

Employment and Skills Development Project



*Empowered lives.
Resilient nations.*

"This project is being financed by German Government"



Employment and Skills Development Project Component I Annual Report I

Reporting Period: September 2017 – September 2018

Employment and Skills Development Project

Project Synopsis - Component I		
Project Name:	Employment and Skills Development Programme – Component I	
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Country:	Turkey	
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Project End Date:	30/06/2020	
Budget:	EUR 3.675.000 / USD 4.078.795,29	
Implementing Partner:	İŞKUR (Turkish Employment Agency)	
Project Team:	SCRR Portfolio Manager	Burce Dünder
	Project Manager	Tuğçe Söğüt
	Project Associate	Gözde Bedirhanoğlu Gürtürk
	Project Assistant	Beyza Önal
	Communication Officer	Kıvanc Özvardar
	Finance and Admin Officer	Ela Kalay

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Glossary of Acronyms

DGMM	Directorate General of Migration Management
UNDP	United Nations Development Programme
3RP	Regional Refugee Resilience Plan
İŞKUR	Turkish Employment Agency
SME	Small and Medium-Sized Enterprises
CPD	Country Plan Document
IT	Information Technology
PRODOC	Project Document
KfW	Kreditanstalt für Wiederaufbau/ Development Bank
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
UNHCR	United Nations High Commissioner for Refugees
IC	Individual Consultant
CO	Country Office
SCRR	Syria Crisis Response and Resilience
ACTED	Agency for Technical Cooperation and Development
SCM	Steering Committee Meeting
ILO	International Labour Organization
LH	Livelihoods
NGO	Non-Governmental organization
IIMEK	Vocational Training Boards
HR	Human Resources
HQ	Head Quarters
ALMP	Active Labour Market Policy
UNDAF	United Nations Development Assistance Framework
SC	Steering Committee
SCM	Steering Committee Meeting
M&E	Monitoring & Evaluation

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1. PROJECT OVERVIEW

Turkey is the country with the highest number of refugees in the world. The current number of registered Syrians under temporary protection is **3.567.658** (*DGMM, 27 September 2018*). Around **96 percent** of the refugees live outside the temporary accommodation centres, the majority of which concentrated around the border provinces. The large number of Syrians and high concentration in certain provinces has significantly impacted the national/local labour market. This has created additional demand for services to be delivered by national and local government service providers. **More than 2 million** Syrians are mainly located in **Istanbul and Southeast Anatolia region** bordering Syria, but as the crisis is prolonged, the population expands to other regions as well.

The objective of UNDP Turkey's work to the Syria crisis response in Turkey is to contribute to creation of an enabling environment and opportunities for the Syrians under temporary protection and impacted host communities alike.

UNDP's approach will continue to be in conjunction with the Turkey Chapter of the 3RP, which foresees UNDP involvement in strengthening livelihoods for impacted communities-supporting local economies and employability of impacted communities, providing infrastructure and service delivery support in host communities and supporting initiatives to strengthen social cohesion.

Regarding employability and access to livelihoods, UNDP addresses the challenges at both labour supply and labour demand side. Labour supply interventions include active labour market measures such as skills profiling, vocational training and job matching. These interventions include direct implementation of such training as well as institutional capacity development of service providers, aiming a more systematic and sustainable result. Labour demand side measures include enterprise level interventions to increase productivity and capacities in the short term for new employment opportunities in addition to longer term approaches to upgrade existing, high potential value chains for higher productivity. The ultimate aim is to strengthen the skills and employability of the labour supply and increasing the potential of the local economy to absorb higher level of labourforce. As such, the interventions under this project are clustered under 2 main headings, the details of which are provided below under Proposed Programme and Activities:

- Component 1: Institutional Capacity Assessment and Roadmap Development for İSKUR to design and implement active market labour services
- Component 2: Job creation through enhancing Ankara SME Capability Center (a.k.a. Model Factory) capacity and replication of the Center in Kayseri and Konya

Component 1 will mainly address the design and implementation of active labour market policies. As such, this project will provide institutional support for active labour market policies to be designed and implemented by İŞKUR. Considering the integrated nature of the labour markets as well as potential sensitivities with regard to labour market competition, the project activities will serve impacted communities as a whole, i.e. from both Syrians under temporary protection and the host communities.

In addition, **Component 2** will address productivity challenges of manufacturing industry through replicating the Government led policy tools on Applied SME Capability Centers. Support under this component will invest in local capacities to be able to absorb higher levels of labour force through as a result of an expanded manufacturing base.

This report covers Component 1 of the Project.

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1.1 Overall Objective

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

1.2. SPECIFIC OBJECTIVE

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

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

1.3. EXPECTED RESULTS

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

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

The expected result of the project is to strengthen İŞKUR’s Institutional Systems for active labour market policies to adjust and expand services to both Syrian population and host community through the main Results and Activities given below.

