

United Nations Development Programme



Country/Region/Global: Türkiye/RBEC Initiation Plan

Project Title: Decent and Sustainable Job Opportunities for Refugees and Host Communities in Turkish Textile Sector

Expected UNDAF/CP Outcome(s): Outcome 1.3: By 2025, people under the Law on Foreigners and International Protection are supported toward self-reliance

Expected CPD Output(s): Output 1.1: Displaced populations are equipped with the knowledge and skills to engage in the socio-economic life of their host community.

Initiation Plan Start/End Dates: 11 October 2022 – 30 June 2023

Implementing Partner: UNDP

Brief Description

In addressing the negative effects of Syria Crisis, through Syrian Crisis Response and Resilience Portfolio (SCRRP) UNDP supports the Government of Türkiye to respond to the large-scale displacement by strengthening the resilience of refugees, host community members, and relevant national institutions. The response to the Syrian Crisis across the humanitarian-development nexus has positioned UNDP as the lead UN agency on resilience due to its unique approach, effective program implementation experience, and role in strategic oversight/coordination as co-chair of the Regional Refugee and Resilience Plan (3RP).

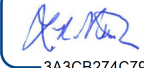
Despite both UNDP Türkiye's and 3RP's efforts focused on strengthening and enhancing the capacities of host communities and relevant national institutions, resilience-related needs have increased and remain largely unmet and underfunded.

Addressing the current challenges and gaps, UNDP is narrowing its focus to the delivery of TVETs in the specific sectors such as textile and garments where job placement is nearly guaranteed following the completion of the training. Under Istanbul Textile and Garment Exporters Union (ITKIB) there are 18,805 members in apparel, 7,363 in textile and 3,675 members in leather sector. According to the latest research on June 2021, it was estimated that 305 companies were owned by Syrians and active in textile, apparel or leather sector. The mentioned sectors (all covered as "textile" in the project) present a significant employment opportunity due to their labor-intensive nature in most of its sub-sectors and the large number of Syrians it is employing.

The proposed project is designed to build resilience and social cohesion of Syrians and Turkish host communities through enabling decent and formal employment and sustainable livelihoods and is expected to help the socio-economic recovery of the refugees and their host communities and enhance the self-reliance of refugees reducing the dependency on cash assistance or other humanitarian programmes.

Programme Period:	2021-2025	Total resources required	223,620 USD
Atlas Project Number:	_____	Total allocated resources:	223,620 USD
Atlas Output ID:	_____	• Regular	_____
Gender Marker:	GEN 2	• Other:	_____
		o Gov. of Korea	163,620 USD
		o UNDP SRF	60,000 USD
		o Government	_____
		Unfunded budget:	_____
		In-kind Contributions	_____

Agreed by UNDP:

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I. PURPOSE AND EXPECTED OUTPUT

Türkiye hosts the largest refugee population in the world, with 3.724.240 million registered Syrians under temporary protection (SuTPs)¹ and some 320,000 refugees and asylum seekers under international protection.² The number of officially registered Syrian refugees in Türkiye has been relatively stable since 2017. A large-scale return to Syria is unlikely despite the political and social pressure. Some 99 percent of SuTPs reside within the host community, and over 2.2 million live in Istanbul and major cities of the Southeast region where manufacturing, especially textile, automobile, and food production, make a large portion of the economy. The high numbers relative to local populations and the concentration of refugees in only a few geographical areas, exert a significant strain on livelihoods, public resources, social cohesion, and basic services in those locations.

Out of the 3.7 SuTPs, 1.8 million are recipients of the Emergency Social Safety Net (ESSN) program, which helped reduce poverty levels, among beneficiaries. Yet, ESSN increases dependency on assistance, aggravates the already precarious social cohesion, and does not offer a sustainable solution to the protracted crisis situation of refugees. A transition process from ESSN to employment is planned by GoT and by the European Union (EU), where the transition from ESSN to livelihoods will be one of the key priorities within the refugee context of Türkiye that requires resilient-focused and development-driven solutions.

Temporary Protection (TP) Regulation³ granted to SuTPs gives the right to lawfully stay in Türkiye, enabling their access to housing, public services (including health and education), and leading to their legal access to the labour market.⁴ On the other hand, although SuTPs are authorized to work formally, according to the International Labor Organization, out of 2.16 million Syrians of working age in Türkiye, only 1 million participate in the labour market, most of them informally in low-skilled and low-paid jobs. The factors hindering the formalization of work can be stated as follows: i- lack of awareness among Syrians ii-complicated procedures of permit applications iii- the unwillingness of Syrians and employers to enter into a formal contract because of fears of losing ESSN protection on Syrians' side; and higher employment costs on employers' side. Travel restrictions, language barriers, gaps in the skills and competencies of refugees, diploma accreditation issues, and insufficient experience or exploitation as a low-paid workforce remain essential challenges for the socio-economic integration of Syrians into the Turkish labour market. Although the shadow economy facilitated the quick absorption and employability of refugees in the early years, it is now necessary to adopt policies and administrative measures to draw them into the formal labour market. In a context of heightened social tensions between SuTPs and local populations, it has become imperative to promote the creation and attainment of formal employment as a key driver of sustainable integration.

