mainstreaming studies within the companies and successful implementation processes are still ongoing.
- In total 5 companies (4 tourism, 1 investment) participated to UNDP Gender Equality Seal Programme where all processes and results were presented and approved/endorsed by Limak Holding management.
- Complementary gender equality mainstreaming studies/activities/training programs were carried out within this component.

TMK also caried out analysis studies throughout the implementation period and developed several knowledge products to transfer knowledge and experience in order to support and guide ongoing and future initiatives.
- "Equality in Engineering: Engineer Girls of Turkey Experience" report was prepared with the aim of ensuring the comprehension of the model in which the inclusive development and growth perspective is put into action.
- Rapid assessment report was developed to demonstrate the alignment of the project activities of the TMK between 2015-2020 with the global goals and to showcase intervention impact on beneficiaries as well as to reflect the effect of success stories and women's empowerment, gender equality mainstreaming processes. Same report proposed recommendations for sustainability.
- Within the university and high school programmes, each year internal evaluation reports were developed with expert support. According to findings and recommendations necessary actions were taken and revisions were made for implementation of the activities.
- The vocational guidance handbook for the training of trainers program was developed within the high school program.
- Overall Evaluation and Suggestion Report for high school program was developed. And possible intervention areas were identified as lessons learned.

The project will be completed at the end of December 2021 as planned. The achievements during the project are promising and are welcomed with national and international appreciation and interest[11]. All those achievements during the project implementation phase created momentum for all related partners to continue stronger complementary actions for gender equality studies especially in the STEM fields. Different studies were carried out for the sustainability and alternative business models were researched and analysed to ensure that initiative could turn into an independent and sustainable structure. Current proposed Project will be a transition period to pilot some of the sustainability alternatives where all other empowerment activities will be carried out with a stronger manner.

Project will be aligned with national priorities and key strategy documents mainly 11th National Development Plan, Women Empowerment Strategy and Action Plan (2018-2023) as well as recently announced mid-term program. Supporting practices aimed at increasing the participation of young women in education in different fields and levels, ensuring their continuity and increasing their employment also aligned with Outcome 2 of the draft United Nations Sustainable Development Cooperation Framework (UNSDCF 2021-2025). Project will be directly linked to Draft UNSDCF Output 2.3 "Capacities strengthened to raise awareness on and to fight structural barriers to women's economic empowerment".

According to UNDP Country Programme Document 2021-2025, UNDP will be deploying capacity building actions on skills formation, implementation of inclusive social policies, including social care services – to address youth unemployment and women's economic and social empowerment. As is, in the UNDP Strategic

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[11] EGT has proved to be a well-planned and workable model to encourage STEM education in Turkey and has been replicated in Kuwait, a sister-project is being executed since 2017. Also, the EGT project have been replicated across the region where the UNDP is in operation including Uzbekistan, Macedonia and Moldova.

Plan, Sustainable Development Goal (SDG 5) is dedicated to gender equality. Gender equality is also a cross cutting issue, as empowerment of women and girls makes crucial contributions to the progress across all the SDG's and targets.

The Project is planned to contribute to the following SDG targets:

SDG 4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations.

SDG 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

SDG 5.a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws.

II.   STRATEGY

Women's empowerment and youth empowerment has been global priority for UNDP. Gender equality and women's empowerment is at the heart of UNDP's development mandate. Many projects and studies have been carried out in this area with various stakeholders.
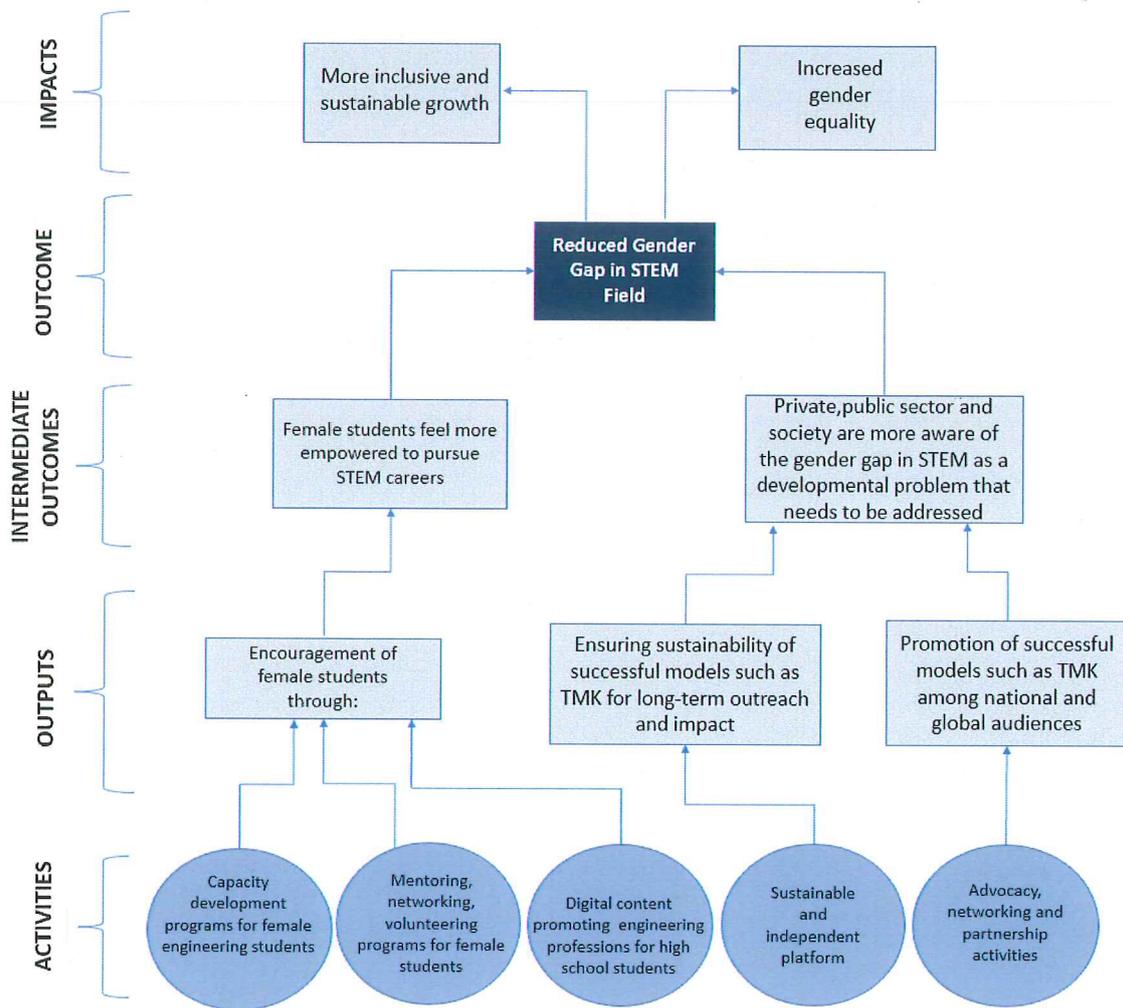
UNDP Turkey has successfully implemented different projects under different intervention areas on women's socio-economic empowerment namely: (i) Innovations for Women's Empowerment in Southeast Anatolia (Phases I and II); (ii) Adaptation of Syrian Women Living in Southeast Anatolia to Social and Economic Life Project (ASW), iii) Social Cohesion Between Syrian and Host Communities Through Women's Empowerment Project along with Engineer Girls of Turkey Project. Recently UNDP and ILO is collaborating on youth empowerment and new initiatives are being focused more to establish good practices.