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1.4. CROSS CUTTING ISSUES

Gender Equality and Women's Empowerment

Gender equality is a part of human rights and significant principle of human development. However, gender inequality is still prevalent all over world. Therefore, many international conventions and policies developed for combatting this inequality.

Turkey is a party to several conventions targeting gender equality such as The Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) and Council of Europe's convention on preventing and combating violence against women and domestic violence (known as the Istanbul Convention). CEDAW defines reasons behind discrimination against women and put an agenda for national action to end this discrimination. Istanbul Convention deals with gender stereotypes in the areas of awareness-raising, education, the media and the training of professionals.

In alignment with these conventions, and as a part of sustainable human development, gender equality is a fundamental and crosscutting issue in all outcomes of the UNDP's Strategy Plans. Furthermore, new Strategy Plan for the period of 2018-2021, which is built on the principles of universality, equality and leaving no one behind, identifies six "signature solutions" to adjust its resources and expertise. One of these signature solutions, 6th solution, commits to "strengthen gender equality and the empowerment of women and girls."

With a target of being achieved by 2030, UNDP is one of the leading organizations to work for accomplishing Sustainable Development Goals. One of these 17 goals, SGD 5 is dedicated to gender equality: "Realizing gender equality and the empowerment of women and girls". SGD 5 also cross-cuts all other SGDs.

In addition to all these documents and goals, UNDP Turkey prepared Gender Equality Strategy Plan (2017-2020) as a tool for understanding and internalizing gender equality and make gender equality targets an indispensable part of all programme interventions. It targets to reach gender responsive results and create gender transformative outcomes. Objectives of the strategy are; "building a gender sensitive institutional structure, developing in-house capacities to integrate gender concerns into all programmes and practice areas, promoting gender parity and creating an enabling environment for both women and men to realize their full potential, ensuring gender responsive implementation to achieve better results", as well as "providing a roadmap to strengthen partnership and collaboration in the field of gender equality and women's empowerment."

Syrian Crisis Response and Resilience Program commits to provide better services for sustainable development with a gender responsive approach by empowering women through increasing skills and creating jobs and ensuring better protection of the gender-based violence survivors with addressing legal aid and better access to justice.

Gender equality and women's empowerment are at the core of the Turkey Resilience Project in Response to Syria Crisis. In line with this approach, gender inputs are integrated into all possible components of the Project specifically for capacity assessment intervention activities.

UNDP perceives the project team members as individually responsible from mainstreaming of gender in the scope of the projects as well as in daily lives. Project team members have been trained in this perspective on "Gender Equality" that included basic issues, gender responsive language, common responsibilities and understandings, tools and mechanisms.

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Monitoring and Evaluation

To achieve proactive and results-based management, a Monitoring and Evaluation System has been established in the last quarter. The Monitoring and Evaluation System ensures close monitoring at different levels, i.e. programme, project and contract level in terms of financial progress and delivered results. The purpose of the Monitoring Sheet is to gather data on the progress, to assess the likelihood of objectives being met and to recommend changes in the approach if necessary. Progress is assessed to enable adjustment to changing circumstances.

The Monitoring Sheets developed for that purpose updated biweekly and the results are evaluated together with the team. Milestones achieved, critical activities and the proposed actions are discussed with the project managers. Upper level management of UNDP also participate to these meetings, whenever required, to get their comments and support for critical issues. The system covers close monitoring of Components itself together with the contracts to be implemented under these Components. In the scope of Components, there will be critical Service and Supply Contracts and they will be monitored closely in terms of financial, physical and delivery progress.

Moreover, on-line reporting tool has been started to use to collect data on indicators automatically on provincial basis, this tool also enables UNDP to merge data from different projects to measure the impact of the interventions at macro level. It will allow us:

- to report results per project
- across projects (through programme level indicators). This will allow us for instance to pull out data on livelihoods or municipal services etc across projects
- to pull out data by specific donor, region, timeframe etc.
- the indicators will be aligned with our Regional Refugee Plan (3RP) country level and regional level reporting as well as United Nations Development Cooperation Strategy (UNDCS) and other. This means we can pull out the data from the system without additional entries

In addition, we only enter data once, that can serve to most of our reporting requirements.

Environment

Environment and climate change, as one of three core areas of UNDP Turkey, directly relevant to SDG 3-6-13-14-15 and indirectly effective on many others. UNDP Turkey not only promotes the mainstreaming of environment, climate change and energy efficiency into sectoral policies, but also supports the strengthening of institutional and policy capacities in this vital area.