The outbreak of the global COVID-19 pandemic and its economic impact further exacerbated the existing socio-economic vulnerabilities among both refugee and host communities who are increasingly struggling to meet their basic needs due to the inflation at a time when many lost their jobs. Not only the initial Covid-19 measures have worsened the precarity of Syrians more than host communities in employment, wealth, and education, among other variables⁵, it also had a negative impact on attitudes towards refugees⁶. UNDP's solid partnerships with the private sector and the Business for Goals (B4G) Platform that was established in 2018, have allowed for a quick response to support the private sector needs to the impacts of the pandemic, with a focus on small and medium-scale enterprises (SMEs) that stand at the core of Türkiye's employment and economy. In collaboration with B4G, surveys have been conducted to understand better how COVID-19 has affected micro and small and medium-scale enterprises (MSMEs) in Türkiye, including Syrian-owned businesses⁷. Further, it has been found that over time, the percentage of refugees being able to sustain employment has decreased – the Danish Refugee Council found in a survey held during the first week of April

¹ Directorate General of Migration Management-DGMM, June 2022

² UNHCR, February 2022.

³ <https://www.mevzuat.gov.tr/MevzuatMetin/21.5.20146883.pdf>

⁴ <https://www.mevzuat.gov.tr/mevzuatmetin/3.5.20168375.pdf>

⁵ <https://onlinelibrary.wiley.com/doi/epdf/10.1111/disa.12498>

⁶ <https://ipc.sabanciuniv.edu/Content/Images/CKeditorImages/20220609-13061204.pdf>

⁷ B4G, established with the support of UNDP under the roof of two prominent private sector voluntary bodies of Turkey, namely TURKONFED (Turkish Enterprise and Business Confederation) and TUSIAD (Turkish Industry and Business Association), is a collective action of the private sector on the SDGs. It provides a platform for conducting research, studies and dialogue to transform the private sector's involvement into inclusive and elaborated public private partnerships for the achievement of the SDGs. <https://www.business4goals.org/>

2021 that 37 percent were employed, while this percentage dropped to 33 percent in the follow-up survey conducted between 11 April and 1 May 2021.

Due to the economic downturn exacerbated by the COVID-19 pandemic, the labor market in Türkiye has been contracting for the past few years. It has become increasingly difficult for even skilled employees to find decent jobs in the formal sector. The exploitation of a low-paid workforce and inadequate working, housing, and living conditions have been exacerbated by post-pandemic challenges and increased the vulnerability of refugees, leading to negative coping strategies such as early marriage, child work, selling assets, leading to even more negative outcomes characterized with drug abuse and gender-based violence.

Responding to the socio-economic impact of COVID-19, partners under the Regional Refugee and Resilience Plan (3RP) drafted a COVID-19 response plan addressing the increasing protection and socio-economic vulnerabilities of refugees and vulnerable host communities. Under the Livelihoods sector, three priorities have been identified: (1) Development of online employability and business development support, (2) Protection and awareness of employees of impacted businesses and beneficiaries of vocational trainings and (3) Support of employee retention and job matching, including in COVID-19 responsive economic sectors to address the need for immediate income.

As the co-lead UN Agency of 3RP Livelihoods Sector, UNDP contributes to sustainable livelihoods solutions for refugees and host communities through its resilience-based development approach well adapted to protracted crisis contexts in alignment with the Sustainable Development Goals (SDGs) and Global Compact on Refugees. Despite having comparably less financial resources compared to UNHCR, UNICEF or WFP; UNDP's over 50 years of presence in Türkiye and its longstanding bonds to the national context have been critical in widening the scope of the 3RP response, making links to national development agendas, and opening doors of new partnerships with government, the private sector and civil society. UNDP is also one of the leading agencies in the achievement of SDG 5 Gender Equality, incorporating a gender perspective and upholding gender equality in all its projects. Focusing on resilience building, local economic development, capacity building of national and provincial institutions, social cohesion and economic infrastructure, UNDP has been working with a wide range of local administrations and national institutions, Chambers of Commerce and Industry, Organized Industrial Zones, private sector leads, civil society organizations and other UN agencies working for refugees mainly in Gaziantep, Hatay, Mersin, Adana, Gaziantep, Kilis, Şanlıurfa, Mardin, İzmir and İstanbul.

So far, the support provided in Türkiye in response to the Syria crisis related to employment and livelihoods has focused primarily on labour supply side measures e.g., technical, and vocational training to increase the employability of Syrians. Relying solely on supply-side measures, however, would fall short of addressing the challenge if they are not adapted to the actual needs and gaps in employment and if they are not accompanied by demand-side interventions creating actual jobs. This is particularly the case in the Southeast Anatolia Region where unemployment rates have generally been higher than the average unemployment rate.