UNDP is well equipped to deliver high quality services in a timely, cost-effective manner. UNDP's unparalleled operational and technical capacity to mobilize the needed resources for the implementation of the foreseen tasks at global, regional and national level is another parameter that renders UNDP as the "development partner" for the mentioned project.

UNDP Turkey, as a member to the global UNDP community, enjoys access to the worldwide knowledge and resources in the field of youth empowerment and gender equality. UNDP has capacity to rapidly mobilize the top-notch international expertise in the given subjects, as well as resort to the regional theoretical and practical experience where needed through its well-established rosters of consultants. UNDP, as part of the greater UN system in Turkey, can also draw upon the specialized knowledge and experience of other UN agencies as needed.

For the purposes of this intervention growing impact of existing networks and transforming the experience into a sustainable and independent structure while expanding the activities through women's empowerment in STEM fields will be at the core of the strategy. Below figure aims to illustrate the theory of change of the project:

Results Map of the Engineer Girls of Turkey Project Phase II

IMPACTS

- More inclusive and sustainable growth
- Increased gender equality

OUTCOME

- Reduced Gender Gap in STEM Field

INTERMEDIATE OUTCOMES

- Female students feel more empowered to pursue STEM careers
- Private, public sector and society are more aware of the gender gap in STEM as a developmental problem that needs to be addressed

OUTPUTS

- Encouragement of female students through:
- Ensuring sustainability of successful models such as TMK for long-term outreach and impact
- Promotion of successful models such as TMK among national and global audiences

ACTIVITIES

- Capacity development programs for female engineering students
- Mentoring, networking, volunteering programs for female students
- Digital content promoting engineering professions for high school students
- Sustainable and independent platform
- Advocacy, networking and partnership activities

The target group will be reached through existing network and potential dissemination areas of project together with UNDP, Ministry of Family and Social Policies, Limak Foundation, NGOs, as well as project beneficiaries, co-beneficiaries, social entrepreneurship eco-system as well as businesses and business support organisations. Close communication and cooperation will be continued with all relevant stakeholders and network will be extended with international STEM initiatives.

The project aims to promote female students' participation in engineering professions, empowering female engineer students and piloting studies to transform "Engineer Girls of Turkey" into an independent and sustainable platform. In line with this goal, three main outputs are aimed:

1) TMK activities continued: Continuation of support programs to empower and encourage female students for engineering.
2) Piloting studies for sustainability carried out
3) Advocacy and internationalization activities are carried out.

Expected Results

Output 1: Female Students are encouraged to pursue STEM careers: Ongoing support program will be continued to empower and encourage female students for engineering. Following activities will be conducted to achieve this output. The activities will be implemented together with all relevant stakeholders. Under this output activity types will be as follows but will not be limited to:

> **1.1. Establishing/delivering capacity development programs for selected engineering students (i.e. skills development, language, certification programmes, future of work capabilities with digitalization):** This activity includes selection of scholars. Scholar selection progress will be handled by the project team. All stakeholders of the project will be included to the selection decision making. Interviews will be made with applicants who meet the minimum criteria. Final decision will be made by the project team according to interview scoring and selection criteria. After the selection process is completed, training programs will be designed and delivered according to scholars' needs in order to increase their capacity. This activity will be designed and implemented in cooperation with LİMAK Foundation.

> **1.2. Establishing/delivering mentoring, networking, volunteering programs:** To increase the impact of the capacity development programmes mentoring, networking and volunteering activities will be conducted in a complementary manner.

> **1.3. Developing digital content for high school students on engineering professions and selection of profession:** "ASK ENGINEER" (Q and A platform on the engineering profession) created within the scope of the EGT project will be expanded and improved. Digital content like role model videos etc. will be created and published on social media platforms for the high school students [12]. The number of views of the digital content to be created will be tracked through the social media channels of the project and social media tools will be used to increase the target audience to be reached (advertisement etc.).