To help Turkey find solutions, UNDP works closely with a number of government agencies, municipalities, private sector partners and NGOs, to integrate environmental and sustainable development principles into national and regional development policies and plans.

In this context, UNDP Turkey aims to ensure all activities are environmentally sustainable, and where possible positively impact the environment.

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2. MAJOR ACTIVITIES UNDERTAKEN DURING THIS REPORTING PERIOD

The activities under this section covers the period from September 2017 to September 2018

2.2. INCEPTION PHASE ACTIVITIES

Result 0 - Project Management capacities/team established, and work plan finalized/agreed

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

Set-up of the Project Team was completed in the Inception Period. Project manager and two project assistants' recruitments were completed in February and Project Associate in June. Adile Şahin, Project Assistant in Gaziantep started on 01.03.2018, Beyza Önal, Project Assistant in Ankara started on 12.03.2018 and Tugce Söğüt, Project Manager in Ankara started on 19.03.2018. Gözde Bedirhanoğlu as the Project Associate joined the team on 18.06.2018. In addition to the core Project Team, an admin and finance officer and a communication specialist were assigned at the early stages of the Project.

The first days of the Project Team were spent for the orientation activities and getting familiar with the Project documents as well as engaging with the Project Stakeholders. Moreover, several meetings were conducted during this period for the initiation of the inception phase activities and examining the current project structure, project documents and detailed project budget. One of the main tasks of the Project team in this period was to ensure the complementarity of the similar projects implemented within the coverage of the 3RP livelihood sector and collecting expectations of donor, implementing partners and relevant stakeholders.

Project office set-up was completed, and office equipment was purchased in the inception period and the Project Team became fully operational with the necessary physical and IT infrastructure.

As a result of the Project Documents reviews, it was agreed with the implementing partner to cancel the recruitment of Field Coordinator Position to a later stage of the Project and to transfer the Project Assistant position based in Gaziantep to another post within UNDP due to the limited activities foreseen in the field for the first phase of the Project. To this end, the cost of the Project Assistant was also transferred as of August 2018.

Within the UNDP Syria Crisis Response and Resilience Programme, there are also some cross-cutting positions serving for all projects implemented by the Programme. In addition to the Project Team specifically assigned to the project, the project is also benefitting from the support of Gender Advisor, Monitoring and Evaluation Consultant and Communication Team consists of 3 Experts.

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

Several meetings were held with the implementing partner, funder and the relevant stakeholders during this period which paved the way to the revisions in both Financing Agreement with KfW and PRODOC with the Government of Turkey. (The lists of the meetings are given in "[2.2 Stakeholder Engagement and Meetings Held](#)" section)

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İŞKUR is currently implementing projects with other international organizations like GIZ, UNHCR and World Bank. To this end, Project Team has been in close communication with relevant partners, mainly the ones working with İSKUR in order to prevent the overlaps of project activities and inefficiencies in the implementation.

ISKUR is currently implementing a project with World Bank to improve the employability of Syrians under Temporary Protection as well as of Turkish citizens residing in selected host communities with high presence of Syrians. Both World Bank project and UNDP project contain activities to enhance İSKUR's institutional capacities. The key objectives of both projects include developing İSKUR's institutional capacities, improving service quality through making more effective the public employment services delivered to labour / job-seekers both local and Syrians under temporary protection (job and vocational counselling, active labour services, employment services etc.). Separate meetings were held with İSKUR and with stakeholder institutions in order to design both projects in a manner to supplement one another and to have a setup where the outputs from one project might be inputs for the other, avoid potential duplications and coordinate activities for a greater impact.

In order to minimize the risk of overlapping, although the focus areas of the two projects differ, since the project to be implemented in cooperation with the World Bank includes activities to develop a new skill-based profiling system, it was agreed to remove profiling activities from the project to be implemented in cooperation with UNDP. It was also agreed to reallocate those resources for new activities considering that potential duplications should be ruled out right from the beginning, addressing the issue in a single focused project that will be effective in producing more efficient outcomes, and such basic principles of optimal use and re-planning of financial resources, time management and efficient use of human resources. To this end, Project Team worked on the revisions of the financing agreement and the PRODOC during the inception phase and finalized both documents.

The revisions on the Financing Agreement between KfW and UNDP were finalized, and the agreement was signed on 11.07.2018. Immediately after the signature of the Financing Agreement, first steering committee was gathered on 17.07.2018 with the participation of KfW, UNDP, İŞKUR, Ministry of Development and Ministry of EU Affairs and the revisions proposed to the PRODOC was presented to the Steering Committee and approved.

With reference to the signed financing agreement and the decisions taken by the Steering Committee Members, PRODOC was reviewed, revised and submitted to the İŞKUR for their approval and signed by UNDP and İŞKUR on 11.09.2018. The revised PRODOC includes newly introduced project activities, updated result framework and budget which are also part of this report.