In this context of a protracted crisis situation followed by a post-pandemic economic recession, UNDP has been implementing Technical and Vocational Education and Trainings (TVET), job creation and matching programs for refugees and host communities since 2014 in response to the Syria crisis to support the refugees in building resilience through skills development, business consultancy, employment, formalization of existing jobs, as well as language courses and social cohesion activities; and to support the Government of Türkiye to cope with the pressures of hosting the largest refugee population in the world. As a result of these efforts, 9,718 Syrians and 1,332 host community members received vocational training courses, 1,804 Syrians and host community members were placed into jobs, and 174 Syrian-owned enterprises were established. 54,327 Syrians (70% women) received Turkish language training, 5,100 Syrian women and women in host communities reached through empowerment and social cohesion activities. 14 Multi-Purpose Community Centers (ÇATOM) and over 60 women cooperatives were supported; 2 Vocational Training and Skills Development Centers, 3 Capability and Digital Transformation Centers, 3 Innovation Centers have been established. The capacity of İŞKUR, Ministry of National Education, Ministry of Industry and Technology, Ministry of Youth, as well as Gaziantep Metropolitan Municipality, Şanlıurfa Metropolitan Municipality, Kilis Municipality, Hatay Metropolitan Municipality, Southeast Anatolia Project Regional Development Administration (GAP RDA) have been supported through trainings, infrastructure, equipment, and material. UNDP has been supporting various sub-sectors in manufacturing (textile, apparel, leather, food, machinery, furniture, etc.), agriculture and service sectors.

Lockdowns and travel restrictions following the COVID-19 pandemic have disrupted economic activities globally and have changed and reshaped the global supply chains calling for a more resilient, efficient, and

diversified system.⁸ The significant challenges that the supply chains have been facing, especially from China which is one of the biggest trade partners for many European, Balkan, Mediterranean and Caucasian countries, have pushed those countries for alternative, closer, more accessible options. Turkish textile sector has been largely benefitting from this emerging need, with many textile companies doubling or tripling their production recently.

UNDP can support ITKIB to accelerate the process of expanding and diversifying production through the provision of technical support in meeting the necessary criteria such as but not limited to the use of sustainable materials, renewable energy, recycling, engaging in sustainable fashion or eco-fashion, safe and fair working environment, and gender equality. **ITKIB** can help identify textile manufacturers, suppliers and international brands that will comply with key criteria and principles set out by essential UN and governmental documents and acts can also provide its sectoral technical expertise in the successful implementation of activities. Two key sub-structures of ITKIB, namely Istanbul Fashion Academy (IMA) established by IHKIB (Istanbul Apparel Exporters Association), the Turkish Ministry of Commerce and IHKIB will further support the project implementation with a focus on sustainable fashion, decent work, digital transformation in Turkish textile sector. Within this scope, ITKIB has expressed a labor gap in multiple sub-sectors, in particular leather and shoe making. Despite the head offices of member companies of ITKIB being located in Istanbul, many of them have their factories in the East and Southeast of Türkiye where most of the Syrian refugees are concentrated.

On the other hand, SuTPs are facing significant challenges to find formal job opportunities because of the language barrier and demand mismatch or lack of skills. This has also led to difficulties for SuTPs in terms of social integration, ensuring self-reliance and access to proper information and counseling on employment services and opportunities. Lessons learnt from ESSN implementation as well as livelihood interventions under the scope of the Türkiye Chapter of the Regional Refugee and Resilience Plan (3RP) demonstrate not only the need to address the lack of market-relevant skills among the targeted population but also to tackle private sector demands and challenges.

As such, in order to address high levels of unemployment amongst both SuTP and host community members and to contribute to increasing labour-market absorption and growth capacity, the proposed Project offers a holistic approach to concomitantly address the challenges, needs and opportunities from both the supply and demand side of the labour market by a private-sector driven approach. This is planned to be achieved by identifying the needs and gaps in the market, developing training curriculum, defining selection criteria and providing on-the-jobs trainings and job opportunities which are designed together with ITKIB and its member companies, based on their specific needs and complemented with on-the-job training at their premises and job placement. This approach will ensure that TVET design and delivery are based on addressing the apparel, textile, and leather sectors' needs. As a result, trainees would have higher opportunities to be hired officially and in a sustainable manner. Overall, the Project will provide much-needed support to reduce real and perceived levels of competition over access to jobs and will respond to a strong call for job creation. In doing so, the Project will reduce potential risks of social tensions, increase the self-reliance of SuTP and improve the integration of SuTP into host communities.

The objectives of the proposal are aligned with the priorities of the 3RP and the UN Sustainable Development Cooperation Framework (UNSDCF) for Türkiye and are directly contributing to the operationalizing of the humanitarian-development nexus through its focus on employment generation in the short term. The proposal also aligned with UNSDCF by supporting the transformation of the textile sector in the medium to long term to comply with the green agenda contributing to the development of an environment conducive to human security and peaceful coexistence at the community level and the promotion of universal values.