Output 2: Sustainability of TMK as an independent platform ensured: Within the first phase, TMK team undertook several studies on sustainability and exit strategy. Alternative structures and possible modalities were analysed and business models for transition to an independent platform were prepared. Under this component piloting which was developed as a draft business models within the scope of TMK phase I will be carried out to test the independent platform. Following activities will be conducted to achieve this output but will not be limited to, since this process will be iterative with the feedback of the project partners based on their experience.

> **2.1. Preparing detailed road map for the design and operationalization on piloting studies.** A detailed road map will be created according to alternatives selected by Project Board. This roadmap will guide and document piloting actions and will be reflected to relevant project activities.

> **2.2. Delivering capacity development activities for the pilot study:** This activity will be realized according to activity 2.1. In line with the selected pilot and pilot road map, relevant actions will be planned in parallel to carry out capacity building activities. For example, networking and fund-raising tools will be prepared and necessary training programs will be organised.

> **2.3. Operationalization of the sustainability pilot:** In line with the selected alternatives piloting roadmap, pilot designs will be completed and operationalised. During this process all steps will be documented, and regular updates will be provided to Project partners and stakeholders.

Output 3: TMK model promoted nationally and internationally: Under this component advocacy actions will be organised for internationalization, fund raising and enhanced stakeholder engagement. Following activities will be conducted to achieve this output.

> **3.1. Conducting Advocacy meetings;** Meetings with private sector, project stakeholders and similar social entrepreneurship ecosystem actors to reflect piloting experiences and new alternative modalities for TMK will be organised.

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[12] In case of additional funding for the project, the Training of Trainers implemented for high schools in the previous phase can be included in the new project.

3.2. Carrying out communication activities to enlarge partnership structure/awareness raising: Awareness raising campaigns, communication activities to reflect lessons learned will be designed and implemented.

3.3. Organizing networking activities for internationalization (scholars, mentors, coaches etc.) and fund-raising activities for sustainability of TMK: Activities for internationalization will be designed and realized and needed cooperation will be developed. Fund raising meetings with possible partners will be realized. Possible partners will be informed and encouraged to be part of next steps. As a part of fund raising activities, piloting of crowdfunding methodology will be carried out through classy[13] platform that is partner of UNDP. UNDP Crowdfunding Academy [14]was completed and certification was received by UNDP Turkey. First piloting study will be realized under this activity.

Resources Required to Achieve the Expected Results

To implement this project, UNDP will mobilize its expertise in youth and women empowerment, and private sector engagement to support target groups.

UNDP will deploy individual and institutional experts as well as relevant local organizations such as NGOs to ensure that **female students are encouraged to pursue STEM careers**. UNDP will deploy its in-house experience (CO staff and Inclusive Sustainable Growth Portfolio (ISG) staff) as well as mobilizing other capacities in the form of Service Contracts and Individual Contracts. For this project, UNDP will avail the capacities of a Projects Associate. Limak Foundation will continue to support the Project as in the first phase with one project manager and one project assistant for implementation and coordination.

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

UNDP's in-kind contribution: Leveraging on UNDP's accumulated programmatic know-how on youth and women empowerment as well as its physical and network-based assets; UNDP proposes a set of in-kind contributions to improve the effectiveness, efficiency and impact of the Project as categorized below:

Knowledge Products: Utilization of UNDP generated tools, M&E tools, needs assessment tools and in this specific case gender empowerment and gender mainstreaming tools etc.

International and National Networks: Expertise and know-how to be accumulated/transferred to the project through the UNDP's already existing and emerging national and international networks in the fields of women empowerment. During the first phase, TMK became one of the best practices in UNDP Europe and Central Asia initiative STEM4ALL Platform[15] and support to SDG Impact Accelerator Project is provided by Limak Investment in 2019. These examples would be extended and replicated.

Logistic, Facilities and Support Services: Utilization of UNDP's physical infrastructures as well as human resources for the project events throughout the project duration (UN meeting halls, moderation services, consecutive translation services etc. by the UNDP staff etc.).

Additional and Complementary Expert Support: UNDP would mobilize additional and complementary expertise through UNDP's Regional Hub and International Centre for Private Sector in Development, both of which are established in Istanbul.

Project will be funded by Limak Foundation. The unused remaining funds from the first phase TMK project, will be transferred to second phase as of January 01, 2022 along with the signed project document.

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[13] Classy is a platform that nonprofits use for crowdfunding. It is global implementation partner of UNDP. https://www.classy.org/

[14] UNDP Crowdfunding Academy is a crowdfunding training that provides mentor and application support for UNDP country offices.

[15] The STEM4ALL is a global platform that uses knowledge and advocacy to advance gender equality in the workplace in the men-dominated growth industry sectors of science, technology, engineering, and mathematics (STEM) across Europe and Central Asia.

Planning and analysis, policy development and implementation, coordination and communication capacity of the Ministry of Family and Social Services, General Directorate on the Status of Women will also be used for the project and will contribute to the project with its knowledge and expression on this field.

Partnerships

The Project will build on the long-standing and close partnership of UNDP with the key national/central government agencies, private sector and local stakeholders such as Limak Foundation and Ministry of Family and Social Services (MoFSS). These include UNDP's work on job creation for youth, women and vulnerable groups. TMK project already developed partnership with local NGOs like Teacher Academy Foundation (ÖRAV), Women in Technology Foundation (Wtech), Boğaziçi University Lifelong Learning Center to carry out high school and university program and international initiatives like Million Women Mentors and STEM4ALL[16] platform. These established partnerships and network, along with the strong institutional structure of MoFSS and Limak Foundation, will facilitate timely and effective implementation of the Project. Such partnerships and cooperation will also serve to ensure linkages with national priorities and complementarities with interventions funded by various other funding resources, including the national budget.

