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Employment and Skills Development Project Component I Annual Report II

Reporting Period: October 2018 – December 2019



Employment and Skills Development Project

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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 **3.576.659** (*DGMM, 09 January 2020*). Around **98 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 İŞKUR to design and implement active labor market 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.

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 being better and stronger 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.

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 İstanbul Convention). CEDAW defines reasons behind discrimination against women and put an agenda for national action to end this discrimination. İstanbul 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 crosscuts 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 Programme 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. The Project has considered women's and men's differentiating needs and has worked for creating a İŞKUR system more accessible and user-friendly.

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 is operational in UNDP as a global policy. 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 Results-based Monitoring and Evaluation (M&E) System of Syria Crisis Response and Resilience Programme (SCRRP) is being implemented by the SCRRP M&E team supported by the Country Office M&E Analyst. The Monitoring and Evaluation System of the Project lies on three main pillars: 1) Project achievements and progress against targets & indicators, milestones, key activities; 2) Qualitative analysis of project implementation and impact; 3) Coordination and synergies with other projects at programme and sectoral level. The purpose of the Monitoring Sheet is to gather data on the progress, to assess the likelihood of objectives being met, as well as the quality and the overall impact of the Action as to recommend adjustments when necessary. The data collected through project-based monitoring tools are being regularly registered to UN based on-line reporting platform, which also enables UNDP to merge data from different projects to measure the impact of the interventions at macro level. Within the framework of M&E activities, regular monitoring visits are planned to take place throughout project durations, while close monitoring of the Project will continue to be one of the priorities.

Moreover, on-line reporting tool has been used 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

Some of the key M&E activities that are planned for 2020 are:

- the first monitoring visit of the Project is planned to take place in the first quarter of 2020
- an M&E workshop will be organized in the first quarter of 2020 in order to update and finalize the yearly M&E Plan for 2020
- a lessons-learnt workshop is planned to take place at the third quarter of 2020 in order to support the learning process of UNDP SCRRP Programme

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.

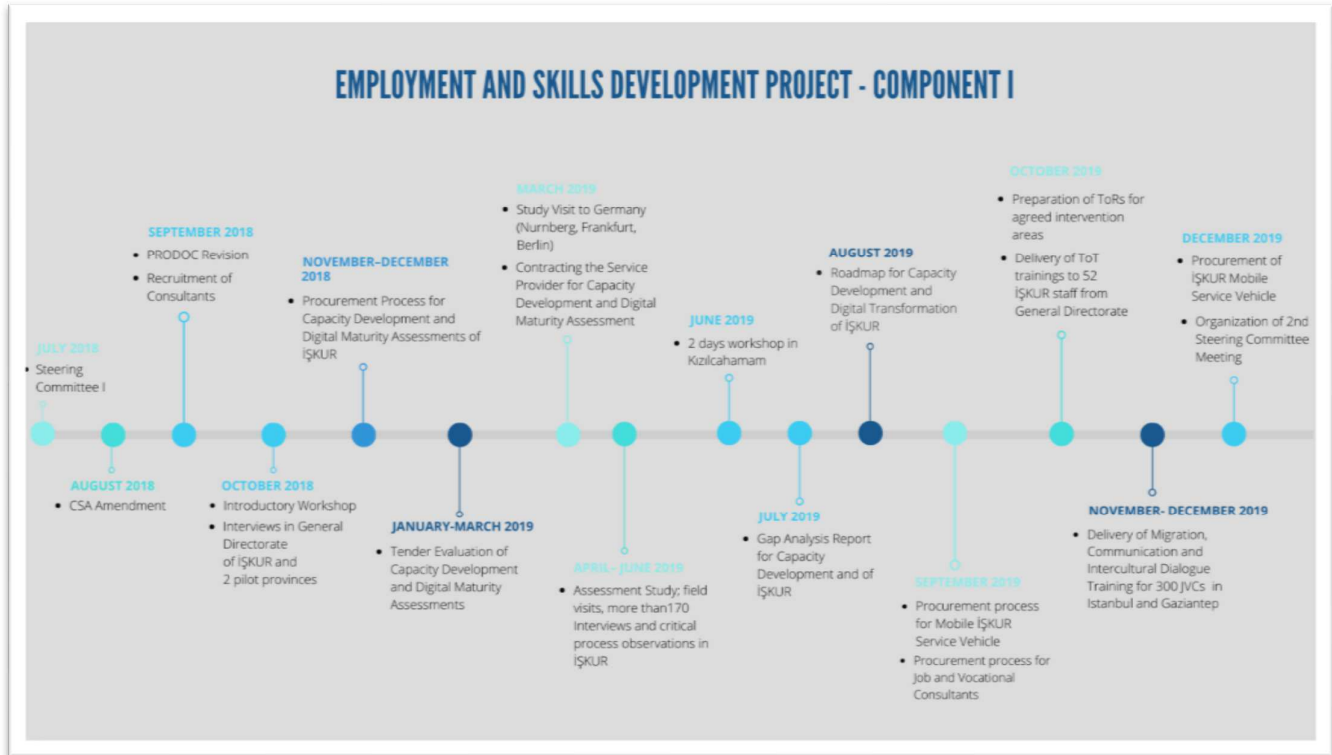
To help Turkey find solutions, UNDP works closely with a number of government agencies, municipalities, private sector partners and NGOs, to integrate environmental and sustainable development principles into national and regional development policies and plans.

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

2. Major activities undertaken during this reporting period

The activities under this section covers the period from October 2018 to December 2019.

This snapshot briefly points out the major events carried out during this reporting period;



2.1. Activities Under Result I - 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:

In order to better understand the gaps, challenges and needs of the current employment system in Turkey for both host communities and Syrians under Temporary Protection, it is important to first take a glance at İŞKUR's mission and role in active labor market. İŞKUR plays a key role in identifying the needs of the Turkish labor market and devising strategies and policies needed. Significant developments regarding demand and supply in the labor market, coupled with the changing structure of the labor market and emerging needs necessitates closer attention to projects which targets İŞKUR's target group.

İŞKUR's goal is to provide services demanded and required by the target group in a more efficient manner and at higher quality, and it is taking steps to improve its institutional capacity in a dynamic way.

Theoretically, the following items can be listed under İŞKUR's responsibilities as also classified under employment policies of OECD¹:

- Job matching and counseling services
- Vocational training
- Subsidized employment (subsidies for the private sector, assistance for start-ups, direct employment in the public sector, etc.)
- Policies targeting the youth population
- Policies targeting the person with disability
- Unemployment insurance
- Early retirement

In this context, the employment services of İŞKUR can be categorized under two main headings:

- Active employment services include job matching, vocational training and counselling services, subsidized employment, policies targeting the youth population and the persons with disability
- Passive employment services involve unemployment insurance and early retirement

As a sub-division of the Ministry of Family, Labor and Social Services and Turkey's public employment agency, İŞKUR, is carrying out important activities aimed at reducing unemployment and increasing employment. Active and passive labor market policies are being pursued within İŞKUR. In this scope, İŞKUR aims at attaining 20 target sets in its 2018-2022 strategic plan through its 11 departments at its General Directorate, other units, 81 Provincial Directorates, and 76 employment centers as part of its macro-employment policies and priorities under the five fundamental objectives listed below:

¹ OECD Economic Studies No. 30, 2000/I, S.82.

