

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 – 31 December 2023

Implementing Partner: UNDP

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:	
		○ Gov. of Korea	163,620 USD
		○ UNDP SRF	60,000 USD
		○ Government	_____
		Unfunded budget:	_____
		In-kind Contributions	_____

Brief Description

In response to Syria Crisis, UNDP supports Government of Turkey to respond to this large-scale displacement through its Syrian Crisis Response and Resilience Portfolio (SCRRP) to strengthen 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 programme implementation experience and role in strategic oversight/coordination as co-chair of the Regional Refugee and Resilience Plan (3RP).

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

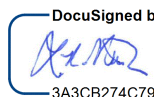
Under ITKIB, there are 30,847 members in total, 18,805 members in apparel, 7,363 in textile and 3,675 members in leather sector. According to the latest research on June 2021, it was estimated that 305 companies were owned by Syrians and active in textile, apparel or leather sector. Apparel, textile and leather sectors (all covered as "textile" in the project) present a significant opportunity with its labor-intensive nature in most of its sub-sectors and the large number of Syrians it is employing.

Approximately 13,000 textile manufacturers in Türkiye are located in 11 provinces that are affected by the devastating Kahramanmaraş Earthquakes on February 6, with nearly 630,000 employments in pre-disaster context.

Consequently to the current challenges and gaps, UNDP is narrowing its focus to keep and empower the existing employees rather than new job creation, by supporting them with the resilience building, self-reliance, wellbeing, and recovery session.

The proposed project is designed to build resilience and social cohesion of Syrians and Turkish host communities through 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 such as the ESSN or other humanitarian programmes.

Agreed by UNDP:

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I. PURPOSE AND EXPECTED OUTPUT

Since the of the conflict in Syria in 2011, Türkiye hosts the largest refugee population in the world with 3.3 million registered Syrians under temporary protection (SuTPs)¹ and some 320,000 refugees and asylum seekers under international protection.² Temporary Protection (TP) Regulation³ granted to Syrians 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 market⁴. Some 99 percent of SuTPs reside within the host community, and over 2.2 million have been living in major cities of the Southeast region as well as metropolitan cities such as Istanbul, İzmir, Bursa where manufacturing, especially textile, automobile and food production make predominantly a large portion of the economy. The high number and geographic concentration of refugees exert a significant strain on livelihoods, public resources, social cohesion, and basic services in those locations.

Out of the 3.3 SuTPs, 1.8 million are recipients of the Emergency Social Safety Net (ESSN) program, which helped to reduce poverty indicators 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 UNDP plays a leading role in coordination of transition efforts in between Government institutions, international community and civil society working for refugees in Türkiye. The transition from ESSN to livelihoods is indeed one of the key priorities within the current economic and political context of Türkiye that requires resilient-focused and development-driven solutions.

On the other hand, SuTPs have been facing significant challenges to find formal job opportunities. 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. Refugees in Türkiye, Lebanon and Jordan suffer from precarious and insecure working conditions, especially in the textile, agriculture, automotive sectors.

Travel restrictions, language barrier, gaps in the skills and competencies of refugees, diploma accreditation issues, limited access to proper information and counseling on employment services and opportunities and insufficient experience or exploitation as a cheap workforce remain essential challenges for the socio-economic integration of Syrians into the Turkish labour market. This has also led to difficulties for SuTPs in terms of social integration. Lack of awareness of the regulation of work permits by employers and long processing times of the permit applications as well as in numerous cases, the unwillingness of employers and employees to get a work permit hinders the formalization of work since work permits for wage employment are lodged by employers.

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 social groups, it has become imperative to promote the creation and attainment of formal employment as a key driver of sustainable integration. 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.

Within this context of protracted refugee crisis, two major crisis have been further exacerbating the local socio-economic development context of Türkiye.

Firstly, the outbreak of the global COVID-19 pandemic in 2019 and its economic impact in following years deepened 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. It has become increasingly difficult for even skilled employees to find jobs in the formal sector. Exploitation as cheap workforce and bad working,

¹ Directorate General of Migration Management-DGMM, 17 May 2023

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>

housing and living conditions have been worsening, leading to negative coping strategies such as early marriage, child work, selling assets, drug abuse and gender-based violence.

On the other hand, lockdowns and travel restrictions following the COVID-19 pandemic have disrupted economic activities globally and have changed and reshaped the global supply chains for a more resilient, efficient, and diversified system.⁷ 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 options. Turkish textile sector has been largely benefitting from this emerging need, with many textile companies doubling or tripling their production recently. On the other hand, 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.