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

One of the first major activities of the Project is under Result 1 which is the "Assessments and Roadmaps for Capacity Development and Digital Transformation of İŞKUR". To achieve the results under this component; two Local Consultants; one for capacity assessment and the other for digital transformation services has been recruited within the framework of the project. The overall objective of these assignments is to assist the project team in preparation of the procurement documents for the tender of institutional capacity assessment activity and to conduct a market analysis along with an estimated budget for the required services and to support project team in evaluation processes with a special focus on active labor market services and institutional digital transformation requirements.

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Within the scope of the Assignment; the Individual Consultant (IC) is expected to provide consultancy services for the below listed activities;

- To have a preliminary analysis of ISKUR's Employment Services and contributing to project team for the preparation of the methodology of the Assessment and provide technical inputs by reflecting the Project Methodology to the Terms of Reference for the provision of the service on "Institutional Capacity Assessment of ISKUR"
- To cooperate with the other Individual Consultant who will provide input on the digital transformation systems to be incorporated into the Terms of Reference.
- To carry out a Market Analysis for the agreed activities in the project for the Institutional Capacity Assessment of ISKUR along with an estimated budget for each specific activity to be included in the Procurement Documents
- To provide technical support to UNDP Turkey CO during the evaluation of the tender.
- To identify the overlap of the activities currently implemented by ISKUR
- To conduct series of discussions and meetings with ISKUR as well as relevant stakeholders

Procurement notices of the two Individual Consultants were published on UNDP website and the applications were collected within the determined timeframe. Collected applications were reviewed, shortlisted and interviewed. As a result of these evaluations, Melih Aral, as the Capacity Assessment Expert and Recep Türkoğlu, as the Digital Transformation Expert have been recruited as of 24.09.2018.

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2.2. STAKEHOLDER ENGAGEMENT AND MEETINGS HELD

No	Meeting with	Date/Time	Agenda Items
1	İŞKUR	06/04/2018	Introduction meeting with Head of External Affairs and Projects Department
2	Project Meeting in Gaziantep	10/04/2018	Meeting with UNDP SCRR Project Team in Gaziantep to get an insight information about the activities in Gaziantep
3	KfW Development Bank	16/04/2018	Introduction meeting with Director and Deputy Director about the following items; <ul style="list-style-type: none"> - Current Project Structure - Potential opportunities in the upcoming period - Reporting Requirements - Proposed revisions in Project Activities
4	İŞKUR	03/05/2018	Meeting with the Project Focal Points <ul style="list-style-type: none"> - Project Staffing - Opening Ceremony - Revisions on the Project Activities - Budget Overview - Procurement for Consultancy Services/Tender processes to be followed
5	World Bank	04/05/2018	Introduction meeting with Project Team who is leading the “Employment Support Project for Syrians Under Temporary Protection and Turkish Citizens” Project with İŞKUR
6	World Bank	10/05/2018	Meeting with the Project Focal Points <ul style="list-style-type: none"> - Introduction about two projects - Overlapping and complementing project activities - Possible cooperation for a greater impact
7	İŞKUR	15/05/2018	<ul style="list-style-type: none"> -Opening Ceremony -Project Document/Financial Agreement -Experts of Capacity Assessment & Digital Transformation -Study Visit -Project Duration
8	World Bank	18/05/2018	<ul style="list-style-type: none"> -Introduction about both projects -IT Infrastructure Development of KfW Project -Digitalization Activity of World Bank Project -Profiling Activity of World Bank Project
9	KfW	22/05/2018	Meeting with the Deputy Director about the following items; <ul style="list-style-type: none"> - Revisions on Financing Agreement -Financial reporting to KfW -Monthly Reporting
10	ACTED	11/06/2018	Information sharing between ACTED LH activities and UNDP’s project under SCRR Programme
11	İŞKUR	04/07/2018	Meeting with the Project Focal Points