In addition, increasing institutional capacity and coordination mechanisms at local, regional, and national levels and raising awareness of decent working conditions will be key to fighting against unacceptable forms of work including child labour. The project will support the capacity of sector manufacturers and will also support policy development to promote the principles of decent work. An awareness raising campaign will be implemented targeting the textile sector pioneers and the successful results of the project will serve as a good practice both for sector manufacturers and will serve as a pilot case for future projects at a larger scale.

To do so, the project will be based on a local socio-economic development approach. This includes the design and implementation of modalities aimed at reducing vulnerabilities and contributing to individuals, communities, local and national institutions to be able to better cope with and recover from the impact of the

⁸ https://www.ey.com/en_gl/supply-chain/how-covid-19-impacted-supply-chains-and-what-comes-next

crisis.

- ✓ The crisis response of UNDP is based on a resilience- based development approach for individuals (SuTP and host community members) and institutions. Resilience is strengthened when individuals, communities and institutions are better able to cope with and recover from the impact of the crisis and can sustain their development efforts.
- ✓ All activities are in complementarity with UNDP's ongoing support in Türkiye, mainly the Inclusive and Sustainable Growth Portfolio and the UNDP's Syria Crisis Response and Resilience Programme.
- ✓ All activities are ensured to do no harm. This includes adherence to environmental standards, gender and conflict sensitivity.
- ✓ All activities are designed for the benefit of refugees and host communities.

Firstly, a needs assessment will be conducted jointly by UNDP and ITKIB in order to define the specific needs and gaps of the private sector companies in the apparel, textile and leather sectors in terms of sub-sectors, locations and number of employees. The NA will be covered by UNDP resources.

Secondly, the project will address the problems related to the exploitation of the refugee workforce by providing recommendations for formal job creation and establishment of decent working conditions. The project will also raise awareness on providing decent work conditions to all and creating a culture of coexistence among prominent private sector pioneers in the textile sector.

Based on NA findings and project results, 3 key Knowledge Products, namely a Report on Findings and Recommendations for the Turkish Textile Sector, a Roadmap and a Checklist will be developed and disseminated through a launching event at the end of the project. Development and dissemination of knowledge products will be covered by UNDP and ITKIB resources.

Thirdly, ahead of the preparation of a new funding period for refugees in Türkiye, and the ESSN transition process, the Project will serve as a pilot programme and case study where the good practices and lessons learnt may be used in the design of livelihoods projects in near future.

Within this scope, the proposed Project offers a potential beneficial partnership between UNDP and GoT in their efforts to achieve sustainable development goals (Goal#1, Goal#5, Goal#8 and Goal#17) leaving no one behind, as well as ITKIB as a pioneer private sector partner. UNDP can leverage its experience and field presence, while ITKIB can mobilize its member companies to launch a TVET programme which will be designed together with ITKIB and its member companies, based on their specific needs and complemented with on-the-job training at their premises and job placement. This approach will ensure that TVET design and delivery are market needs-based matching the textile sector needs. As a result, trainees would have higher opportunities to be hired officially and in a sustainable manner.

EXPECTED OUTPUTS

The initiation Plan will mainly concentrate on:

Output 1.1: The needs, gaps and challenges in the Turkish textile sector in relation to refugee workforce identified and decent work conditions promoted.

Main activities:

1.1.1. Project inception and kick-off
1.1.2. Establishment of a Project Advisory Committee for consultations and promotion of TVET programme (minimum 2 consultation meetings)
1.1.3. Stakeholders database
1.1.4. Literature research (secondary desk review)
1.1.5. Primary data collection and analysis (incl. field mission)
1.1.6. Preparation of Needs Assessment Report
1.1.7. Preparation of Guidance Products (Key findings& recommendations, Roadmap, Checklist)
1.1.8. Launching event and media campaign for guidance products

A kick-off meeting is planned with key project partners where the objective, the framework, the methodology, the workplan, and the proposed structure and content of the project and its deliverables will be presented, discussed and agreed upon.

The project team and sectoral expert will compile a list of stakeholders relevant to the project, organized according to the sector (private sector - manufacturers and leading brand marks -, state institutions, universities and other academic institutions, donor agencies, CSOs, and the like), services offered and location. In building the list, online resources and UNDP/ ITKIB database will be reviewed. The stakeholder database will be used in order to define the organizations to prioritize for consultation meetings.

During the inception period, two levels of a literature review will be carried out. Firstly, a variety of existing documents, reports and resources prepared by third-party institutions, documents linked with different state institutions, and several documents prepared by sector institutions will be made available.

Secondly, following the kick-off meeting, the sectoral expert will carry out an independent and systematic literature search with the support of ITKIB and UNDP Türkiye. A great variety of online and offline sources, UN documentation portals, key policy research centers, scientific databases, as well as ITKIB's and UNP's internal data basis can be used. All gathered documents will be filed systematically and organized according to sectoral and geographic relevance.