Risks and Assumptions

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

- Relevant stakeholders will continue their support to project activities,

- Target group (engineer girls, high school students) are willing to participate in the university program.

- Enabling political, economic stabilisation (during recovery and building back period following COVID-19 pandemic) measures are in place.

Identified risks and their mitigation measures are already spelled out in the Annex 3. Risk Analysis

Stakeholder Engagement

Girls who are studying in engineering departments, high school students will be the main target group of the Project. The existing social media networks of the project can be used to reach the target groups. The NGOs working in the area of youth, education and women will be potential target groups while implementing the Project as well as relevant policy making, knowledge brokering institutions, academia.

The Project, by supporting the aforementioned target groups, will support awareness and capacity building. The Project will engage NGOs for the capacity development component and related institutions that have a broad youth network in STEM field. These networks will be fully utilized in terms of dissemination of the project and its activities. As social media is one of key elements among youth for networking, project social media channels will be used for reaching to the target groups.

South-South and Triangular Cooperation (SSC/TrC)[17]

UNDP will establish/maintain networks and seek opportunities for inter-regional/inter-institutional collaboration and cooperation. The outputs of the Project will also be disseminated for the benefit of other countries through the networks to be established/maintained within the scope of the Project. TMK Project has proved to be a well-planned and workable model to encourage STEM education in Turkey and has been replicated in Kuwait, a sister-project is being executed since 2017. Also, the TMK project have attracted attention across the region and replication alternatives were discussed with relevant partners in Uzbekistan, Macedonia and Moldova. Addition to that TMK Project established cooperation with STEM4ALL platform which was developed by UNDP Istanbul Reginal Hub to use knowledge and advocacy to advance gender equality in the workplace in the men-dominated growth industry sectors of science, technology, engineering, and mathematics (STEM) across

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[16] https://stem4all.eurasia.undp.org/

[17] South-South and Triangular Cooperation is a process whereby two or more developing countries to exchange of knowledge, skills, resources, technical know-how and applications.

Europe and Central Asia. Benefiting from these experiences scaling up options will be explored and will be operationalised.

Knowledge

The project will continue to produce several knowledge products including training materials and toolkits for advocacy, skills development, media content (videos etc,) and reports as an addition to already developed training materials, contents, social media contents and reports etc.

All training contents, assessment reports, evaluation criteria, completion of deliverables will be reported in form of progress and final reports. All mentioned documentation and knowledge products to be prepared within the scope of the project will be shared with the MoFSS and Limak Foundation in soft copies (in Turkish and Inglish). Printed and visual publications of the project will be shared with 3rd parties with the approval of the all project partners.

Within the scope of the visibility activities short videos, project progress briefs and infographics will be prepared and shared with a wider audience including policy makers to demonstrate the value adding contribution of the project interventions for enhanced awareness of women and women's empowerment.

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 risk informed sustainable economic development.

Project also ensures the visibility of the UNDP, Limak Foundation and Ministry of Family and Social Policies in relevant communication activities. The visibility activities will focus on project impact and results through using different means of communication such as press releases, photo stories and short videos. Moreover, single donor signboards on the project sites, donor visibility on project materials and events, donor impact human stories will be part of project visibility efforts. The Limak Foundation will continue to be invited to attend regular donor briefings on a broad range of topics and will have the opportunity to visit project sites over the implementation period. Visibility of the partners of the project in all promotional/visibility materials will be ensured. All information, knowledge products and documents will be produced and shared by paying attention to the priorities in the UNDP gender sensitive communication guide[18]."

Sustainability and Scaling Up

The current project design will be focusing on the sustainability of the initiative and with the finalisation of the project an independent structure is aimed to be established benefiting from strong network and piloting experience under the current phase.

IV.   PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

Cost Efficiency and Effectiveness

UNDP's workforce individually and collectively acts to consequentially promote the timely accomplishment of the organization's mission. With clear structural roles, policy manuals and guidelines UNDP have institutional capacity on provision of high calibre implementation support services through its competent human resources, rapid mobilization capacity, and institutional regulations on procurement, administration, finance and accounting, and contract management that ensure full transparency and impartiality. The technical competency and experience that UNDP accommodate are key factors for effective and successful achievement of targeted outcomes.

UNDP also pursues the sustainability of its programmes and projects, through strong emphasis on local, regional and national cooperation, exchange and networking as well as great focus on monitoring, evaluation and reporting. Identifying best practices and lessons learned and disseminating experience for replication and scaling-up of the practices fall within the mandate of UNDP Turkey. To this end, UNDP Istanbul Regional Hub for Europe and Commonwealth of Independent States as well as UNDP Country Office are also well placed to support south-south and triangular cooperation in the field.

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[18]https://www.tr.undp.org/content/turkey/en/home/library/corporatereports/Toplumsal-Cinsiyete-Duyarli-Iletisim-Rehberi.html

Project Management

The project will be implemented together with UNDP, MoFSS and Limak Foundation. DG for Women's Status will be the contact points of the Ministry while implementing the project.

In addition to the proven experience of MoFSS on gender empowerment and project implementation, UNDP will deploy its in-house experience (i.e. relevant programme and operations staff) as well as other capacities in the form of Service Contracts and individual contracts. For this project, UNDP will avail the capacities of Projects Associate and relevant administrative and operational support staff. UNDP Gender Specialist will take part and contribute to the project implementation. Moreover, Limak Foundation will continue to engage project manager and a project assistant capacity for the implementation and coordination of the project.