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No	Meeting with	Date/Time	Agenda Items
			<ul style="list-style-type: none"> -Project Document Revision - Status of Financing Agreement -Activity Plan -Study Visit -Steering Committee Meeting -Capacity Assessment & Digital Transformation Experts
12	GIZ	12/07/2018	Meeting with the Focal Points <ul style="list-style-type: none"> - Introductions about two projects targeting İŞKUR - Overlapping and complementing project activities - Possible cooperation for a greater impact
13	İŞKUR	16/07/2018	Meeting with the Project Focal Points <ul style="list-style-type: none"> -Preparations for SCM
14	World Bank	16/07/2018	Meeting with the Focal Points <ul style="list-style-type: none"> -Coordination among World Bank and UNDP within the framework of their portfolios as a response to Syria Crisis - Possible cooperation for a greater impact
15	ILO	30/07/2018	Meeting with the Focal Points <ul style="list-style-type: none"> - Introductions about two projects targeting İŞKUR - Overlapping and complementing project activities - Possible cooperation for a greater impact
16	Livelihoods Partner Meeting	03/08/2018	LH Partners meeting with the participation of international and local NGO's for exchanging ideas, possible cooperation and complementing each other as well as seeing the big picture in the LH sector
17	İŞKUR	09/08/2018	Meeting with the Project Focal Points <ul style="list-style-type: none"> -Overview of the Revisions in the PRODOC -Combined Delivery Report -Experts for Capacity Assessment & Digital Transformation -Study Visit arrangements -Working Groups to be Established
18	İŞKUR	11/09/2018	Introduction meeting with Head of External Affairs and Projects Department <ul style="list-style-type: none"> -Introduction of Portfolio Programme Manager of SCRR -Combined Delivery Report - Project Status
19	KfW	14/09/2018	Introduction meeting Deputy Country Director <ul style="list-style-type: none"> -Introduction of Portfolio Programme Manager of SCRR -Combined Delivery Report - Project Status
20	İŞKUR	17/09/2018	Meeting with the Project Focal Points <ul style="list-style-type: none"> -Introductory Workshop -Study Visit Info Note -Capacity Assessment and Digital Transformation Experts

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No	Meeting with	Date/Time	Agenda Items
21	Livelihood Meeting- Gaziantep	20/09/2018	<ul style="list-style-type: none"> - LH meeting for the revision of 3RP livelihood section with the participation of international and local NGO's - Current situation on the 3RP revisions based on the experiences and findings in the region.
22	İŞKUR	24/09/2018	<p>Meeting with the Focal Points</p> <ul style="list-style-type: none"> -Introduction of newly recruited Capacity Assessment and Digital Transformation Experts - Workplan to be drafted for the Experts - Preparations for Introductory Workshop that will be held on 25th of October
23	Livelihood Meeting- Gaziantep	26/09/2018	<ul style="list-style-type: none"> - Monthly LH meeting with the participation of international and local NGO's - Cash for Work Modality Discussions

3. MAJOR ACTIVITIES TO BE UNDERTAKEN IN THE NEXT REPORTING PERIODS

Result 1 - İŞKUR's Capacity Assessment completed and roadmap for Capacity Development is prepared

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

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

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

This activity will be achieved through the following actions:

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

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

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

Activity 1.1.3. Working Group to be established: A working group will be established within İŞKUR composed of representatives of critical Departments and Units. The role of

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the working group will be to provide inputs and key information to the assessment and also to review the findings of the assessment.

Activity 1.1.4. Capacity and needs assessment including digital transformation: The technical team mobilized by UNDP will have a set of meetings with the relevant Departments and focal points to receive the needed information on existing operational practices, units, workflows, etc. as needed. As a result, a gap analysis will be made comparing the existing capacities and the intended capacities for employment service delivery to the intended number of Syrians under temporary protection.

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

- outreach
- collection of applications
- registration
- identification of the profiles and need for services,
- job counselling, matching and placement,
- existing capacities with regard to human resources,
- IT/physical infrastructure and processes of İŞKUR headquarters as well as its local offices operating in the five target provinces.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Result 2 - Capacities of Selected İŞKUR Offices Developed for Better Active Labor Market Service delivery addressing the impacted communities including the Syrians under temporary protection and impacted host communities

Building on the needs assessment and process diagnosis of the İŞKUR offices, the project will develop the capacity of local İŞKUR offices in five provinces and their Job and Vocational Counsellors to provide inclusive and targeted employment services to the Syrians under temporary protection, in line with the new Legislation on work permits. In addition, through the digitization of İŞKUR services which is important

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considering that İŞKUR has a modest pool of human resources and assuming that its human resources, the project will contribute to İŞKUR to take its position more quickly according to the requirements of the new age and to provide digitalised service channels which would ease the access to both Syrians and host community members. Even more importantly, digitised service channels would enable İŞKUR to reach specific policy groups (young people, women and etc.) more easily.

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

Main activities to achieve this result are presented below:

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

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

Actions to complete this activity are as below:

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

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

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

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

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

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

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

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

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

Activity 3. Develop Physical Capacities of Local İŞKUR Offices:

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

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

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

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

Activity 4. Develop IT Capacities of İŞKUR Offices:

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

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

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

Activity 4.2. Support İŞKUR offices through provision of IT infrastructure

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

Activity 5. Design and implementation of Pilot Projects in five provinces

To further share the achievements and improved employment services, 5 Pilot Projects will be designed and implemented within the framework of the Project following the priority actions of roadmaps are selected and necessary capacity development interventions including physical and IT infrastructure set up is completed in target provinces

The main aim of these pilot projects is to promote İŞKUR Employment services among İŞKUR staff in five provinces including General Directorate and reflect the outcomes of the Capacity Assessment and Digital

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Transformation roadmaps to ensure the engagement of İŞKUR Provincial Directorates and to support them in carrying out new İŞKUR services in an efficient manner.