The primary data collection will mainly focus on the following key areas and will be conducted through focus group meetings and individual interviews with key stakeholders:

- ✓ An assessment of the overall refugee context, main policies implemented by the Turkish authorities to respond to the refugee crisis, as well as a mapping of interventions (particularly in the textile sector) to date by all actors, accompanied by an assessment of government/donor-led coordination mechanisms in place;
- ✓ An assessment of the current situation for the textile sector for both supply and demand side (in terms of employment for refugees and host communities) in the most affected provinces, highlighting the gaps and priority needs which have not been covered or have been only partially covered, including basic training needs and on-the-job training needs;
- ✓ A gap analysis between the existing resources and the priority needs identified, sheds light on remaining/unmet needs both for the private sector and refugees and host communities in Türkiye, as well as potential gaps
- ✓ Recommendations for measures and lines for action per priority need and area, including a financial analysis of estimated costs, a roadmap and proposed intervention locations
- ✓ A number of knowledge products on decent work, namely a checklist, a road map and recommendations on how the companies in the textile sector can improve "decent working conditions for all"

The need assessment will cover the trends for the sectors in order to support value-added training areas besides the traditional ones such as tailoring and sewing home textiles / alteration. The value-added topics such as green economy, Industry 4.0, lean production, digital designing etc. will be analysed during the preparation of the need assessment phase.

The needs assessment report will provide an analysis of the current situation, a roadmap and recommendations on:

- Current status both by supply and demand side in the textile sector, challenges, needs and gaps including employment gaps by sub-sectors, provinces, and required profiles, identifying potential provinces to create livelihoods opportunities in textile sector for refugees and other vulnerable groups,
- identifying textile sub-sectors and employment areas where refugees and other vulnerable groups could be employed,
- identifying trends and training areas to provide basic vocational trainings to target groups in pre-defined textile sub-sectors,
- identifying the needs and gaps of ITKIB and its members in the context of the green agenda, supply chain acts and other related regulations
- setting the selection criteria for target groups to be employed in targeted textile sub-sectors that would meet the needs of employers,
- improving the working conditions and environmental standards for refugees and other vulnerable groups in targeted textile sub-sectors for sustainable and inclusive economic growth.
- highlighting key risks in potential interventions from UNDP in the sector and possible solutions, namely related:
 - o social cohesion and potential competition for jobs/ inter-community tensions in the work place;
 - o labour rights and the need to improve the working conditions for refugees and other vulnerable groups in targeted textile sub-sectors for sustainable and inclusive economic growth.
 - o Environmental safeguards in the textile sector.

The project will analyse, the current working conditions of Syrians in the textile sector and will produce a number of knowledge products on decent work, namely:

- the Needs Assessment will provide an overview of the current status, legal framework, working conditions, needs, gaps and recommendations. Based on NA findings and building upon previous research carried out in the sector, a report on “*Key findings and recommendations for inclusive and sustainable economic growth in Turkish textile sector*” will be prepared, highlighting the key findings and recommendations on **what** policymakers, the international community, national development actors and private sector can do to improve the Turkish textile sector both for employers and employees.

a road map and a checklist on **how** the policymakers, the international community and the private sector may help improve “decent working conditions for all” in the Turkish textile sector. The checklist will define a number of decent work indicators with a tailor-made approach for the Turkish textile sector and with a focus on the socio-economic integration of the refugees’ force; it will cover the legal framework environment for policymakers, the working environment targeting the private sector and development ecosystem for the international community and national development actors.

- a roadmap and a checklist for Turkish textile companies to comply with the green agenda and supply chain acts

Those three key Knowledge products will contribute to the sectoral development for inclusive and sustainable growth in defined textile sub-sectors and provinces where refugees and other vulnerable groups are concentrated. They will also help the national capacity to self-monitor and self-assess progress towards decent work in given sectors and sub-sectors. The project will raise public awareness for inclusive and sustainable economic growth in the Turkish textile sector (“Decent work for all”). To do so, project deliverables (i.e. key findings and recommendations of NA, key Knowledge Products) will be widely disseminated through online and offline channels throughout the implementation period and afterward. 3 key Knowledge Products of the project will be promoted through a launching event at the end of the project, namely:

- 1) Key findings and recommendations on Turkish textile sector needs, gaps and challenges

- 2) Roadmap for “decent working conditions for all” in the Turkish textile sector
- 3) Checklist for “decent work indicators, legal framework environment for policymakers, working environment targeting private sector and development ecosystem for international community and national development actors, potential key risks” in the Turkish textile sector

Output 2.1. Syrians and host communities employment opportunities improved (min. %50 Syrian, %40 women, min. %10 PwD)

Main activities:

2.1.1. Identification of sectoral partners in need of employees and Integrating international brands with the employment at the value chain level
2.1.2. Selection and employment of beneficiaries among vulnerable Syrian & host community members (incl. coverage of work permit fees and other related costs for at least 400 beneficiaries)
2.1.3. Development of apparel, textile and leather training programmes in collaboration with sector manufacturers (including training needs assessment, preparation of training curriculum and training materials, system set-up)
2.1.4. Technical and soft skills trainings provided to at least 500 Syrians and host communities through TVET programme
2.1.5. Delivery of Turkish* & English language trainings (including sector-specific Turkish modules) for Syrians
2.1.6. Delivery of trainings on Life Skills in Workplace, Career Development
2.1.7. Social cohesion events for Syrians and host communities

At the end of the Needs Assessment, the selection criteria for Private Sector beneficiaries and the priority criteria for vulnerable Syrian and host community members will be identified and a stakeholder database will be created. Based on the selection criteria and the stakeholder database, the Private Sector beneficiaries of the project will be selected before the selection of vulnerable Syrian and host community members and before the launch of the TVET programme.

Focus group meetings and workshops will be organized throughout the project to promote training modules, the outcomes and the trainee portfolio with the representatives of international and national brands and targeted sectoral manufacturers that work for those brands for employment. According to the outcomes of the meetings with the brands, and also with the results of the need assessment, the criteria to select companies to participate in the programme will be defined.

The placement of graduates will be organized before the trainings. Employment will be arranged between the companies meeting the criteria to employ Syrians and the potential employees with the background/skills/training. The number of permanent placements after on-the-job and soft skills trainings and certification is forecasted at 400.

At least 50% of beneficiaries will be Syrian, at least 40% will be women and at least 10% will be Persons with Disability.

The training modules were divided into 2 parts traditional and value-added. While traditional training areas generate mora and swift employment in the sector, value-added trainings bring capacity building to SMEs. Production volumes and quality are still the main concerns in the sector but key areas such as digitalization, fashion design, and energy efficiency increase the competitiveness in the sector. Regarding digital transformation, the majority of SMEs in the sector do not have experience in combining digitalization with production such as sensor technologies, robotics, etc. Furthermore, designer SMEs in the sector need a more skilled labor force in the field of digitalization in fashion design.

The project aims to provide soft skills to both Syrians and host communities in order to create a safe environment during the employment process. Language trainings particularly English language for value added-trending trainings will be provided to Syrians with fluent knowledge of Turkish.

Online training on how to effectively respond to the crises with a community-based approach will help both Syrians and host communities to gain soft skills that will enable participation in social and economic life. 5 modules are ready-to-use:

- o Business English/Turkish
- o Career development
- o Life-skills at the workplace
- o Gender Responsive Companies and Institutions
- o Disaster preparedness and response

Social cohesion events

Social cohesion events may include the following activities:

- Seminars on social cohesion for Syrian and Turkish audiences with prominent influencers, academics, etc.
- Social campaign on the positive impact of refugee workforce
- Concerts, film screenings, exhibitions etc. around the theme of multiculturalism, empathy, solidarity... (this can be merged with seminars)
- Contest (i.e., hiphop, rap, photo, video, hymn tournament, etc.)
- Online interactive platform for Syrian and Turkish communities: educational content on social cohesion, announcements on cultural & art events, livelihood opportunities, project announcements for youth)
- Establishing local communication networks
- Organizing joint activities such as informal social gatherings, community events, (e.g., picnics, football tournaments, etc)

II. MANAGEMENT ARRANGEMENTS

UNDP in Turkey will assume full responsibility and accountability for the overall management of the project, including achieving the outputs, the efficient and effective use of resources, as well as implementation monitoring. The Direct Implementation Modality (DIM) will be applied to have in mind its high potential for maximum cost-effectiveness and tailored flexible capacity development of institutional partners. On the other side, it will be benefited from ITKIB's experience, sectoral knowledge and outreach capabilities.

UNDP's Specific Responsibilities

- Will be responsible for the overall implementation, delivery and results of the Project and will provide technical support and field experience for the implementation of the project. This support includes the provision of human resources and consultancies, project management/ monitoring and implementation support services such as contract management.
- Will prepare relevant work plans and facilitate implementation of these work plans through project management and consultancies.
- Will bring in relevant international experience on resilience and livelihoods, with a significant focus on sustainable solutions to protracted crisis context;
- If relevant, will conduct procurement of selected goods and services as per its own rules and regulations for the procurement made by UNDP. UNDP shall monitor and ensure effectiveness in line with its regulations in close cooperation with its implementing partners.

- Will ensure that the project is managed in line with UNDP's Programme and Operations Policies and Procedures (POPP)

ITKIB's Specific Responsibilities

- Will provide technical expertise to the project on textile sector, in particular to Needs Assessment and Knowledge Products Development
- Will mobilize its member companies for a TVET and job matchmaking programme
- Will support the project in order to decide and improve the educational programmes and training concepts based on the employment needs and criteria of apparel, textile and leather industries
- If necessary, will coordinate with relevant national institutions on delivery and certification of TVET i.e. the Directorate General of Lifelong Learning of MoNE, Vocational Qualifications Authority (VQA)
- Will identify and invite the international brands and designers to take place identifying the employment needs of their suppliers and designers
- Will gather the focus groups consisting of sectoral companies and brands and designers
- Will facilitate the provision of participation certificate through **IHKIB** Education Foundation.