A project board will be established to ensure consistency and practicality of the activities. The project board will be evaluating and assessing project activities in advance and during implementation process. It will be consisted of representatives from Programs Team of Limak Foundation; project team, gender specialist, communication specialist and M/E specialist from UNDP and Management Team General Director, Deputy General Director, Head of Department and experts from from MoFSS. Presidency Strategy and Budget Office and Ministry of Foreign Affeirs team will be also members of the project board to reflect their experiences and provide guidance where necessary. The project board will meet at least once a year. When necessary, representatives of relevant institutions and organizations will be invited to these meetings.

Project Implementation Unit consists of UNDP, ASHB and Limak foundation representatives to ensure overall project coordination. The unit meets every three months and evaluates the past activities of the project and plans the future activities.

V. RESULTS FRAMEWORK[19]

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: – #2.1: By 2025, public institutions and the private sector contribute to more inclusive, sustainable and innovative industrial and agricultural development, and equal and decent work opportunities for all, in cooperation with the social partners
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: Output 2.3 Capacities strengthened to raise awareness on and to fight structural barriers to women's economic empowerment. 2..3.1 Number of partnerships raising awareness to remove barriers in front of women's economic empowerment Baseline: 11 Target: 26
Applicable Output(s) from the UNDP Strategic Plan: Outcome 1 – Advance poverty eradication in all its forms and dimensions. Output 1.1.2 Marginalised groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs
Project title and Atlas Project Number: Engineer Girls of Turkey Project Phase II - 00138655

EXPECTED OUTPUTS	OUTPUT INDICATORS[20]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	2022	2023	2024	FINAL	
Output 1 *Female Students are encouraged to pursue STEM careers*	1.1 Number of engineering students attended to the capacity development, mentoring and volunteering programs	*UNDP database*	560	2021	140	140	140	980	*Through project-based M&E tools and systems*
	1.2 Number of digital content targeting high school students on engineering professions developed	*UNDP database*	7	2021	1	1	1	10	*Through project-based M&E tools and systems*
Output 2 *Sustainability of TMK as an independent platform ensured*	2.1 Number of "piloting phase" capacity development activities realized	*UNDP database*	0	2021	0	1	1	2	*Through project-based M&E tools and systems*
	2.2 Number of piloting studies operationalised	*UNDP database*	0	2021	0	0	1	1	*Through project-based M&E tools and systems*
Output 3 *TMK model promoted nationally and internationally*	3.1 Number of promotion, networking and fundraising meetings organized	*UNDP database*	10	2021	1	2	1	14	*Through project-based M&E tools and systems*

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[19] 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.

[20] 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.

VI. MONITORING AND EVALUATION

Monitoring Plan

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

VII. MULTI-YEAR WORK PLAN [21][22]

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: #1.2: By 2025, women and girls have improved and equal access to resources, opportunities and rights, and enjoy a life without violence and discrimination. - #2.1: By 2025, public institutions and the private sector contribute to more inclusive, sustainable and innovative industrial and agricultural development, and equal and decent work opportunities for all, in cooperation with the social partners

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

Output 2.3 Capacities strengthened to raise awareness on and to fight structural barriers to women's economic empowerment.

2..3.1 Number of partnerships raising awareness to remove barriers in front of women's economic empowerment

Baseline: 11 Target: 26

Applicable Output(s) from the UNDP Strategic Plan: Outcome 1 – Advance poverty eradication in all its forms and dimensions.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		2022	2023	2024		Funding Source	Budget Description	Amount
Output 1: Female Students are encouraged to pursue STEM careers Gender Marker: GEN 3	1.1 Establishing/delivering capacity development programs for selected engineering students (i.e. skills development, language, social engineering, communication, future of work capabilities with digitalization): Indicator: Number of capacity development program delivered Baseline: 1 / Target: 3 **Actions:** 1.1.1. Selection of scholars 1.1.2. Developing capacity development content 1.1.3. Delivering capacity development training	x	x	x	UNDP&Limak	30000	71300 Local Consultants	$ 3,000.00
						30000	71400 Contractual Services – Individ	$ 5,000.00
						30000	71600 Travel	$ 3,000.00
						30000	74200 Audio Visual&Print Prod Costs	$ 1,000.00
						30000	74500 Direct Project Cost	$ 500.00

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[21] 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

[22] 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.

	1.2 Establishing/delivering mentoring, networking, volunteering programs Indicator: Number of mentoring, networking, volunteering program delivered Baseline:1 / Target: 3 **Actions:** 1.2.1. Matching mentors with new scholars 1.2.2. Organizing networking activities 1.2.3.Facilitating scholars volunteering activities	x	x	x	UNDP&Limak	30000	71400 Contractual Services – Individ	$ 4,000.00
						30000	72100 Contractual Services - Companies	$ 3,000.00
						30000	74500 Direct Project Cost	$ 500.00
	1.3. Developing digital content for high school students on engineering professions and selection of profession Indicator: Number of digital content developed Baseline:7 Target:10 **Actions:** 1.3.1. Developing digital content for high school students on selection of profession and engineering profession 1.3.2. Development and monitor of awareness raising content for social media for high school students 1.3.3. Improved "ASK ENGINEER" digital platform	x	x	x	UNDP&Limak	30000	71400 Contractual Services – Individ	$ 4,000.00
						30000	74200 Audio Visual&Print Prod Costs	$ 1,000.00
						30000	74500 Direct Profamilject Cost	$ 500.00
	Sub-Total for Output 1							$ 25,500.00
Output 2: Sustainability of TMK as an independent platform ensured Gender Marker: GEN 3	2.1. Preparing detailed road map for the design and operationalization on piloting studies: Indicator Indicator: Number detailed roadmap for EGT 2.0 developed Baseline:0 / Target:1 **Actions:** 2.1.1. Identifying actions for road map for EGT 2.0	x			UNDP	30000	71300 Local Consultants	$ 20,000.00
						30000	71400 Contractual Services – Individ	$ 10,000.00
						30000	74200 Audio Visual&Print Prod Costs	$ 1,000.00
						30000	74500 Direct Project Cost	$ 1,000.00
	2.2. Delivering capacity development activities for the pilot study:		x	x	UNDP	30000	71300 Local Consultants	$ 10,000.00