Secondly, on 6 February 2023, two devastating earthquakes, measuring 7.7 and 7.6 magnitude on the Richter Scale, struck Pazarcık and Elbistan in Kahramanmaraş, Türkiye. Impacts have been felt across the 11 provinces, namely Adıyaman, Gaziantep, Kilis, Hatay, Malatya, Diyarbakır, Adana, Osmaniye, Kahramanmaraş and Şanlıurfa and Elazığ. The 11 provinces impacted by the earthquake are home to 14 million Turkish citizens (16.4 % of the Turkish population in Türkiye) and 1.74 million Syrians under temporary protection (49.8 % of SuTPs in Türkiye). The earthquake region accounted for 9.8 % of the Gross Domestic Product (GDP) in 2021.⁸

Türkiye Earthquakes Recovery and Reconstruction Assessment (TERRA) conducted by the Government of Türkiye with support from the United Nations Development Programme (UNDP) revealed that recovery and reconstruction costs for Türkiye at US\$103.6 billion, equivalent to 9 percent of Türkiye's forecast GDP for 2023.⁹

Within this current context, following the devastating impact of the earthquakes, especially in three provinces that are pioneer in textile production, the textile sector has been heavily impacted by the earthquake, most of the companies losing their production capacity and staff.

A quick needs assessment in the earthquake region focusing on textile sector revealed the following findings:

- ✓ Textile industry in earthquake-affected region represents an important share in production, export and employment in Türkiye, especially Kahramanmaraş, Malatya, Adıyaman, and footwear production in Hatay. Jumpstarting the textile production can bring a quick and large-scale economic recovery to earthquake-affected regions while creating livelihoods opportunities for the most vulnerable groups such as refugees, women and other low-income households. Men need jobs not only for livelihoods purposes but also for their psychological wellbeing as currently almost all type of businesses are either collapsed or run at very low capacity.
- ✓ Earthquake-affected populations have largely moved to other cities or to villages. The ones who stayed cannot live in their houses, are mostly in makeover shelters, in tent camps/ container cities to a less extent. Provision of temporary shelters for employees is critical to jumpstart the production in earthquake affected regions.
- ✓ Companies in the Eastern, Southeast and Mediterranean region have lost their labor force due to death and displacement/evacuation, and also their facilities and machine & equipment have been damaged, which hampers production. Textile companies have difficulties to rebound due to damages in their facilities, delays in the delivery of goods and materials, which could impact the industry's ability to meet buyer demands and to the lack of availability or willingness of existing or potential employees. Most of the companies are working with less than 30% of their usual capacity.
- ✓ In Hatay, the footwear producers have new premises to restart their businesses and most of the business owners and their employees live in the villages around the new OIZ provided for them; sufficient number of temporary shelters are also secured around the OIZ. The biggest need to jumpstart the businesses in Hatay is material, equipment and raw material for small and medium (handmade) footwear producers.

⁷ https://www.ey.com/en_gl/supply-chain/how-covid-19-impacted-supply-chains-and-what-comes-next

⁸ Economic Update Potential Impacts of the Twin-Earthquakes in Türkiye, A Preliminary Assessment, on 17 February 2023, by United Nations Office of the UN RC/HC

⁹ [https://www.undp.org/sites/g/files/zskgke326/files/2023-03/UNDP%20earthquake%20\(FINAL\).pdf](https://www.undp.org/sites/g/files/zskgke326/files/2023-03/UNDP%20earthquake%20(FINAL).pdf)

- ✓ The level of trauma among population is significant. Readaptation to work and to disaster conditions require additional psychosocial support that the business owners cannot bring in. This is one of the recurrent needs expressed by all stakeholders.
- ✓ Apart from the trauma, short-term working aid is among the factors. An incentivization scheme is needed to attract existing or potential workers into the labor market in an attempt to enhance the self-reliance of refugees reducing the dependency on cash assistance.
- ✓ Inclusiveness especially for Syrian refugees has become an even bigger challenge following the earthquake; conflict sensitive approach and specific strategies are required to further support social cohesion and advocate for "leaving no one behind".

UNDP Crisis Response and Resilience Strategy

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.

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 better understand how COVID-19 has affected micro and small and medium-scale enterprises (MSMEs) in Türkiye including Syrian-owned businesses¹⁰.