Project Manager (PM – UNDP CO Livelihood Projects Manager)

Overall responsibilities: The PM has the authority to run the implementation on a day-to-day basis. The PM is responsible for day-to-day management and decision-making. The PM's prime responsibility is to ensure that the project produces the results specified in the document, to the required standard of quality and within the specified constraints of time and cost.

Specific responsibilities would include:

- Overall management:
- Manage the realization of outputs through activities;
- Provide direction and guidance to the team(s)/ responsible party(ies);
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration.
- Liaise with any suppliers.
- May also perform Team Manager and Project Support roles;
- Plan the activities and monitor the progress
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events as determined in the Monitoring & Evaluation Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, using the advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure the accuracy and reliability of financial reports;
- Manage and monitor the risks as initially identified in the initiation plan, submit new risks for consideration and decision on possible actions if required; update the status of these risks by maintaining the Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Annual Progress Report (progress against planned activities, update on Risks and Issues, expenditures)
- Based on the review, prepare the AWP
- Prepare Final Project Report;
- Manage the transfer of project deliverables, documents, files, and materials to national beneficiaries;
- Prepare final CDR/FACE for signature by UNDP.

Project Assurance

The Project Assurance role carries 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 Manager. 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 Support

The Project Support role provides administration, management, and technical support to the Project Manager as required by the needs of the Project Manager. The provision of any Project Support on a formal basis is optional. It is necessary to keep Project Support and Project Assurance roles separate to maintain the independence of Project Assurance.

The project team will consist of 1 Livelihoods Projects Manager (%100), 1 Project Associate (100%), 1 Project Associate (50%) and 1 sectoral expert (consultant). The project team will be mobilized by UNDP Türkiye and a sectoral expert will be mobilized by ITKIB. A backstopping team of UNDP Türkiye Country Office consisting of Syria Crisis Response and Resilience Portfolio Manager, Finance Officer, HR Officer, Procurement Officer, as well as Senior Management Team will be backstopping the project in order to ensure a smooth implementation. ITKIB headquarters will be backstopping the project through its technical team under Project Management Department.

III. MONITORING

The monitoring requirements to assess the result of the Initiation Plan are detailed below.

Monitoring Requirements	Primary Responsibility	Indicative Budget	Time Frame
Standard UNDP monitoring and reporting requirements as outlined in the UNDP POPP ✓ Final report in Q2-2023) ✓ Updated Risk Log	SCRRP Monitoring and Evaluation Associate	N/A	End of Project
Lessons Learned and Knowledge Generation Doc.	Livelihood Projects Manager	N/A	End of Project
Supervision Missions	None	None	None

The task force with support from UNDP Gender Team, Analyst and Contracted Consultants will be responsible for monitoring gender equality aspects during the implementation.

IV. WORK PLAN

Period⁹: 10 Months

Initiation plan work plan with given timeframe and planned budget is committed to implementing activities only under primary output.

UNDCS: 1.1. By 2020, relevant government institutions operate in an improved legal and policy framework, and institutional capacity and accountability mechanisms assure a more enabling (competitive, inclusive and innovative) environment for sustainable, job-rich growth and development for all women and men.
 CPD Output: 1.1.4. Citizens, with a specific focus on vulnerable groups including in less developed regions have increased access to inclusive services and opportunities for employment.
 Indicator 1.1.1: Number of people benefitting from jobs and improved livelihoods in crisis or post-crisis settings disaggregated by sex.
 Baseline: 66.200 Target: 96.600 (by 2025 at least 30% women)
 Indicator 1.4.1 Number of interventions to increase the labour absorption capacity of businesses to accommodate displaced populations
 Baseline: 15 Target: 20

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q3/2022	Q4/2022	Q1/2023	Q2/2023		Funding Source	Budget Description	Amount
Output 1.1: The needs, gaps and challenges in Turkish textile sector in relation with refugee work force identified and decent work conditions promoted Indicator 1.1.1: A Needs Assessment Report on the Turkish textile sector & refugee workforce developed Baseline:0 Targets:1 Indicator 1.1.2: Number of guidance products on the promotion of decent and sustainable jobs for the refugee workforce developed and disseminated	1.1.1. Identification of key stakeholders and conducting a kick-off meeting with key project partners where the objective, the framework, the methodology, the workplan, and the proposed structure and content of the project.					UNDP & ITKIB	Gov Korea & SRF	72100 - Contractual Services-Companies	\$500.00
	1.1.2. Establishment of Project Advisory Committee with a number of stakeholders in order to support the project in achieving successful results in terms of design and promotion of TVET programme, job matchmaking, business development.	X	X						\$600.00
	1.1.3. Creating Stakeholders database <i>Compilation of a list of stakeholders relevant to the project, organised according to the sector (private sector - manufacturers and leading brand marks -, state institutions, universities and other academic institutions, donor agencies, CSOs)</i>								\$1,500.00