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1. Within the scope of the aim of improving job placement services in line with the needs of the labor market, goals include: increasing the number of people placed in the private sector in the plan period by 5% of the target of the previous year; increasing the employment of groups requiring special policies; and increasing national, local, sectoral and target group-based labor market research.

2. Within the scope of the aim of developing qualified counseling services for permanent employment in line with the needs of the labor market, the goals include: providing effective and qualified job and vocational counseling services to students and increasing the number of university contact points to 130; providing effective job and vocational counseling services to ensure permanent employment of job seekers, employer counseling services; developing professional experience and work adaptation programs for students.

3. Within the scope of the aim of developing active labor market services for employability of the workforce, goals include: increasing the number of organized on-the-job training programs by 5% of the target in the previous year; increasing the number of vocational training courses by 5% of the target of the previous year; increasing the number of entrepreneurship programs by 5% of the previous year's target; conduct impact analyzes at 10 local and 5 national levels annually for courses and programs.

4. Within the framework of the aim of implementing passive employment programs in a way to provide more effective social protection, goals include: regulating the legislation by taking into account the conditions of the unemployment insurance entitlement, payment amount and duration, and groups requiring special policies; finalizing the rate of applications for Unemployment/Tradesmen Funds in the same month at 98%.

5. Within the scope of the aim of "strengthening the institutional capacity for the more effective execution of the services", the goals of İŞKUR include: increasing the awareness/recognition of the services of the institution; improving the technological and physical infrastructure of the institution; increasing the quality of the personnel of the institution; developing relations and cooperation with countries, European Union and international organizations; developing strategic management capacity.

The main idea regarding the assessment of İŞKUR's Institutional Capacity and Digital Maturity Gap Analysis is to find the gap between actual capacity and projected capacity, and to create a ranking in terms of importance; and to ensure that a set of actions that will bridge the gap as part of the subsequent sub-activity are taken. To attain this goal, a field survey was conducted at İŞKUR General Directorate and the five pilot provinces using a qualitative survey method started in April 2019. In-depth interviews were conducted with heads of departments and divisions, employment experts, provincial directors, Job and Vocational Consultants (JVCs), and other employees. This activity was achieved through the following actions:

Activity 1.1.1. Agreement on the scope of the assessment: This action was agreed with İŞKUR through various meetings and site visits to the Pilot Provinces.

Specifically, for this activity two Individual Consultants (IC); one for capacity assessment and the other for digital transformation services were recruited. The overall objective of these assignments was have been assigned, with the aim of assisting the Project team in the discussion on defining the scope of the assessment and preparation of the related procurement documents accordingly based on agreed scope of the institutional capacity and digital maturity of İŞKUR, along with a market analysis with an estimated budget for the required services. The consultants also supported the Project team in evaluation processes with a special focus on active labor market services and institutional digital transformation requirements.

The Consultants, together with project team, carried out a number of meetings with each department at İŞKUR HQ and, organized field visits to two selected provincial offices

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(Gaziantep and İstanbul) in order to provide preliminary observations on the root problems affecting the effectiveness and the efficiency of İŞKUR services.

As an outcome of these meetings and field visits, the scope of the assessment was agreed with İŞKUR and relevant procurement process was launched

Activity 1.1.2. Agreement on the institutional units to be involved in the exercise and proposed working modality: As describe above, once the scope of the assignment was agreed, the units to be involved in this assessment was identified in line with the agreed scope. Since the assessment covers İŞKUR as a whole, it was agreed that involvement of all İŞKUR units at the central and field level in pilot provinces was required to have a holistic approach during the assessment. It was the first time that İŞKUR has been assessed as an institution which made this project a priority for İŞKUR senior management whilst implementing much bigger international projects at the same time.

Activity 1.1.3. Working Group to be established: In line with the agreed scope a working group was established within İŞKUR composed of representatives of all Departments and Units at the İŞKUR HQs. The working group was key to the progress of the assessment activity where the role of the working group was to provide inputs and key information to the assessment and also to review the findings of the assessment. To this end, more than 15 meetings were held between the Contractor and Working Group representatives.

Moreover, in order to access more İŞKUR staff during the assessment, the interviews were conducted with the İŞKUR staffs who were not part of the working group discussions.

Activity 1.1.4. Capacity and needs assessment including digital transformation:

The tendering process for Capacity Assessment and Digital Transformation of İŞKUR was completed on 4 February 2019 after a 5 weeks of procurement notice. In total, 7 proposals were received out of which two of them were joint ventures. A Tender Evaluation Committee was constituted of 7 members including 1 Procurement Officer, 3 Project Staff from UNDP Turkey CO and 2 Individual Consultants on Capacity Assessment and Digital Transformation. Tender Evaluation Committee finalized the evaluation of proposals on 4 March 2019 and sent the evaluation report to UNDP Regional Procurement Review Committee (RACP) for their review and Chief Procurement Officer for Bureau of Europe and CIS for their approval. The case was approved on 15 March 2019 and PwC Turkey was awarded for the Consultancy Services for “Capacity Development and Digital Maturity Assessments of Turkish Employment Agency (İŞKUR)”. The contract was signed with PwC Turkey on 22 March 2019 and PwC Project team was mobilized as of the contract signature date which is the starting date of the assignment. A clarification meeting with PwC Turkey was also held on the same day of the contract signature.

The assessment study was officially started following the contract signature with PwC Turkey and immediately after the start of the assignment several meetings were held with participation from İŞKUR, PwC Turkey and UNDP representatives to have a clear understanding about the tasks and activities to be carried out during the assessment.

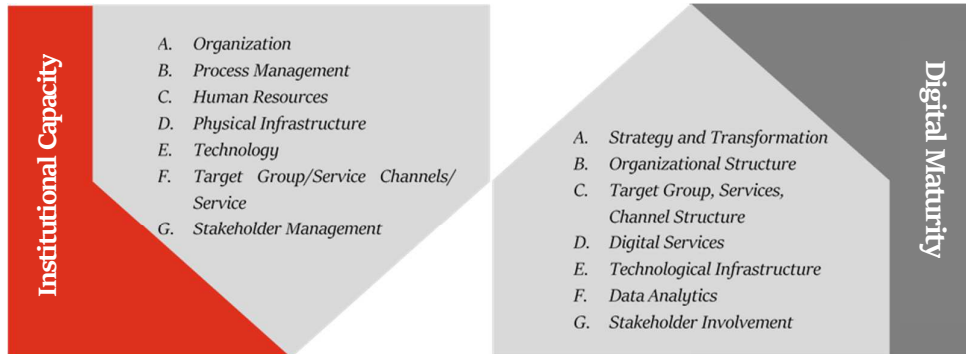
In addition, a kick-off meeting for the introduction of PwC Turkey Project Team to İŞKUR personnel including high-level management was held on 3 April 2019 at Wyndham Hotel in Ankara with participation of 49 people. All Department Heads of İŞKUR attended the meeting. A project presentation was delivered by the Project Manager in addition to PwC Turkey’s presentation on their experiences in public sector and active labor market policies as well as the introduction of activities to be undertaken by PwC Turkey.