						30000	71400 Contractual Services – Individ	$ 10,000.00
	Indicator: Number capacity development activities done Baseline: 0 / Target: 2 **Actions:** 2.2.1. Identifying capacity needs for EGT 2.0 2.2.2. Delivering capacity development training					30000	71600 Travel	$ 2,000.00
						30000	74500 Direct Project Cost	$ 1,000.00
	2.3. Operationalization of the sustainability pilots: Indicator: Number of platform established Baseline: 0 / Target: 1 **Actions:** 2.3.1. Identifying needs of human resources for EGT 2.0 2.3.2. Designing and providing technical assistance services for human resources for EGT 2.0 2.3.3.Delivering capacity development training		x	x	UNDP	30000	71300 Local Consultants	$ 10,000.00
						30000	71400 Contractual Services – Individ	$ 10,000.00
						30000	72100 Contractual Services - Companies	$ 2,000.00
						30000	74500 Direct Project Cost	$ 1,000.00
	Sub-Total for Output 2							$ 78,000.00
Output 3: TMK as a model promoted nationally and internationally Gender Marker: GEN 3	3.1. Conducting Advocacy meetings Indicator: Number meeting organized Baseline:0 / Target: 3 **Actions:** 3.1.1. Organizing meetings with potential partners 3.1.2. Identifying new partners (usual and unusual)	x	x	x	UNDP	30000	71300 Local Consultants	$ 5,000.00
						30000	71400 Contractual Services – Individ	$ 10,000.00
						30000	71600 Travel	$ 2,166.67
						30000	75700 Learning cost	$ 5,000.00
						30000	74500 Direct Project Cost	$ 1,000.00
	3.2. Carrying out communication activities to enlarge partnership structure/awareness raising: Indicator: Number communication tool developed Baseline: 0 / Target: 1 **Actions:** 3.2.1. Developing communication context 3.2.2.Developing digital content for project social media	x	x	x	UNDP	30000	71400 Contractual Services – Individ	$ 10,000.00
						30000	75700 Learning cost	$ 10,000.00
						30000	74500 Direct Project Cost	$ 1,000.00
	3.3. Organizing networking activities for internationalization (scholars, mentors, coaches	x	x	x	UNDP	30000	71400 Contractual Services – Individ	$ 10,000.00

					30000	71600 Travel	$	3,000.00
etc.) and fund-raising activities for sustainability of TMK: Indicator: Number of networking meeting Baseline: 0 / Target: 3 **Actions:** 3.3.1. Organizing Istanbul Gathering 3.3.2. Organizing fund raising activities 3.3.3. Identifying internationalization opportunities					30000	75700 Learning cost	$	5,000.00
					30000	74500 Direct Project Cost	$	1,000.00
Sub-Total for Output 3							$	63,166.67
Project Direct Cost							$	166,666.67
General Management Support (8%)							$	13,333.33
TOTAL							$	180,000.00

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

This project will be implemented through a national implementation modality (NIM), with the MoFSS (DG of Women's Status) as the implementing partner. UNDP's rules and regulations for programme management will apply throughout the project and UNDP will also provide direct project associate support including procurement, financial management and strategic support in line with its rules and procedures in harmony with the project partner.

A Project Board (PB) will be designed representation from Ministry of Family and Social Services, Limak Foundation, Presidency of Strategy and Budget, Ministry of Foreign Affairs and UNDP.

The Project Board is the group responsible for making, by consensus, management decisions for a development project/initiation plan when guidance is required by the Portfolio Manager (PM), including recommendation for UNDP/Implementing Partner approval of plans and revisions. The Project Board is chaired by the Senior Executive (Implementing Partners) or co-chaired by UNDP. It depends on the arrangements agreed with all parties and the Donor in design stage of the Project. From UNDP side, the Assistant Resident Representative ARR-P chairs the PB meetings as the Head of the CO programme.

In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure best value for money, fairness, integrity transparency and effective international competition. Reviews by this group are made at designated decision points during the running of the development project/initiation plan, or as necessary when raised by the PM.

Based on the approved annual work plan (AWP), the Project Board may review and approve the annual plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each annual plan as well as authorizes the start of the next annual plan. It ensures that required resources are committed and arbitrates on any conflicts within the development project/initiation plan or negotiates a solution to any problems between the PM and external bodies. In addition, it approves the appointment and responsibilities of the PM and any delegation of its Project Assurance responsibilities. Specific responsibilities of the Project Board:
- Review and approve the Work Plan
- Agree on Project Associate's responsibilities, as well as the responsibilities of the other members of the Project Management team;
- Delegate any Project Assurance function as appropriate;
- Review the Progress Report for the project;
- Review and appraise detailed AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log, M&E and communication plan.
- Provide overall guidance and direction to the project implementation, ensuring it remains within any specified constraints;
- Address issues as raised by the Project Associate;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Associate's tolerances in the Annual Work Plan when required;
- Conduct regular meetings and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP and inform the Outcome Board about the results of the review.
- Review and approve end technical reports, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project associate's tolerances are exceeded;

- Assure that all deliverables have been produced satisfactorily;
- Review and approve the Final Review Report, including Lessons-learned;

Project Implementation Unit consists of UNDP, ASHB and Limak foundation representatives to ensure overall project coordination on technical level. The unit meets every three months and evaluates the past activities of the project and plans the future activities.