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

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

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

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

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

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

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

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

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

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

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Activity 6. Outreach, advocacy and visibility activities

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

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

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

Activity 6.2. Implementation of the outreach and visibility activities

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

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

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

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4. UPDATED RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: 1.1. By 2020, relevant government institutions operate in an improved legal and policy framework, and institutional capacity and accountability mechanisms assure a more enabling (competitive, inclusive and innovative) environment for sustainable, job-rich growth and development for all women and men.							
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: <u>Target:</u> Convergence in all these ratios towards 1.							
Applicable Output(s) from the UNDP Strategic Plan: Output # 3 - Enhance prevention and recovery for resilience societies							
Project title and Atlas Project Number: Employment and Skills Development Programme, Atlas Award ID: 00096416							
EXPECTED OUTPUTS	OUTPUT INDICATORS	BASELINE*	DATA SOURCE	TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
				2019	2020	Total	
Output 1 Systems are strengthened for active labour market policies that target Syrian population implemented by İŞKUR	1.1. # of local Employment Agency (İŞKUR) Offices supported for better and more inclusive delivery of active labour market services and employment services		Project Progress Reports	5 local İŞKUR Offices (Istanbul, Gaziantep, Şanlıurfa, Kilis Hatay)			Thru project-based M&E tools and systems
	1.2. # of additional Syrians under temporary protection who benefitted from the counseling services provided by the local İŞKUR offices (i.e. counseling, placement, matching etc.) disaggregated for services		İŞKUR database(s)	500	3000	3500	Thru İŞKUR's systems
	1.3. # of additional impacted host community members who benefitted from the counseling services provided by the local İŞKUR offices (i.e. counseling, placement, matching etc.) disaggregated for services		İŞKUR database(s)	500	3000	3500	Thru İŞKUR's systems
	1.4. # of Syrians under temporary protection registered and screened through local İŞKUR Offices		İŞKUR database(s)	1500	3000	4500	Thru İŞKUR's systems
	1.5. # of impacted host community members registered and screened through local İŞKUR offices		İŞKUR database(s)	1500	3000	4500	Thru İŞKUR's systems

*The data will be obtained from İŞKUR

5. UPDATED WORKPLAN

Activity	Description	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34			
		2017				2018								2019												2020												
		9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6			
RESULT 0 -	Inception Phase Activities																																					
Activity 0.1	Set up project teams and project offices in Ankara and the field																																					
Activity 0.2	Conduct inception meetings with İŞKUR to agree on the work plan and make any necessary updates																																					
Activity 0.3	Contracting and service requests of the first actions																																					
RESULT 1 -	İŞKUR's capacity and digital maturity assessment completed and two roadmaps for capacity development and digital transformation prepared																																					
Activity 1	Assessments and Roadmaps for Capacity Development and Digital Transformation of İŞKUR																																					
Activity 1.1	Assessment of İŞKUR's institutional capacity and digital maturity to design and deliver active labor market programmes targeting the Syrians under temporary protection																																					
Activity 1.1.1	Agreement on the scope of the assessment																																					
Activity 1.1.2	Agreement on the institutional units to be involved in the exercise and proposed working modality																																					
Activity 1.1.3	Working Group to be established																																					
Activity 1.1.4	Capacity and needs assessment including digital transformation																																					
Activity 1.2	Prepare Capacity Development and Digital Transformation Roadmap for İŞKUR's strengthened employment service delivery																																					
Activity 1.2.1	Identify the gap between the planned and existing capacities																																					
Activity 1.2.2	Prepare two roadmaps for the capacity development and digital transformation of İŞKUR employment services																																					
Activity 1.3	Presentation of fully fledged Roadmaps to İŞKUR and agreement on the priority actions																																					
Activity 1.3.1	Identify the list of actions categorized in line with the agreement reached with İŞKUR																																					
Activity 1.3.2	Organizing a Workshop for the dissemination of the assessment results																																					
Activity 1.3.3	Agreement on the capacity development and digital transformation interventions																																					
RESULT 2 -	Capacities of selected pilot İŞKUR offices developed for better active labor market service delivery																																					