The kick-off meeting followed by a management meeting with İŞKUR and PwC Turkey in the leadership of UNDP Project Team was held to study on the workplan to be implemented by PwC Turkey. The framework of the assessment study was agreed with all parties in this meeting and following activities were carried out as given below.

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Framework of the Assessment

The main objective of the İŞKUR Institutional Capacity and Digital Maturity Gap Analysis is to find the gap between İŞKUR's actual capacity and projected capacity, and to create a ranking in terms of importance; and to ensure that a set of actions that will bridge the gap as part of the subsequent sub-activity are taken. To attain this goal, İŞKUR's organizational structure was analyzed in detail, taking account of all levels of the organization; and processes related to services offered to the target group and the current state of its organization were analyzed as shown in the figure below.



Desk Studies

PwC Turkey conducted a “desk study” which covers both an internal and an external perspective; applicable laws, regulations, directives, strategic plans, annual operating reports, performance programs, internal control action plans, labor market reports, statistics, and other documents were reviewed. This included relevant policy papers, legislative frameworks, and strategic plans as well as institutional strategies and policy papers. i.e. (activity reports, performance programmes, financial reports etc.) especially work-flow diagrams, target indicators and reports.

Surveys, Interviews and Critical Process Observations

Two overlapping qualitative questionnaires were developed for the General Directorate and Provincial Directorate/Service Centers by using the findings of desk studies. A qualitative questionnaire for stakeholder interviews was developed in parallel with the other forms. The questions were designed as open-ended and semi-structured questions. The questionnaire developed for interviews at the General Directorate consists of 78 questions broken down into 22 main themes; the questionnaire developed for interviews at Provincial Directorates consists of 100 questions broken down into 20 main themes; the questionnaire used for stakeholder interviews consists of 13 questions broken down into eight main themes. The questionnaires for the General Directorate and Provincial Directorates asked the respondents if they had any suggestion for improvement after each main theme question. In addition, they were asked to reply to this question: "Could you please prioritize five improvement areas over the short, medium, and long term which you believe are critical for the performance of activities in a more efficient manner and at the desired level?". Detailed information was gathered by putting in-depth questions based on reviewed documents before the commencement of work in the related unit.

A rating scale form containing 40 questions was developed for the General Directorate taking into account the thematic areas in the qualitative questionnaires for the General Directorate and

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Provincial Directorate/Service Centers with their supporting qualitative data. The respondents were asked to assess the Agency's current capacity by assigning points on a scale of (1-5) while replying to these 40 different questions. The scoring system was divided into scores ranging between (1-5):

1. VERY LOW/ABSENT	2. LOW CAPACITY	3. MEDIUM/BELOW MEDIUM CAPACITY	4. HIGH CAPACITY	5. FULL CAPACITY
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It was concluded that the ideal capacity would be "5-Full capacity" and the purpose is to find the gap between the respondent's score and the actual score regarding the current capacity, and to identify priorities based on national policy documents, applicable legislation and best practices.

The qualitative questionnaires and their appendices were sent to İŞKUR, and the feedback received was reflected in the questionnaires. **A total of 176 interviews were conducted.**

- In-depth interviews were conducted with the heads/supervisors and employees of units at İŞKUR's General Directorate, including those from 11 departments: Legal Consultancy Unit; Press, Publication, and Promotion Unit; Management and Support Services Division; Internal Audit Department, and the Directorate General Unit (a total of 81 persons).
- In-depth interviews were conducted with JVCs, unit supervisors and employees at Provincial Directorates in four pilot provinces (Şanlıurfa, Gaziantep, Kilis and Hatay), and Bahçelievler and Kadıköy Service Centers in Istanbul. (A total of 62 persons, including 22 in İstanbul, 14 in Kilis, 12 in Hatay, 8 in Şanlıurfa, and 6 in Gaziantep.)
- Courtesy visits to the Provincial Directorate/Heads of Departments, visits to İŞKUR Service Centers (the Job Club in Hatay province, and the Service Center at the chamber of commerce, and visits to İŞKUR+ in Şanlıurfa and İstanbul). In addition, four employers, including JVCs, have visited Hatay and İstanbul.
- Critical processes were observed at the Hatay Provincial Directorate and İstanbul Service Centers (Kadıköy and Bahçelievler). As part of these observations:
- Critical services were observed in real time at each unit at the Provincial Directorates/Service Centers.
- Explanations about all the processes observed were requested and noted.
- Timing of processes and average period for provision of services were observed.
- Screens and channels were checked in the digital mediums and observations were made with regard to errors/slowness, and other problems.
- KfW, EUD, WB, ILO, UNHCR, IOM, and GIZ were visited as part of stakeholder visits in order to conduct in-depth observations regarding working processes and cooperation with İŞKUR.

Data Evaluation Process, Compliance Control and Analysis

Data compiled during interviews with the İŞKUR General Directorate and the Provincial Directorates/Service Centers and replies to questionnaires used for each interview in the first phase were checked in terms of internal consistency. Consistency checks were subsequently performed by comparing replies to the qualitative questionnaire with scores on the rating scale form. It was found that replies to the questions were consistent with the scores. The scores in the rating scale were, therefore, not subject to elimination.

In the second phase, all qualitative data (separately for the General Directorate, Provincial Directorate, and stakeholders) were consolidated for thematic questions. This raw data was analyzed, and questions not reflecting general opinions were eliminated. Then generalization was carried out for the thematic questions.

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GAP Assessment Report on Institutional Capacity and Digital Maturity of İŞKUR

With the studies comprehensively carried out by the all parties involved, two assessment reports were prepared for Institutional Capacity and Digital Maturity Assessments of İŞKUR. The reports consist of findings related to the assessment of the current situation assessment performed in order to compare the actual and planned capacity of İŞKUR, and to analyze the gap between them, as well as findings pertaining to areas for improvement. Data obtained through desk work, one-on-one interviews, in observations, and questionnaires and the resulting findings are presented under seven main headings.

In addition to all headings, an institutional capacity service level map was developed as a result of İŞKUR's own assessment regarding the subheadings in each competence area (resulting from replies to questionnaires and an assessment at the interview phase).

Please see the Annex 1 for the GAP Assessment Report on Institutional Capacity and Digital Maturity of İŞKUR.

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

Institutional Capacity and Digital Maturity Gap Assessment of İŞKUR as well as related findings have been analyzed with an experience-based service provision concept during the Roadmap study. In light of related examples, steps that should be taken for İŞKUR's vision of providing experience-based services, existing shortcomings, and areas that need to be revised have been defined, and this Roadmap Report has been prepared based on those definitions with the objective of boosting the Agency's efficiency.