Senior Executive (Executing/Implementing Partner- Ministry of Family and Social Services, DG of Women's Status);

The Executive is ultimately responsible for the project implementation, supported by the Senior Supplier. The Executive's role is to ensure that the development project/initiation plan is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive must ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of supplier.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure that there is a coherent management organisation structure and logical set of plans
- Set tolerances in the AWP and other plans as required for the Project Associate
- Monitor and control the progress of the initiation plan at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible
- Brief relevant stakeholders about initiation plan's progress
- Chair Project Board meetings
- Follow-up and maintaining of all kinds of activities to be carried out within the scope of the project, as indicated in the AWP and in collaboration with UNDP and Limak Foundation through the Project Associate.
- Ensure coordination with the partners where the project activities will be carried out within the scope of the project.

The Executive is responsible for overall assurance of the development project/initiation plan as described below. If the initiation plan warrants it, the Executive may delegate some responsibility for the project assurance functions.

Senior Beneficiary (Ministry of Family and Social Services, DG of Women's Status):

This role requires representing the interests of the institution who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board will be to ensure the realization of project results from the perspective of project beneficiaries. This role will rest with the other institutions (key national governmental and non-governmental agencies, and appropriate local level representatives) represented on the Project Board, who are stakeholders in the project.

Senior Supplier (UNDP):

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the development project/initiation plan. The Senior Supplier's primary function within the Project Board is to provide guidance regarding the technical feasibility of the initiation plan. The Senior Supplier role must have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role.
Specific Responsibilities (as part of the above responsibilities for the Project Board)
- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected output(s) from the point of view of supplier management
- Ensure that the supplier resources required for the initiation plan are made available
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

UNDP will provide direct country office support services (including for the functions of procurement, human resources, administrative services, communication, office space), and direct project costing will apply in line with UNDP's cost recovery policy. UNDP will be responsible for finance and human resources management of the Project and will provide quarterly financial reports (CDR) to the MoFSS for their acknowledgement that the funds are used for project purposes. UNDP will mobilize the Project team in line with its rules and procedures and in consultation with the Implementing Partner.

Donor (Limak Foundation):

The Donor which is funding the project becomes a natural member of the Project Board.

Presidency of Republic of Turkey Strategy and Budget Office (SBO) & Ministry of Foreign Affairs

These two offices are natural members of each Project Board.

SBO is the Government coordinating agency of the UNDP in Turkey and ensures that all UNDP programmes are designed/implemented in line with National priorities.

Ministry of Foreign Affairs gives final approval to all UNDP implemented projects, hence has an overall oversight function under each project.

Project Assurance

The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

Project Assurance has to be independent of the Project Associate; therefore, the Project Board cannot delegate any of its assurance responsibilities to the Project Associate. At UNDP Project Assurance function belongs to ARR/P, Portfolio Manager and M&E Analyst with a clear mandate for oversight and monitoring functions.

Project assurance can also include key staff in Beneficiary institutions that have a stake in the quality execution of the project. However, project assurance function cannot be assumed by Senior Executive since assurance function is to be carried out by an impartial party.

Project Management Unit

A Project Management Unit (PMU) will be established comprising permanent staff including: **Project Associate (PA)** and any other support staff appointed for successful completion of this project i.e. Project Assistant, Project Finance and Procurement Officer, Portfolio Administrator as well as **Project Support Unit**. The PMU will assist Senior Executive in performing its role as implementing partner. PMI also includes any *technical expert/consultant* hired for the successful implementation of the project. PM will be responsible from close surveillance of performance of technical experts if any.

i. Projects Associate (PA)

The Projects Associate recruited by UNDP has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner and work in close cooperation with the senior executive within the constraints laid down by the Board under the supervision of ISG Portfolio Manager. The Projects Associate's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The PM will be recruited in accordance with UNDP regulations and will be based in Ankara. S/he will report to the relevant UNDP Portfolio Manager. The PA will be responsible for overall project coordination and implementation, consolidation of work plans and project papers, preparation of quarterly progress reports, reporting to the project supervisory bodies, and supervising the work of the project experts and other project staff. The PA will also closely coordinate project activities with relevant Government institutions (if applicable) and hold regular consultations with other project stakeholders and partners.

ii. Project Support

Overall responsibilities: The Project Support role provides administration, management and technical support to the Project Associate as required by the needs of the Project Associate. The provision of any Project Support on a formal basis is optional. In most projects, project support includes HR, procurement and PSC (Program Service Center) services.