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		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34			
Activity	Description	2017				2018												2019												2020								
		9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6			
Activity 2	Design and implementation of Capacity Development Interventions including digital transformation																																					
Activity 2.1	Development of Process optimization/improvement interventions in selected key functions of İŞKUR Services																																					
Activity 2.2	Design and development of Digital Transformation interventions of İŞKUR Services																																					
Activity 2.3	Design of detailed training programs coupled w/ other complementary means for capacity development (technical study visits etc.) of both İŞKUR HQ's and local offices																																					
Activity 2.4	Conducting trainings and other capacity building activities to the relevant staff to be providing services to the Syrians under temporary protection and host community members to introduce the new digital İŞKUR Services																																					
Activity 3	Develop physical capacities of İŞKUR offices																																					
Activity 3.1	Identify the physical infrastructure needs of İŞKUR offices based on the assessments																																					
Activity 3.2	Support local İŞKUR offices through provision of physical infrastructure																																					
Activity 4	Develop IT capacities of İŞKUR offices																																					
Activity 4.1	Identify the IT infrastructure needs of İŞKUR offices based on the assessments																																					
Activity 4.2	Support İŞKUR offices through provision of IT infrastructure																																					
Activity 5	Design and implementation of Pilot Projects in five provinces																																					
Activity 5.1	Development of pilot projects to improve the livelihoods of Syrians under Temporary Protection and host community members in five provinces in line with the identified needs																																					
Activity 5.2	Project Teams to be set up in the İŞKUR local offices																																					
Activity 5.3	Facilitation of integration of new İŞKUR services in five provinces through pilot projects																																					
Activity 6	Outreach, advocacy and visibility activities																																					
Activity 6.1	Prepare a Communication Strategy to support the İŞKUR services and dissemination of Pilot Projects																																					
Activity 6.2	Implementation of the outreach and visibility activities																																					

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6. DETAILED BUDGET REVIEW

Component Budget	ACTUALS (as of 30 September)		FORECAST			
	2017	2018	2018	2019	2020	All Years
Costs	Total Cost (in EUR)	Total Cost (in EUR)	Total Cost (in EUR)	Total Cost (in EUR)	Total Cost (in EUR)	Total Cost (in EUR)
1. Human Resources (incl. project/programme staff and consultants)	€ 6,958.78	€ 55,822.91	€ 53,300.00	€ 128,800.00	€ 80,888.00	€ 325,770
2. Travel (air, ground)		€ 372.74	€ 2,100.00	€ 9,150.00	€ 5,142.00	€ 16,765
3. Equipment and supplies		€ 6,644.15	€ 3,891.85	€ 5,000.00	€ 2,797.00	€ 18,333
4. Project office		€ 65.77	€ 8,550.00	€ 11,400.00	€ 5,252.51	€ 25,268
5. Professional services						€ 0
Assesments and Roadmaps for Capacity Development and Digital Transformation of IŞKUR				€ 433,242.00	€ 0.00	€ 433,242
Design and implementation of Capacity Development Interventions including digital transformation				€ 180,000.00	€ 120,000.00	€ 300,000
Implementation of Capacity Development Interventions-Process improvement				€ 345,000.00	€ 230,000.00	€ 575,000
Implementation of Capacity Development Interventions-Study tours and exchange progs			€ 25,000.00	€ 0.00	€ 0.00	€ 25,000
Implementation of Capacity Development Interventions-Trainings				€ 90,000.00	€ 60,000.00	€ 150,000
Develop physical capacities of IŞKUR offices				€ 560,000.00	€ 0.00	€ 560,000
Develop IT capacities of IŞKUR offices				€ 400,000.00	€ 0.00	€ 400,000
Design and implementation of pilot projects in five provinces				€ 201,000.00	€ 134,000.00	€ 335,000
Outreach and Advocacy Programme for Skill Building Programmes				€ 50,000.00	€ 30,000.00	€ 80,000
6. Expenditure verification/audit				€ 0.00	€ 666.78	€ 667
7. Evaluation costs				€ 0.00	€ 5,000.00	€ 5,000
8. Translation, interpreters		€ 684.89	€ 5,000.00	€ 15,000.00	€ 10,982.00	€ 31,667
9. Costs of conferences/seminars		€ 1,269.67	€ 10,000.00	€ 15,000.00	€ 17,063.00	€ 43,333
10. Visibility actions (including CSR initiatives)				€ 50,000.00	€ 17,734.00	€ 67,734
11. Publications		€ 212.74		€ 5,000.00	€ 4,787.00	€ 10,000
11. Subtotal	€ 6,958.78	€ 65,072.88	€ 107,841.85	€ 2,498,592.00	€ 724,312.29	€ 3,402,778
12. Indirect costs (8% as per UNDP cost recovery policy)		€ 4,729.36	€ 8,627.35	€ 199,887.36	€ 58,977.98	€ 272,222
13. Total Eligible Costs (OUTPUT 1)	€ 6,958.78	€ 70,321.88	€ 116,469.20	€ 2,698,479.36	€ 782,770.80	€ 3,675,000