Activity 1.2.1. Identify the gap between the planned and existing capacities:

This study was conducted during the assessment and was an input to the Roadmaps. While defining the projects and programs which will support İŞKUR to become a perfectly functioning agency with its mission and vision, strategic goals, performance objectives, as well as setting an example to other public agencies and institutions with its competencies and processes, this study was utilized as one of the significant intake for the Roadmaps.

Findings matrix which defines the Area of Competence, Findings as well as Current and Target Situation Analysis can be found as an Annex 2 of this report.

For further details, please see Annex 2 – Findings Matrix

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 were developed targeting the General Directorate and local İŞKUR offices, with a view to strengthen İŞKUR's institutional capacity.

The RoadMap for Institutional Capacity Development and Digital Transformation consists of programs that will be implemented over the short, medium, and long term. The programs are designed to enable İŞKUR to have an efficient institutional structure, to provide services with value added, and play an active role in policies that will contribute to the development of the country.

During the assessment study, it was observed that the Agency was in need of improvements in such fields like organizational structure, service channels, legislation related to services, business processes, performance management, monitoring and evaluation, data and document management, system and software infrastructure, digital maturity, and digital strategy. A RoadMap for Institutional Capacity Development and Digital Transformation was developed in the interest of presenting steps that need to be taken in order to satisfy needs identified with a timetable and scope.

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The Roadmap has eight components:

- Organization
- Process Management
- Strategy
- Human Resources
- Target Group
- Channels
- Data Infrastructure
- Development of Software and Infrastructure

Two customized Roadmaps listed accomplishments of İŞKUR as follows in order to fulfill the gaps between the current and planned and desired system:

- İŞKUR should digitalize almost all key service relationships with its target group, stakeholders, and employees. İŞKUR should provide basic business process digitally that encompasses the entire Agency with necessary connections with its stakeholders.
- As a digital institution at an advanced level, İŞKUR should use digital technologies for satisfaction, efficiency, and performance at a much higher level. In order to "digitalize" itself, İŞKUR should use digital technologies for modifying a business or service model and for obtaining new contributions and high values. This is a transformation process towards becoming digital.
- İŞKUR should function as an organization where information technologies play an active role in the institutional strategy independent of its services. In other words, it should use information technologies to the fullest extent in order to ensure efficiency in internal and external processes.
- İŞKUR will undergo an organizational transformation using digital technologies for enhancing its performance.
- İŞKUR should make fundamental changes by using technology that affects all aspects of its services in order to make the Agency more valuable to the target group, focusing on how its services function.
- İŞKUR should not be guided by the motive to acquire new technologies only to be replaced by outdated technologies or to acquire the latest technology. Its objective should be obtaining the latest technology that it needs.
- İŞKUR should improve its target group experience, offer new digital services, and also digitalize its internal processes.
- İŞKUR will undergo a service transformation where information technologies will come into the foreground and play a dominant role as part of its digital transformation. New service opportunities may emerge in the digital age and İŞKUR should transform by using its strategy, structure, culture, processes, as well as the potential power of social media, technology, and the Internet.
- İŞKUR should continue its transformation by improving its infrastructure (technological, etc.), processes, digital capabilities, and the most important components of digitalization. Lack of skills regarding digitalization is regarded as one of the major hurdles preventing successful implementation of digitalization.

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With a valuable input from GAP Assessment Report on Institutional Capacity and Digital Maturity of İŞKUR, **27 projects/programs** were identified within the coverage of the Roadmap study with a prioritization approach by taking account of the factors listed below during the prioritization of projects and programs which are a part of the Roadmap and we regard them to be the building blocks of transformation and development in İŞKUR:

Value Factors

1. Leading or supporting other projects and programs, input-output relationships
2. Its effect on the Agency when it is put into practice (direct effect on the improvement of employee experience)
3. Its effect on the target group when put into practice (direct effect on creating citizen value and improving citizen experience)
4. Effect on reducing cost and efficiency

Risk Factors

1. Level of resistance faced within the Agency
2. Level of resources needed
3. Complexity
4. Term of program/project

Programs and Projects

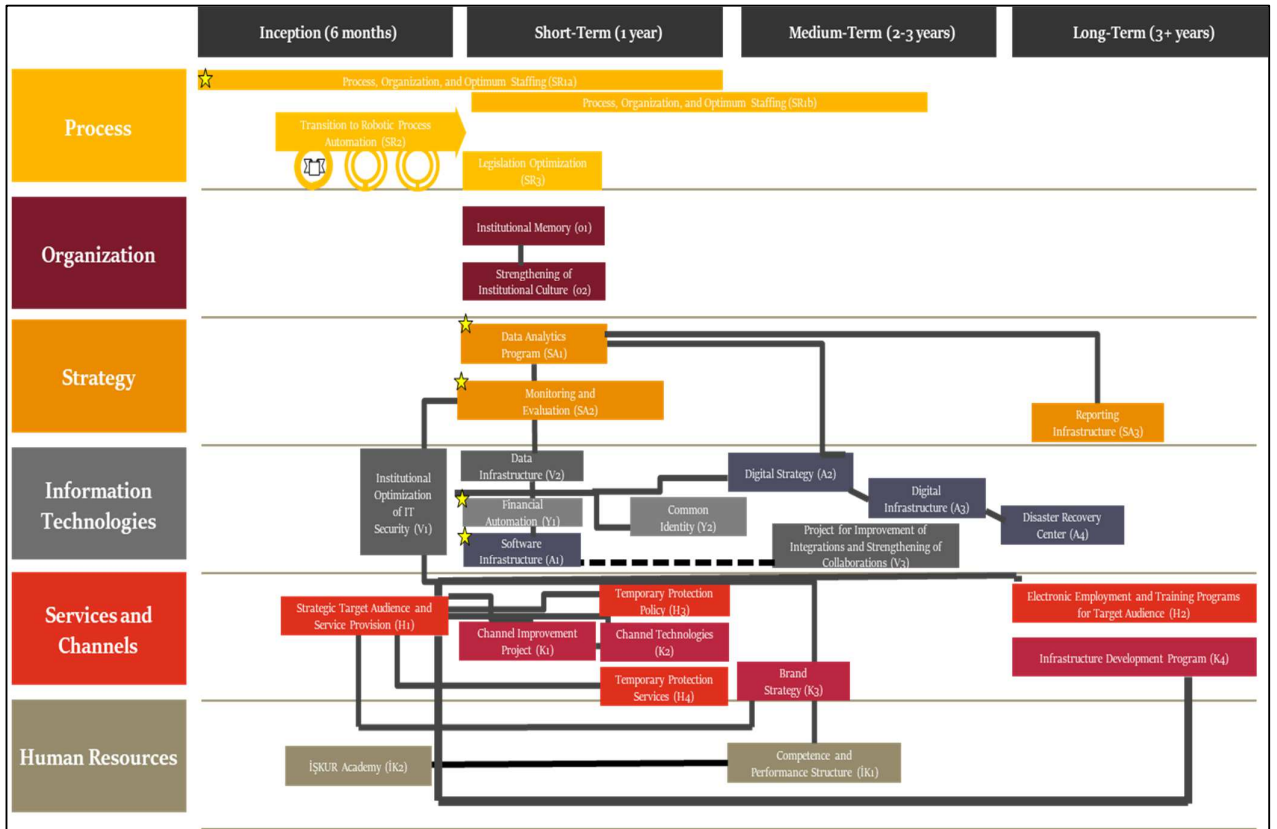
1. Outputs of the work undertaken with the Project team for prioritization of findings
2. Prioritizing the issue within the Agency's mission, vision, and high-level policy documents
3. Consultant's opinions

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Moreover, the programs and projects were clarified in light of these factors underlying the approach as follows:



The below diagram summarizes the projects and programs identified and to be turned İŞKUR into a fully fledged Employment Agency;



The Roadmaps for Capacity Development and Digital Transformation Roadmaps can be found Annex 3 of this report.