Additional partners/stakeholders can be invited as Observers to share relevant information as and when required. The Project Board will meet at least annually to review and approve the annual work plan and budget and to monitor its implementation, among others.
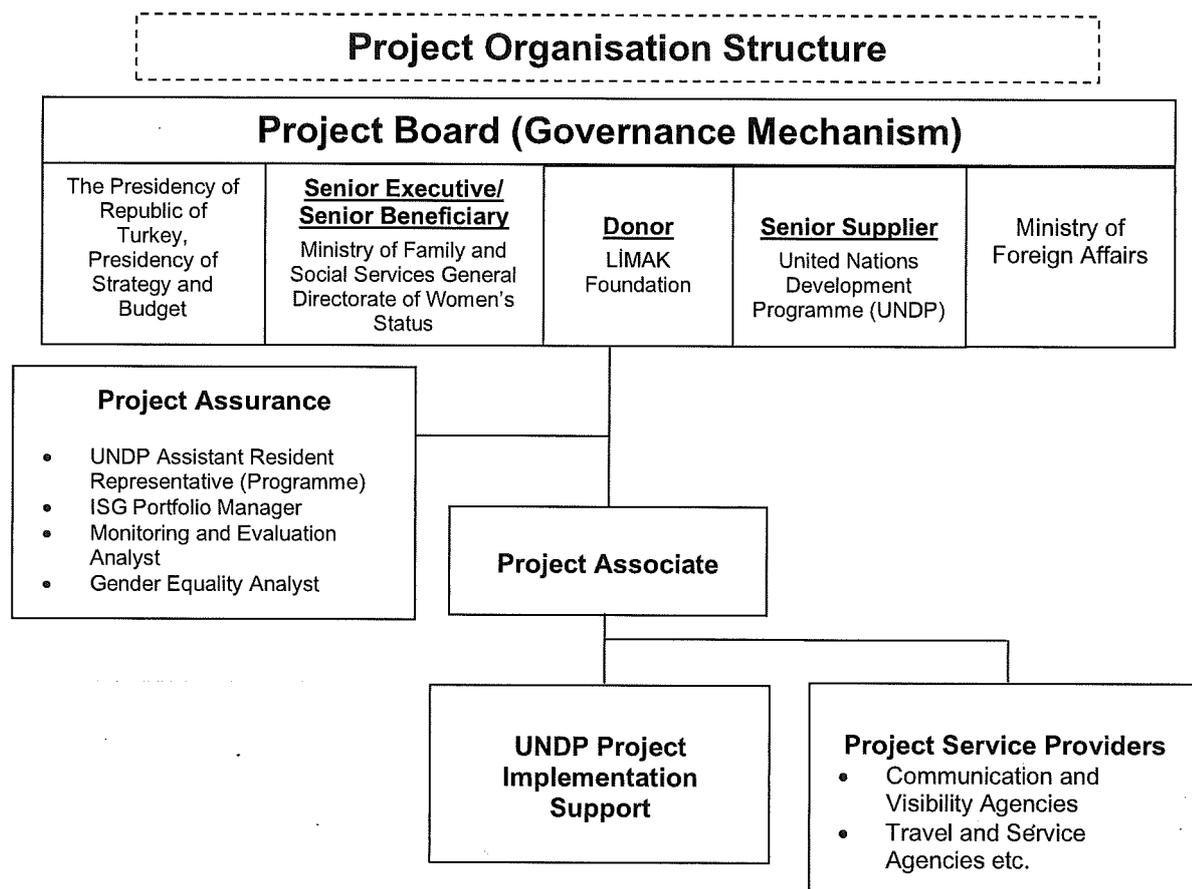
The Project oversight will be managed by the UNDP ISG Portfolio Manager. In addition, the Project will be led by a Projects Associate who will be responsible for the day to day management of project implementation including administration and project finance. The PA will be in close coordination in day-to-day project implementation. The Projects Associate will be the first responsible for project level reporting and support project specific donor engagement under the supervision of ISG Portfolio Manager.

Project's day-to-day implementation will be carried out by the Project team as well as UNDP staff providing direct project 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:

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.

UNDP will be responsible to submit to the donor (Limak Foundation) interim, fiscal and final reports and the assessment of the project.

UNDP will ensure visibility of Donor including through issuing press releases, organizing launching ceremonies, making sure the donor logo is present on all equipment procured within the scope of the project with the donor and implementing partner agreement.

Project Organisation Structure

Project Board (Governance Mechanism)

The Presidency of Republic of Turkey, Presidency of Strategy and Budget	**Senior Executive/ Senior Beneficiary** Ministry of Family and Social Services General Directorate of Women's Status	**Donor** LİMAK Foundation	**Senior Supplier** United Nations Development Programme (UNDP)	Ministry of Foreign Affairs

Project Assurance

- UNDP Assistant Resident Representative (Programme)
- ISG Portfolio Manager
- Monitoring and Evaluation Analyst
- Gender Equality Analyst

Project Associate

UNDP Project Implementation Support

Project Service Providers
- Communication and Visibility Agencies
- Travel and Service Agencies etc.

IX. LEGAL CONTEXT

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

Turkey is a signatory of a basic agreement to govern the United Nations Development Programme's (UNDP) assistance to the country, being the provisions of the Revised Standard Agreement signed between the Government and the Technical Assistance Board, which is one of the predecessor entities of UNDP (the "Basic Agreement") on 21 October 1965.

In this regard, the project document shall be the instrument envisaged and defined in the Supplemental Provisions,(https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LI BRARY/Public/FRM_Pipeline%20and%20Revenue%20Management_Annexure%208%20-%20SBAA_Standard%20Annex%20to%20Project%20Document.doc&action=default&DefaultItemOpen=1) to the Project Document, attached hereto and forming an integral part hereof, as "the Project Document".

This project will be implemented by Ministry of Family and Social Services 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.

X. RISK MANAGEMENT

Government Entity (NIM)

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/aq_sanctions_list.shtml.

4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

(a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

(b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:

   i.   Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;

   ii.   Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;

   iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;

   iv.   Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and

   v.   Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

   b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

6. 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).

7. 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.

8. 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.

9. 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.

10. 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.

11. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. 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.

12. 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.

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

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.

14. 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.

15. 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.

16. 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.

ANNEXES

1. **Project Quality Assurance Report**

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

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

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

5. **Standard Letter of Agreement for Provision of Services Provided by UNDP**

6. **Standard Basic Assistance Agreement**

7. **Project Board Terms of Reference and TORs of key management positions**