⁹ Maximum 18 months

Baseline:0 Targets:3	1.1.4. Literature research (secondary desk review) <i>Collection of existing documents, reports and resources prepared by third party institutions, documents linked with different state institutions, and several documents prepared by sector institutions and collection of online and offline sources, UN documentation portals, key policy research centers, scientific databases, as well as ITKIB's and UNP's internal data basis by carrying out independent and systematic literature search</i>								\$1,500.00
	1.1.5. Primary data collection and analysis <i>Creating the primary data collection on refugee context, current situation for textile sector, gap analysis between the existing resources and the priority needs, recommendations for measures and lines for action, knowledge products through focus group meetings and individual interviews</i>								\$20,000.00
	1.1.6. Preparation of Needs Assessment Report on Turkish textile sector & refugee work force developed <i>Providing an analysis on the current situation, a roadmap and recommendations by the needs assessment report</i>								\$10,000.00
	1.1.7. Preparation of Guidance Products (Key findings& recommendations, Roadmap, Checklist) <i>Development of 3 guidance products, namely key findings, roadmap and checklist for inclusive and sustainable growth in defined textile sub-sectors and provinces</i>	X	X			UNDP & ITKIB	Gov Korea & SRF	72100 - Contractual Services-Companies	\$10,000.00
	1.1.8. Launching an event and media campaign for guidance products <i>Promoting the guidance products through a launching event at the end of the project</i>								\$11,000.00

<p>Output 2.1.Syrians and host communities' employment opportunities improved</p> <p>Indicator 2.1: Number of Syrians and host community members provided on-the-job training and employment opportunities (min. %50 Syrian, %40 women, min. %10 PwD)</p> <p>Baseline:0 Targets:500</p> <p>Indicator 2.1.2: Number of Syrians and host community members provided with life skills training</p> <p>Baseline:0 Targets:500</p> <p>Indicator 2.1.3: Number of social cohesion activities organised</p> <p>Baseline:0 Targets:3</p>	<p>2.1.1. Identification of sectoral partners in need of employees and Integrating international brands with the employment at the value chain level</p> <p><i>Selection of the Private Sector beneficiaries of the project prior to the selection of vulnerable Syrian and host community members and before the launch of TVET programme, through focus group meetings and workshops to promote training modules, the outcomes and trainee portfolio.</i></p>								\$1,500.00	
	<p>2.1.2 Selection and employment of beneficiaries among vulnerable Syrian & host community members</p> <p><i>Launching a call for TVET & work placement to identify and select the beneficiaries among Syrian and host community members for TVET and on-the-job training programme</i></p>			X	X			Gov Korea		\$40,000.00
	<p>2.1.3. Development of apparel, textile and leather training programmes in collaboration with sector manufacturers (including training needs assessment, preparation of training curriculum and training materials, system set-up)</p> <p><i>2.1.3 Preparing the training content and methods in line with the needs assessment and consultation meetings with sector manufacturers</i></p>		X					UNDP	72100 - Contractual Services-Companies	\$25,000.00
	<p>2.1.4. Provision of technical and soft skills trainings to at least 500 Syrians and host communities through TVET programme</p> <p><i>Technical and soft skills trainings to at least 500 Syrians and host communities through TVET programme</i></p>									\$20,000.00
	<p>2.1.5.. Delivery of Turkish* & English language trainings (including sector-specific Turkish modules) for Syrians</p> <p><i>Provision of language trainings to at least 500 Syrians and host communities through Turkish and English language programme</i></p>									\$1,200.00

	2.1.6 Delivery of trainings on Life Skills in Workplace, Career Development <i>Provision of Life Skills in Workplace, Career Development trainings to at least 500 Syrians and host communities</i>		X	X	X	UNDP	Gov Korea	72100 - Contractual Services-Companies	\$1,200.00
	2.1.7 Social cohesion events for Syrians and host communities <i>Implementation of 3 social cohesion activities for Turkish and Syrian beneficiaries in order to increase the coexistence culture and mutual understanding such as seminars, picnics, football tournaments...</i>		X	X	X	UNDP	Gov Korea	75700 - Training, Workshops and Conference	\$10,000.00
Other Costs	HR, Visibility, Travel, M&E, Audit etc								\$ 56,000
Sub-Total Direct Costs									\$ 210,000
GMS (%8)*	<i>*applicable to Korea funding only.</i>								\$ 12,000
Total Project Budget									\$ 222,000
RC Coordination Levy (%1)**	<i>**applicable to Korea funding only.</i>								\$ 1,620
Total Donor Contribution									\$ 223,620
_ Total Gov. of Korea									\$ 163,620
_ Total SRF									\$ 60,000
TOTAL									\$ 223,620