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7. UPDATED RISK REGISTER

No	Description	Impact & Probability	Mitigation Measures
1	Delays in Project Implementation due to the changes in Organisational Structure of the Presidential System	Probability: 3 Impact: 5	•Project Management will closely work with ISKUR at every stage of the project to prevent any further delays
2	Quality Assurance of the Service Provider for Capacity Assessment and Digital Transformation Roadmaps	Probability: 2 Impact: 5	<ul style="list-style-type: none"> • Monitoring and Evaluation structure will be clearly established in the procurement documents and revisited during the implementation of the project in a timely manner • Payments to the service provider will be made based on the approval of the both UNDP and ISKUR management after ensuring the quality of the outputs
3	Limitations in current institutional capacities to deliver employment services including available human resources, noting the high demand	Probability: 2 Impact: 5	<ul style="list-style-type: none"> • Project Management Team will closely work with ISKUR HQ and the Service Provider to support delivery of employment services throughout the project • Local İŞKUR offices will be approached regularly by the Project Management Team and the ISKUR General Directorate during project implementation and will well informed on the proposed activities and the expectations of the project • A working group within ISKUR will be established to ensure engagement and regular support of relevant units throughout prioritization and implementation
4	Limited human resources and consultancy work in the field of digitalization of employment services since it is very specific and new work area in Turkey	Probability: 3 Impact: 5	<ul style="list-style-type: none"> • Project Management will closely work with UNDP Procurement Unit together with other UN agencies to identify qualified human resources in order to maintain the Quality Assurance of the digital services •The necessary directions and İŞKUR's know-how will be followed by the Project Management Team to ensure the appropriate resources to initiate and pursue the digitalization of employment services. If needed, international expertise will be reviewed.
	Restrictions of access to the employment data from ISKUR system which is the major indicator of the Project	Probability: 3 Impact: 5	Project Management Team will closely work with ISKUR HQ to ensure the receipt of data relevant to the Project Indicators

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8. PROPOSED AMENDMENTS TO THE PROJECT AND CHALLENGES

With reference to the detailed work of the Project Team during the inception phase and outcomes of the meetings held with the relevant stakeholders, the following changes were introduced to the project and agreed unanimously by the Steering Committee Meeting on 17.07.2018.

Initial Project Framework		Revised Project Framework
Activity 2.1. Skills profiling of the impacted populations (Syrians under temporary protection and host communities) (in pilot provinces)		Activity 1.1. Assessment of İŞKUR's institutional capacity and digital maturity to design and deliver active labor market programmes targeting the Syrians under temporary protection
Activity 2.2. Segmentation of the Syrians under temporary protection (pilot provinces)		Activity 1.2. Prepare Capacity Development and Digital Transformation Roadmap for İŞKUR's strengthened employment service delivery
Activity 2.6.4. Conduct further research as requested by İŞKUR, to complement the profiling study planned.		Activity 4: Design and implementation of Pilot Projects in five provinces

Moreover, further decisions were taken in the Steering Committee Meeting as given below;

- **Revisions on project document:** The changes in the PRODOC about staffing, budget allocation and activities were accepted by SC Members and revisions on the project document were prepared and PRODOC was signed between UNDP and İŞKUR
- **Pilot Provinces:** SC Members agreed to add Istanbul as 5th pilot province as per İSKUR's request. An additional info note was prepared and submitted to KfW in the upcoming days.
- **Opening Ceremony;** SC Members agreed to organize the Opening Ceremony as a Launch Event followed by a workshop after finalization of Capacity Development and Digital Transformation Roadmaps
- **Study Visit:** SC Members agreed to organize a Study Visit to France in order for İSKUR to review the best practices of French expertise on Digital Transformation of Public Employment Services.
- **Steering Committee Meetings:** It was agreed by SC Members to organize SCM on semi-annual basis (6 monthly) throughout the project duration
- **Job placement trends throughout the project duration:** A reference date will be identified, and the placement figures for both Syrians under temporary protection and host community members through İSKUR services will be provided to KfW within agreed timeframe. However, İSKUR underlined the fact

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that it is not possible to provide project specific figures but the overall placement numbers for the agreed timeframe can be provided.

- **Coordination Meetings:** Regular coordination meetings will be held with other institutions such as World Bank, GIZ, ILO and etc.
- **Working Groups:** Working groups within ISKUR HQs and provincial directorates will be established to ease the processes of project implementation and working modality.
- **Recruitment of Individual Consultants (IC):** Procurement notices have been launched on 16 July 2018 for the recruitment of ICs on capacity assessment and digital transformation, the applications were collected until 30 July 2018 and assessments were made accordingly.