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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 was developed and presented to İŞKUR. In this sense, 27 projects were identified as listed below based on the priority approach defined above;

	Project / Program Name
Target Group	1. Strategic Target Group (Segment) Study and Improvement of Service Provision (H1)
	2. Electronic Employment and Training Practices for Target Group (H2)
	3. Syrians Under Temporary Protection / Policy Development Program (H3)
	4. Syrians Under Temporary Protection / Service Development Program (H4)
Channel	5. Target Group Service Channel Improvement Project (K1)
	6. Service Channel Technologies Program (K2)
	7. İŞKUR Branding Strategy and Management (K3)
	8. Physical Infrastructure Development Program (K4)
Process	9. Process, Organization and Optimum Staff (SR1)
	10. Transition to Robotic Process Automation (RPA) Study (Determination and Transformation of Suitable Processes for RPA) (SR2)
	11. Legislation Optimization (Revision, Simplification, Disclosure) Study (SR3)
Strategy	12. Data Analytics Strategy, Infrastructure and Capability Development Project (SA1)
	13. Monitoring and Evaluation System Program (SA2)
	14. Reporting Infrastructure Renovation Project (SA3)
Organization	15. Institutional Memory (O1)
	16. Strengthening Institutional Culture (O2)
Human Resources	17. Competency and Performance Structure (HR1)
	18. İŞKUR Academy (İK2)
Data Infrastructure	19. Data Infrastructure (V2)
	20. Improving Integrations and Strengthening Collaboration Project (V3)
	21. Information Technologies Security Optimization (V1)
Software and Infrastructure Development	22. Establishment of Financial Automation System (Y1)
	23. Implementation of Common Identity Management (IdM) (Y2)
	24. Software Infrastructure Renewal Project (A1)

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- 25. Preparation of Digital Strategy Plan (A2)
- 26. Digital Hardware Infrastructure Renewal Project (A3)
- 27. Establishment of Disaster Recovery Center (DRC) Project (A4)

These actions also included their respective timeframe, with short and medium-term interventions.

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

Considering the sensitivity of the information collected from İŞKUR throughout the assessment study, not a conference, but a 2 day workshop was organized on 29-30 June 2019 to disseminate the assessment results and validate the findings with the all relevant parties.

Moreover, throughout the assessment study, several workshops were organized at İŞKUR General Directorate with the participation from İŞKUR senior management and the working group representatives in order to track the progress of the assessment and ensure the high-level engagement of İŞKUR.

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

On the basis of this list given above, following 5 priority actions were identified and agreed with İŞKUR to take forward under the current project considering the relevance and feasibility:

- Process, Organization and Optimum Staffing
- Monitoring and Evaluation System Program
- Data Analytics Program
- Installation of Financial Automation System²
- Software Infrastructure Renewal Project

² Although İŞKUR is keen to implement this Project, due its budget and total duration of the implementation phase, we will not be able to cover this intervention area within our Project

2.2. Activities Under 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

During the assessment, PwC Turkey has examined the global trends in employment services and examples of best practices in various countries like Sweden and Canada. The assessment revealed the fact that provision of sufficient employment services for disadvantaged individuals in the labor market is an important issue. In addition to digitalization, mobile technologies are being used to bring job seekers and employees together, and remote training modules are being used extensively for employee training.

In Canada, Refugee 613 is an innovation and mobilization center for refugees in Ottawa, established by different segments of society. The refugees benefit from a variety of mobile applications and through the use of technology, they are able to reach out to young refugees. For example, through the WhatsApp app, officials answer the questions that refugees ask about their situation. Also, they have adopted a partnership between civil society and public employment services. In this context, they provide civil society with information, education and opportunities for refugees to participate in the adaptation process.

In Sweden, a project called Project Mirjam, which is designed specifically for women refugees, is being conducted. Participants who may benefit from group solidarity, training tours and guides can also share their knowledge on the labor market, health, and access to education through regular meetings. In fact, some participants were hired in these companies as a result of the tours organized for educational purposes. One of the objectives of the Project is to expand the professional areas that female refugees can work in, and to work in areas such as restaurants, public transport, nursing and industry.

Good practices and initiatives that can be developed within the scope of similar policies were deeply examined.

Canada

- **Refugee 613:** With the innovation and mobilization center for refugees established in Ottawa, the integration of refugees into business life is accelerated.
- Mobile applications and technologies targeting the young refugee population are being developed (e.g. question-answer via WhatsApp).
- Joint action is taken in providing civil society and local public employment services. In addition, trainings for civil society and refugees are ensured to participate in the integration process.
- **Quebec:** Local employment centers offer services with a flexible budget allocated to them from regional structures.

Germany

- **The Public Employment Services** network is very developed and financed by five different sources: Public resources (at national, regional and local levels), unemployment insurance, and other resources.
- This network is very complex (locally based) and flexible. In this way, adaptation to regional and individual differences can be achieved.
- It is stated that “language learning” and “vocational education” are the most important factors in its integration into the labor market. It was mandatory that asylum-seekers should first be given “language” training for integration into the society and then the labor market.
- **The Perspektive 50 plus program:** is a special program designed for job seekers 50 and older.

Norway

- **Public employment services (NAV)** provide employment services to individuals who are disadvantaged in the community, thanks to successful partnerships between other public institutions and private institutions.
- **IKEA:** A program for refugees has been developed. In addition to technical training at work, language training is also provided.
- **High Schools:** There are personnel that can provide necessary career counselling for disabled youth.
- Thanks to many digital services developed by NAV, the process of tracking unemployed groups and participating in the labor market becomes easier. It is planned to automate and digitalize local activities in the future.

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With reference to the global trends in employment services; examples of best practices in various countries and Roadmaps prepared based on the outcomes of the Institutional Capacity and Digital Maturity of İŞKUR, capacity development and digital transformation interventions were identified and agreed with İŞKUR focusing on five major development areas as given below;

- Process Improvement
- IT Infrastructure Development
- Physical Infrastructure Development
- Trainings
- Pilot Projects

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

Process management defines clearly, monitors and improves the work processes in an institution, optimizes the workflows in accordance with process objectives, and identifies situational and logical modelling.