As the co-lead UN Agency of 3RP Livelihoods Sector, UNDP is contributing 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 being substantially less funded than agencies like 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 on the achievement of SDG 5 Gender Equality, incorporating a gender perspective and upholding gender equality in all its projects, among other gender-related considerations. 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 the market 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 national headline unemployment rate. 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

¹⁰ 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/>

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.

Within the earthquake context, the TERRA identifies five principles to guide the reconstruction efforts: Build back better for resilient structures, institutions, communities; Disaster risk reduction in focus in education, policies and practices; Accountable decisions made with the participation of those affected; Leave no one behind in all relief, recovery and reconstruction efforts; Employ green, nature-friendly solutions for a sustainable future.

The priorities in livelihoods and socio- economic recovery are shared vision for regional economic revival and growth; attract, retain and upskill workforce to counter labor exodus; restore and climate proof agriculture; modernize and digitalize business, and “buy local”.

Building on ongoing refugee response programmes in the south and southeast, UNDP will support affected people and communities to restore livelihoods and provide income-generating opportunities. This will include emergency livelihoods programmes; promotion of local economic recovery, including through start-up grants and access to finance to small businesses; income-generating solutions, including cash-for-work programmes; and psychosocial counselling and training for employers and employees. UNDP will also work with partners to initiate skills development and vocational training along with short- and long-term employment generation, focused initially on waste management, construction and care services. UNDP will leverage its strong experience and partnership with the private sector to contribute to the revival of the local economy, working with chambers of commerce and industry and other associations to provide small grants and advisory support to spur the revival of SMEs and support to business development and future-proof value chains for the industrial, manufacturing and agriculture sectors. Beyond supporting local businesses, UNDP will continue mobilizing private sector support for recovery and reconstruction. Public services including livelihoods support will be delivered through the creation of prefabricated or mobile social, vocational, or training centers and the secondment of personnel to help deliver key public services.¹¹

Implementation Methodology

In this Project, UNDP can support ITKIB to jumpstart the economic activities in the earthquake affected region through the provision of on-the-job trainings on the most needed textile professions, soft skill trainings, social and psychological support to refugees and host communities working in textile sector, business owners, as well as their families on one hand, and through the provision of technical support to textile producers in raising awareness on 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 in earthquake affected region.

As such, in order to address high levels of unemployment amongst both SuTP and host community members and to contribute to jumpstart the textile production activities in earthquake affected region, 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 in identifying the needs and gaps in the market,

¹¹ [https://www.undp.org/sites/g/files/zskgke326/files/2023-03/UNDP%20earthquake%20\(FINAL\).pdf](https://www.undp.org/sites/g/files/zskgke326/files/2023-03/UNDP%20earthquake%20(FINAL).pdf)

developing training curriculum, designing resilience building sessions, providing on-the-jobs trainings which is designed together with ITKIB and its member companies, based on their specific needs and complemented with on-the-job training at their premises. This approach will ensure that training 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 for Türkiye and are directly contributing to the operationalizing of the humanitarian-development nexus through its focus on employment generation in the short-term while supporting the transformation of the textile sector in the medium to long term to comply with green agenda contributing to the development of an environment conducive for 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 crisis, both refugee crisis and earthquake disaster.

- ✓ 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, training curriculum, 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 formal jobs and decent working conditions, raising awareness for 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.

Under the second output where working conditions and employment opportunities for Syrians and host communities affected by the earthquake will be improved, there will be provision of technical and soft skills trainings to at least 500

Syrians and host communities through TVET programme, social cohesion or language trainings. With the current developments, some additional activities have been developed to support employees' wellbeing within the scope of protection and empowerment.

Since the main objective of the Project is to build resilience and social cohesion of Syrians and Turkish host communities through 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; activities within output 2 should include wellbeing to reach this aim, along with the job training activities.

Protecting the existing labor force and empowering the existing employees rather than new job creation would be the focus, by supporting them with the resilience building, self-reliance, wellbeing, and recovery session. Training of the new employees will be still on the agenda as the textile companies will hire new staff for replacement of the ones who left the earthquake affected cities or not able to work anymore. In order to contribute to recovery of the textile sector, protection and empowerment activities for the existing staff and on the job trainings are crucial.

Apart from activities towards existing and new employees, there will be awareness raising activities for the business owners/employers and coordinators in people management roles in the textile companies. With these activities, the aim is raising awareness on decent work conditions, gaining green approach in doing business and production, gathering competences for being inclusive and experiencing gender equality transformation.