Preparing and optimizing work processes are the core work that will align the human resources, technologies and organizational structure of an institution with its institutional strategy, ensure operational monitoring and provide regular feedback, and ultimately contribute to the achievement of institutional goals. Optimized work process management systems represent the best choice for real-time information sharing, standardization and transparency among all employees and departments of an institution.

Along with this approach, it is necessary to define how the institution operates, i.e. define its work flows; and through process modelling, i.e. recreating, monitoring and finalizing the work flows in electronic medium, it is possible to increase the efficiency of an institution by communicating the right information and work to the right person at the right time.

While various work of similar nature has been undertaken in İŞKUR, transition to a detailed, easily updateable system emerges as an important need for İŞKUR for such reasons as İŞKUR now delivering services to Syrians under temporary protection, increased variety of active and passive program to Turkish citizens and Syrians, inability to monitor processes in electronic medium at a desired level, and need to clarify work flows.

The main objective of this intervention is to increase organizational efficiency. The aim is to examine the organizational structure of the Agency, to analyze the business processes and optimize the information technology (IT) processes. In addition, this program includes the related technical and infrastructural works for the digital transformation that the Agency aims in the short or medium term.

The overall objective of the intervention is to increase the corporate performance of İŞKUR and to provide the infrastructure to increase the service satisfaction of the target audience and the job satisfaction of İŞKUR employees as part of its corporate transformation. The specific objective of the Project is to increase the institutional capacity of İŞKUR, to determine the business processes for the execution of institutional services and activities, to create business processes by standardization and optimization of these processes, to define these processes with the help of a system and to establish relations with each other, to actualize the organization design, job descriptions of the personnel and the required norm staff work to carry out these business processes.

As a result of the Project, it is expected that İŞKUR would have a more effective organization design, and significantly improved processes (such as services to different target groups including the Syrians Under Temporary Protection), and employees who are empowered and committed to their business.

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

All the priority areas selected as a development intervention under Result 2 will serve for our ultimate aim which is the digital transformation of İŞKUR. These four projects given below were designed and developed as significant step towards digitalization of İŞKUR services which will be described under relevant headings of this report.

Main Groups	Groups	Subgroup	Program	Component
Process	Process	Process	Process, Organization and Optimum Staffing	Business Processes Identification and Optimization Project
				Information Technology Business Process Optimization Study
				Organization Design Project
				Optimum Staff Study
Process	Strategy	Infrastructure for Data-Based Strategy	Monitoring and Evaluation System Program	Monitoring and Evaluation System Program
IT Infrastructure	Strategy	Infrastructure for Data-Based Strategy	Data Analytics Program	Data Analytics Strategy, Infrastructure and Capability Development Project
IT Infrastructure	Information Technologies	Application Softwares	Software Infrastructure Renewal Project	Software Infrastructure Renewal Project

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

A study visit to Germany was organized to better understand and review the best practices of German expertise on Digital Transformation for Public Employment Services. İŞKUR staff from headquarters and provincial offices who provides employment services to Syrians under temporary protection in Turkey and host community members in addition the Project team from UNDP attended to the study visit organized in Nurnberg, Frankfurt and Berlin between 25-29 March 2019.

The main rationale behind the study visit was to observe German Institutions on site, discover best practices, visit other related directorates such as strategy, information technology and immigration units of the Federal Employment Agency and other related institutions/entities considering their more digitalized and adapted systems both at local and national level as well as their mobile and collaborative workspaces, solutions and boosting digital transformation in most of the field of operations. Through this study visit, İŞKUR staff had the chance to absorb the latest developments related with digital transformation in the relevant institutions and its reflections on the employment policies and practices.

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With the lessons learned from this study visit, İŞKUR provided more best practices from German Expertise and Capacity development and Digital Transformation Roadmaps were developed in detail.

Below mentioned institutions were visited the during the Study Visit:

- Federal Employment Agency
- Federal Ministry of Labor and Social Affairs
- Institute for Employment Research
- PwC Frankfurt Office / Experience Center
- KfW Development Bank
- German Trade Union (Ver.Di)
- DIHK - Network Enterprises

During the Study Visit, the sample data were reviewed which would strengthen İŞKUR's employment service delivery tools in Turkey. Federal Employment Agency, which has experienced in developing migration policies, gave examples of the steps taken by the public institutions in Germany in terms of digitization. Regarding the employment policies and services developed in response to the consequences of the Syria crisis, ideas were shared on how it could be a model for quantitative and qualitative growth, covering both Syrians and host community.

Besides, the Study Visit, a tailor-made training programs were drafted based on the findings of the Assessment. The Assessment Study proves that İŞKUR has training-related planning and strategies, but it needs improvements based on the findings.

Training subjects in recent years covered basic services, including accounting, human resource, SPSS, Windows applications, project loop, and protocol rules. The assessment indicated a need for additional training subjects such as effective communication and negotiation techniques, protocol, negotiation, time and stress management; training for global trends to be innovative; related publications; employment at the macro level; labor market relation, training; information systems; decision support systems and Office programs covering the economic and social dimension. Although improvements have been made, additional adjustments are required and recommended for in terms of the diversity and content of the education subjects and the number of people reached. Moreover, the development of a Training of Trainers Program is required to increase the scale and impact of training for staff.

Based on the assessment findings 2 training programs were designed and implemented.

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

Two training programs as "Training of Trainers" and "Migration, Communication, Intercultural Dialogue Training" were designed and implemented for İŞKUR staff to cover immediate needs of İŞKUR on the services directly provided to both Syrians and Turkish citizens as a result of the assessment.

"Training of Trainers" was delivered to 52 İŞKUR staff from different units of İŞKUR General Directorate on 22-23-24 October in Ankara. The objective of the training was increasing the ability of the trainers through successful training methods, training needs analysis techniques, role of the trainer, communication skills, body language, presentation and presentation techniques. In the training, while the tricks of being a trainer were given to the İŞKUR staff, how the content of a training would be made permanent and be enriched with verbal and visual support elements was explained.

In addition, "Migration, Communication, Intercultural Dialogue Training" was delivered to 300 Job and Vocational Consultants (JVCs), in the last quarter of 2019. Through this training program delivered to

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İŞKUR JVCs the main aim is to cover immediate needs of İŞKUR on the services directly provided to both Syrians and Turkish citizens. As the first contact point of İŞKUR services, JVCs were targeted for this training activity in order to engage them with the multi-cultural environment and increase their awareness on providing services to various job seekers.

This training contributed to the improvement in the capacities of JVCs and equipping them with leadership skills, successful communication in cultural context along with intercultural differences and creating awareness on the Syrians under Temporary Protection in Turkey.

The training focused on the following improvements;

- Increased capacity of JVCs on leaderships, fundamentals of intercultural communication, intercultural differences, successful communication in cultural context.
- Increased knowledge on laws and regulations about rights granted to Syrians under Temporary Protection and potential employment opportunities to be provided.
- Increased capacity in integration of refugees into the labor market with examples from best practices in various countries.
- Increased knowledge on how to develop innovative solutions and strengthen the labor market in order to minimize the unemployment in Turkey with the integration of refugees into labor market.
- Promoting the participation of potential labor force to the labor market by addressing its importance, advantages and possible positions that are suitable for various target groups.