Within this scope, the proposed Project offers a potential beneficial partnership between UNDP and GoT in their efforts to achieve sustainable development goals 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 provide psychosocial support and to provide on the job training 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 psychosocial support for wellbeing efforts aftermath of earthquake. This approach will ensure that design and delivery of technical and soft skills trainings are market needs-based matching the textile sector needs. As a result, existing employees would have chance to be protected against the negative effects of disaster and new employees would have opportunity to be trained in textile sector.

EXPECTED OUTPUTS

The initiation Plan will mainly concentrate on:

Outcome: Decent, sustainable and inclusive job opportunities promoted and created for refugees and host communities in Turkish textile sector.

Output 1: The needs, gaps and challenges in the Turkish textile sector in relation with the refugee workforce identified, decent, sustainable and inclusive employment promoted.

Main activities:

- 1.1. Project inception and kick-off
- 1.2. High-level consultation meeting with national and international brandmarks
- 1.3. Preparation of a Needs Assessment Report
- 1.4. Preparation of Guidance Products (Key findings & recommendations, Roadmap, Checklist)
- 1.5. Adjustment of NA results and project design to post- EQ context
- 1.6. Dissemination of needs assessment findings and guidance products through a high-level event
- 1.7. Promotion of inclusiveness, decent work conditions, gender equality, green agenda

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 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"
- ✓ Following the devastating earthquakes in February 2023 in Kahramanmaraş and Hatay that affected 11 provinces many of which have high refugee concentration and high textile production, an updated assessment will be conducted to identify emerging needs and readjust the implementation plan accordingly.

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 trendy topics such as green economy, Industry 4.0, lean production, digital designing etc. will be analyzed 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 minimum criteria of selection for potential target groups to be employed in targeted textile sub-sectors in order to maintain sustainable employment while meeting 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:

social cohesion and potential competition for jobs/ inter-community tensions in the work place;
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.
Environmental safeguards in the textile sector.

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

The project will also conduct a quick needs assessment within the earthquake context in order to adjust the needs assessment findings and the guidance products to the new reality on the ground.

As a result of the Output 1, three key products will be delivered:

- 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 policy makers, working environment targeting private sector and development ecosystem for international community and national development actors, potential key risks" in the Turkish textile sector

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 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 high-level dissemination event.

Based on holistic approach for improvement and transformation, and in close collaboration with national and international landmarks, soft skills support will be provided for the business owners/employers and managers in the companies through development and dissemination of communication materials, as well as webinars and seminars to businesses. For sustainable practices in textile sector, enforcing labor laws, promoting decent work initiatives, and enhancing working conditions are needed. Addressing child labor, promoting gender equality, and providing training and education to people who are in charge of decision-making process and implementation are also crucial.

Output 2: Decent employment opportunities created for 500 Syrians and host communities (%50 Syrian, %40 women, %10 PwD) affected by the earthquake through matchmaking and technical skills (on-the-job) trainings.

Main activities:

- 2.1. Identification of sectoral partners in need of employees and beneficiaries
- 2.2. Profiling and matchmaking of refugees and host community members for employment

- 2.3. 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)
- 2.4. Technical on-the-job trainings to at least 500 Syrians and host communities

At the end of 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 prior to the selection of vulnerable Syrian and host community members and before the launch of TVET programme. The companies will sign a commitment to the project to ensure their engagement in job placement at the end of TVET programme. The primary role of Private Sector beneficiaries at the early phases of the project will be:

Contribution to identification of selection criteria and to selection process of Syrian and host community members for TVET and on-the-job training programme;

- Contribution to identification of skill gaps and needs;
- Development of training programmes

A call for TVET & work placement will be launched in order to identify and select the beneficiaries among Syrian and host community members for TVET and on-the-job training programme. At least 50% of beneficiaries will be Syrian, at least 40% will be women and at least 10% will be among Persons with Disability. Priority will be given to vulnerable ESSN beneficiaries with high capabilities, such as women headed households with children, households with PwDs, etc. A two phased selection will be carried out; a shortlist of at least 800 beneficiaries will be established and the candidates will be contacted in order to identify 500 beneficiaries to participate in TVET programme. The candidates will receive a detailed briefing session on the project, selection criteria, rules and regulations, work environment and working conditions, their legal obligations (especially in relation with ESSN criteria).

Turkish Red Crescent may be partnered for profiling and selection of Syrians among ESSN beneficiaries. Close coordination with Community Centers of TRC and other Community Centers run by international community supported programmes, municipalities etc.) to ensure information dissemination and access to beneficiaries.