The trainings were delivered to the JVCs currently working in İstanbul, Gaziantep, Şanlıurfa, Hatay and Kilis İŞKUR Provincial Directorates where Syrians are densely populated. The locations of the trainings were İstanbul and Gaziantep where JVCs from Gaziantep, Şanlıurfa, Hatay and Kilis was grouped in Gaziantep.

The distribution of the JVCs who received the trainings are as follows:

	Total Number of Trainees	Training Province
1st Group	100	İstanbul
2nd Group	100	İstanbul
3rd Group	100	Gaziantep

At the end of the trainings 300 JVCs' improved their capacities in successful communication in cultural context along with intercultural differences and creating awareness on the Syrians under Temporary Protection in Turkey and equipped with leadership skills.

Activity 3. Develop Physical Capacities of Local İŞKUR Offices:

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

İŞKUR General Directorate and Provincial Directorates buildings need improvement for service provision. Such issues affect the quality, speed and efficiency of the service provided to the target group. The brief findings in this scope are as follows:

- Assessments indicated that the waiting areas in the service buildings are lacking or inadequate in some Provincial Directorate buildings, some of the buildings are old, and there are difficulties in the absence of a generator in case of an infrastructure technical problem such as a power cut.
- Employers have indicated difficulties with focus of staff and experience low efficiency due to noise in the units operating with open office system in the General Directorate building. Regulations are needed in areas such as elevators, restrooms, lactation rooms and parking lots.

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- İŞKUR Provincial Directorate / Service Centers (except the Kadıköy Service Center) are in need of improvement in areas such as the design for the disabled and guidance for the waiting areas of the citizens.
- Within the scope of physical archiving, needs have been identified for the development of archiving rooms and archiving system (for example Şanlıurfa Provincial Directorate).
- There is a need to make improvements in the guidance system that will ensure that the target group coming to the building can receive services in the easiest and fastest way.
- During service provision, in order to protect personal data and privacy, private rooms are needed to meet with the target group in segregated places. (For example; interviewing with citizens that have privacy concerns in the interview rooms within the Agency).
- Apart from the in-building issues, there are also problems arising from the location of the building. The fact that some service Centers (such as Hatay and Şanlıurfa) are difficult to access by public transportation in terms of location and this makes it hard for the target group to reach İŞKUR.

Moreover, it was observed that technical equipment like computer, laptop, phones, scanners and projectors were required for increasing JVC's working performance. In order to increase the service quality, it has been determined that the deficiencies related to furniture has been identified. Also, refurbishment of JVC's desks with additional separators in order to provide more secure and private spaces for the target group members who approach to İŞKUR for registration and counselling services is another observation from the outcome of the assessment.

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

The physical infrastructure support to be delivered within the coverage of the Project aims to identify the problems experienced by Provincial Directorates due to physical conditions during service provision, to standardize these problems by prioritizing them and thus to strengthen the physical conditions by developing architectural projects.

As given above; the list of required physical capacities were collected and the procurement is expected to be completed in 2020 Q1 which will be mainly related with the service delivery to the target group which will ease the access of services.

Activity 4. Develop IT Capacities of İŞKUR Offices:

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

There are several projects/programs identified for İŞKUR's digital transformation, but two major projects were selected to be implemented under IT Infrastructure needs of İŞKUR considering the feasibility of the interventions. "Software Infrastructure Renewal and Data Analytics Program" are the two interventions agreed with İŞKUR based on the assessment results.

While İŞKUR's software operating infrastructure (Framework) in use for intra, and extra, institutional services and activities (for Syrians under temporary protection and Turkish citizens) are currently available, disadvantages have been identified relating to the operation of the framework, and therefore it is needed to implement a more modern and useful framework and redesign software modules for the Institution's services over the new framework.

The Software Infrastructure Renewal program intends to make, faster and more seamless, the systemic software updates and revisions relating to Syrians under temporary protection and Turkish citizens and achieve significant increases in the quality and speed of online services particularly. The objective is to create new infrastructures within the scope of today's digital developments and future-oriented activities in İŞKUR, as well as creating high-level applications for specific target groups, employee, and user experience, to fulfill the demands that can be made / accepted within the acceptable time period after the

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change of the infrastructure and version management and the possibility of adaptation to technological developments such as .NET Core, partial release and dissemination.

In terms of Data Analytics Program; the assessment results reveals that there is need to formulate an institutional strategy at İŞKUR to obtain, store, process, analyze and use the data from multiple sources to benefit from all services deliverable to Syrians under temporary protection and Turkish citizens, analyze such data, and use them appropriately and in required fields and for policy development purposes.

There are needs particularly at the provincial units to generate, collect, analyze and use the data. At the center, institutional improvement is needed to use the data in a manner to adequately feed the services in respect of developing institutional policy and strategy, meet the needs for additional data, make simplifications in data fields not needed, and accelerate the supply of data through internal and external channels.

In this context, a “Data Analytics Strategy” is needed to analyze all activities of İŞKUR in data supply and use to give a standardized structure, prepare a strategy in line with future needs, provide guidance on activities of particularly data analysis and aftermath, and shape the Institution’s data policy.

Moreover; increasing efficiency in solving business problems across the Agency by uncovering patterns and connections that are not normally seen with data analysis and developing the ability to select the correct and appropriate data group to be used for data analysis, using such tools to model this data, interpreting the results and reporting the transformation that the business processes should experience are the objectives of Data Analytics Program.

Activity 4.2. Support İŞKUR offices through provision of IT infrastructure

The procurement processes for the supply of the above-mentioned interventions are currently ongoing and will be described in detail in the following sections.

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

The primary objective of these activities is to design and provide new İŞKUR services designated to satisfy the needs of Syrians Under Temporary Protection and intended to integrate them with the labor market or to improve existing services in order to support this goal with a view of increasing the number of Syrians Under Temporary Protection Status benefiting from İŞKUR services and to help them to consolidate their occupational, technical, and financial capacity and explore new opportunities to engage with local economies by using such İŞKUR services.

We are at the designing stage of the Pilot Projects to be implemented within the coverage of the Project and the below mentioned activities are under discussion with İŞKUR in order to create awareness about İŞKUR and ease the access of target group to İŞKUR employment services:

- Provision of Services via Mobile Service Vehicles as a New Service Channel
- Persona Identification for Syrians Under Temporary Protection Status
- Study on “Citizen Journey” and Development of Syrian Under Temporary Protection Status Experience Maps
- Project Fairs
- İŞKUR+ offices in universities

Among the proposed activities under Pilot Projects, procurement of İŞKUR Mobile Service Vehicle is ongoing. An individual consultant was recruited to prepare all necessary documentation along with a market research for the procurement of the vehicle. With his support, the procurement process was completed, and the delivery of the vehicle is waited for the time being.