The training content and methods will be prepared in line with the needs assessment. The assessment will define the application methods for trainings and also the minimum requirements regarding the training such as machineries, equipment, software and also training materials as consumables, tests, interpreters etc.

There will be on-the-job training opportunities for the new employees who are not familiar with the textile sector. Within the "on the job trainings", training modules were divided into 2 parts traditional and value-added. While traditional training areas lead to high demand by producing SMEs in the sector, value-added trainings bring capacity building inside 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 experiences 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 value-added trainings will cover digital fashion design, industry 4.0, sustainability and computer aided design. Example proposed value-added training areas for the sectors are listed as example below. The areas and number of value-added trainings will be decided upon the findings of the need assessment.

Example Table for Trainings Areas

Sector	Proposed Traditional Training Areas*	Proposed Value-Added Training Areas*
Apparel	<ul style="list-style-type: none"> ▪ Overlocker ▪ Lock stitcher ▪ Tailoring ▪ Sewing home textile 	<ul style="list-style-type: none"> Digital Fashion Design E-Trade Industry 4.0 Computer Aided Design
Textile	<ul style="list-style-type: none"> ▪ Filament yarn production worker ▪ Yarn finishing operator ▪ Bobbin packing worker ▪ Knitting machine expert 	<ul style="list-style-type: none"> Energy Efficiency & Sustainability Lean Production Production Efficiency

Leather	▪ Modeller for shoes	Additive Manufacturing
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Output 3: Resilience and life skills of 3,000 employees of textile sector affected by the earthquake (including 500 new hires) improved through psycho education, counselling and soft skills trainings.

Main activities:

- 3.1. Development and delivery of psychoeducation, psychological support, self-resilience/ self-care support program to 3,000 employees of textile companies in most affected earthquake regions
- 3.2. Delivery of Turkish & English language trainings (including sector-specific Turkish modules) for Syrians
- 3.3. Delivery of trainings on Life Skills in Workplace, Career Development
- 3.4. Social cohesion events for Syrians and host communities

Psychoeducation and psychological support

The project aims to provide psychoeducation, psychological support, self-resilience/ self-care support and technical and soft skills to employees affected by the earthquake in order to create a safe working environment.

For the implementation of self-resilience/ self-care support program, there will be 2 psychologists or psychological consultants who will be working 10 days per month. ITKIB will identify the companies and the number of employees for each company to be supported. In total, 3,000 employees will be supported per month. Within the 6 months 3,000 employees will receive self-resilience/self-care support.

Psychosocial support program would include the following sub-activities:

Signs of crisis and stress management in CBT sessions: This session is about how the human reaction to crisis and how to manage it. Effect of crisis on people will be discussed. The session will also cover psychological trauma and its effect on human life as well as grief and its stages. Practical instruments will be shared to manage the stress. 300 employees will be divided into groups of 15 each to attend cognitive behavioral therapy (CBT) focused sessions. 3 sessions will be held for each group. A total of 20 groups and 60 CBT sessions will be held. 3 individual sessions based on CBT will be planned for 100 people participating in these sessions. Each session of duration will be a one hour.

Interactive psychoeducation group sessions: Group activities are based on psychological first aid session to help people in order to interpreting the meanings of what happened in the process, to help people make sense of the situation they live in, enable them to cope and to be able to establish hope for recovery, explain the psychological problem and symptoms experienced by the person, explaining the person to make sense of their experiences. These two-hour groups are designed for 100 people at two times. 30 interactive psychological first aid groups will be held to help them process what is happening currently and share their worries and concerns. These groups are recommended for those who are experiencing signs of vicarious trauma: sadness, mood swings, difficulties with concentration and focus, sleep problems, guilt. Psychological first aid sessions will be held 2 times with each group. A total of 60 PFA sessions will be conducted.

Body-Oriented Practices in PFA Sessions: The Body relaxation is important to help people to bring awareness to your body and support a relaxation process you can do on your own. Body-oriented practices within the scope of somatic experiential therapy will be included in psychoeducation group sessions.

Soft skills trainings

Furthermore, in order to meet the needs for soft skills development there are available online training contents on how to respond to the crises with a community-based approach and help both Syrians and host communities to gain soft skills that will be useful in participating in social and economic life. 5 modules are ready-to-use:

- Business English/Turkish
- Career development
- Life-skills at workplace
- Gender Responsive Companies and Institutions
- 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
- Concert, film screening, exhibition 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 activities such as picnics, football tournaments

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 support the project in order to decide and improve the educational programmes and training concepts based on wellbeing needs
- Will support the project in order to decide and improve the on the job training concepts based on the employment needs and criterion of apparel, textile and leather industries
- 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

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 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 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

Period¹²: 13 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>Baseline, indicators, annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME					RESPONSI BLE PARTY	PLANNED BUDGET		
		Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023		Funding Source	Budget Description	Amount
Output 1: The needs, gaps and challenges in the Turkish textile sector in relation with the refugee workforce identified, decent, sustainable and inclusive employment promoted. Indicator 1.1: # of needs assessment report and guidance products developed and disseminated. Baseline: 0 Targets: 4 Indicator 1.2: # of consultation and promotion events organized. Baseline: 0 Targets: 3 Indicator 1.3: # of communication material developed and disseminated. Baseline: 0 Targets: 3	1.1. Project kick-off, identification of key stakeholders	X					ITKIB	Gov. of Finland	72100 - Contractual Services-Companies	\$0
	1.2. High-level consultation meeting with national and international brandmarks	X					ITKIB	Gov. of Finland	72100 - Contractual Services-Companies	\$0
	1.3. Preparation of a Needs Assessment Report		X				ITKIB	Gov. of Finland	72100 - Contractual Services-Companies	\$33,000
	1.4. Preparation of Guidance Products (Key findings & recommendations, Roadmap, Checklist)		X				ITKIB	Gov. of Finland	72100 - Contractual Services-Companies	\$10,000
	1.5. Adjustment of NA results and project design to post- EQ context						UNDP	Govs. of Korea & Finland	72100 - Contractual Services-Companies	\$5,500
	1.6. Dissemination of needs assessment findings and guidance products			X			ITKIB & UNDP	Govs. of Korea & Finland	72100 - Contractual Services-Companies	\$4,000
	1.7. Promotion of inclusive, decent work conditions, gender equality, green agenda			X	X	X	ITKIB & UNDP	Govs. of Finland	72100 - Contractual Services-Companies	\$6,750
Output 2: Decent employment opportunities created for 500 Syrians and host communities (%50 Syrian, %40 women, %10 PwD) affected by the earthquake through matchmaking and	2.1. Identification of sectoral partners in need of employees and beneficiaries			X			ITKIB & UNDP	Gov. of Korea	72100 - Contractual Services-Companies	\$0
	2.2. Profiling and matchmaking of refugees and host community members for employment				X		UNDP	Gov. of Korea	72100 - Contractual Services-Companies	\$15,000

¹² Maximum 18 months

technical skills (on-the-job) trainings. Indicator 2.1: Number of beneficiaries affected by earthquake employed and provided with on-the-job training. Baseline: 0 Targets: 500	2.3. 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)				X			ITKIB	Gov. of Korea	72100 - Contractual Services-Companies	\$2,500
	2.4. Technical on-the-job trainings to at least 500 Syrians and host communities				X	X		ITKIB	Gov. of Korea	72100 - Contractual Services-Companies	\$47,500
Output 3: Resilience and life skills of 3,000 employees of textile sector affected by the earthquake (including 500 new hires) improved through psycho education, counselling and soft skills trainings. Indicator 2.1: Number of beneficiaries affected by earthquake provided psychosocial support. Baseline: 0 Targets: 3,000 Indicator 2.2: Number of beneficiaries affected by earthquake provided soft skills trainings. Baseline: 0 Targets: 3,000 Indicator 2.3: Number of social events organized. Baseline: 0 Targets: 3	3.1. Development and delivery of psychoeducation, psychological support, self-resilience/ self-care support program to 3,000 employees of textile companies in most affected earthquake regions				X	X	X	UNDP	Gov. of Korea	72100 - Contractual Services-Companies	\$51,000
	3.2. Delivery of Turkish & English language trainings (including sector-specific Turkish modules) for Syrians					X	X	UNDP	Gov. of Korea	72100 - Contractual Services-Companies	\$6,000
	3.3. Delivery of trainings on Life Skills in Workplace, Career Development					X	X	UNDP	Gov. of Korea	72100 - Contractual Services-Companies	\$0
	3.4. Social cohesion events for Syrians and host communities					X	X	UNDP	Gov. of Korea	72100 - Contractual Services-Companies	\$4,000
Other Costs	HR, Visibility, Travel, M&E, Audit etc							UNDP	Govs. of Korea & Finland		\$24,750
Sub-Total Direct Costs											\$ 210,00
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