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

There are no teams established in the İŞKUR local offices in this reporting period since the pilot projects has not been designed and implemented yet.

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

As the first activity under this heading, procurement of Mobile İŞKUR Service Vehicle was completed and the vehicle is expected to be operational in 2020 Q1 in the Pilot Provinces.

Mobile İŞKUR Service Vehicle's primary objective is to reach out and inform the target audience namely, non-registered citizens and refugees – primarily Syrians under Temporary Protection about İŞKUR employment services (registration, counselling etc.) through the staff working in the pilot İŞKUR Provincial Directorates. In this context, it is aimed to put mobile service delivery tools with completed interior design and furnishing into practice as part of the public employment services presentation model with redesigning of new generation public services and service delivery tools in order to increase the availability and accessibility of İŞKUR services, and expanding the services to Syrians under temporary protection and Turkish citizens who have difficulties to access to employment services. Standardization of services both for Syrians under temporary protection and for Turkish citizens are also one of the aims of this purchase.

The pilot projects to be implemented will serve for the same aim which is to increase the total number of people to have an easy access to the employment opportunities through İŞKUR employment services.

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Activity 6. Outreach, advocacy and visibility activities

Within this activity, the major event conducted was the Introductory Workshop which was held in Wyndham Hotel Ankara on 25 October 2019 with the participation of UNDP, KfW Development Bank, İŞKUR General Directorate and 5 Provincial Directorates. 52 participants attended to the event.

The scope of the workshop was to cover objectives, results, risks and the anticipated project activities for the whole duration of the Project and possible cooperation and collaboration among the Project stakeholders in the General Directorate as well as in the field. It was an introduction for İŞKUR staff who would be enlightened about the upcoming project activities which would target them individually and institutionally.

Beside this event, UNDP Project Team has attended monthly 3RP Livelihoods Meetings in Ankara, Hatay and Gaziantep and represented the Project to the 3RP partners working on Livelihood Sector.

In addition to the events attended, a Joint Steering Committee Meeting was held together with Component II of Employment Skills and Development Program on 12 December 2019 at UNDP Turkey CO Premises. Besides participation of Management of UNDP Turkey CO, The Germany Embassy in Ankara, KfW Development Bank, Turkish Employment Agency and Ministry of Industry and Technology, other members of Steering Committee; the Presidency of Republic of Turkey Strategy and Budget Office, Ankara Chamber of Industry (ASO), ASO I. Organized Industry Zone participated as well to share their remarks regarding the positive impacts of the Program.

The related meeting minutes, participants list, and the presentations delivered by the Project Managers can be found in Annex 4 of this report.

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2.3. Stakeholder Engagement and Meetings Held

Meetings held with Turkish Employment Agency (İŞKUR)			
No	Attendance	Date/Time	Agenda Items
1	İŞKUR	07.10.2018	Meeting with İŞKUR about discussing Cash for Work (CFW) Modalities and best ways to support Syrians to access sustainable jobs.
2	İŞKUR/İstanbul Provincial Directorate	08.10.2018	Introduction meeting with İŞKUR İstanbul Provincial Directorate, İŞKUR Bahçelievler Service Center and İŞKUR Fatih Service Center to give an information about Employment and Skills Development Project and get their views and feedback about their possible support for the planned capacity improvement works within ESDP Component I.
3	İŞKUR/Gaziantep Provincial Directorate	09.10.2018	Meeting with Head of Gaziantep Provincial Director to get their support for the planned capacity improvement works which will be conducted in Gaziantep.
4	Introductory Workshop of Component I of Employment and Skills Development Program İŞKUR & KfW Development Bank/Ankara	25.10.2018	Introductory Workshop was held about the following items: <ul style="list-style-type: none"> - The Project was introduced to İŞKUR staff including Head of Departments and project progress, components, targets, stakeholder engagements and next steps of the Project was discussed - An information was given to İŞKUR staff about the assessment works that will be conducted by PwC Turkey on digital transformation and institutional capacity improvement - UNDP, İŞKUR and KfW made presentations about stakeholder engagements
5	İŞKUR	14.11.2018	Attendance to the İŞKUR Active Labour Market Launch about Results of 2018 Turkish Active Labour Market Analysis.
6	İŞKUR	06.12.2018	Meeting with İŞKUR Employment Experts about UNDP Sustainable Growth Portfolio, Syrian Crisis Response and Resilience Program and Employment and Skills Development Project.
7	İŞKUR	07.01.2019	Meeting with Director General of İŞKUR and UNDP Country Director Claudio Tomasi
8	İŞKUR	18.01.2019	Meeting with the Project Focal Points <ul style="list-style-type: none"> - Project Indicators – Data sharing - Combined Delivery Report - Study Visit - Mobile Vehicle of İŞKUR - Tender Evaluation/Responsibilities of Observers Establishment of Working Groups Signature of asset list
9	İŞKUR	28.01.2019	Opening Meeting with Employment Support Project for Syrians under Temporary Protection and Turkish Citizens funded by World Bank
10	Federal Employment Agency	19.02.2019	Skype meeting with Federal Employment Agency in Germany for the arrangements of the Study Visit
11	İŞKUR	18.03.2019	Brief information delivered by project representatives of KfW funded projects to İŞKUR and Ministry of Industry and Trade (MoIT).
12	Germany Study Visit: Federal Employment Agency KfW Development Bank	25.03.2019- 29.03.2019	The objective of the study visit has been to better understand and review the best practices of German expertise on Digital Transformation for Public Employment Services. Nurnberg, Frankfurt and Berlin were visited.

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Meetings held with Turkish Employment Agency (İŞKUR)			
No	Attendance	Date/Time	Agenda Items
	Federal Ministry of Labour and Social Affairs (BMAS) DIHK Network Enterprise		
13	İŞKUR- PwC Turkey	01.04.2019	Meeting with İŞKUR and PwC Turkey about following items: <ul style="list-style-type: none"> - Introducing of the team and a brief presentation made by PwC Turkey for capacity and digital assessment work of İŞKUR Agenda items were decided for official kick-off meeting
14	İŞKUR- PwC Turkey	03.04.2019	Kick Off Meeting was held about the following items: <ul style="list-style-type: none"> - PwC Turkey emphasized that they have enough capacity to conduct an assessment work for İŞKUR and they implemented similar projects with public institutions both in Turkey and Europe İŞKUR personnel mentioned that they have a vision to develop İŞKUR's capacity in terms of corporate meaning and digitalization however they do not have enough budget to spend on it, so they need more IFI funded projects.
15	İŞKUR	12.04.2019	Meeting with İŞKUR Director General to introduce PwC Turkey Project Team and increase the commitment at İŞKUR high level management
16	İŞKUR	02.05.2019	Meeting held with Department of External Affairs and Projects about Combined Delivery Reports.
17	Awareness Day: Disaster Preparedness, Response & Resilience	15.05.2019	Natural Disasters, Resilience and Preparedness in Turkey and UNDP's Response was discussed.
18	İŞKUR- PwC Turkey	09.05.2019	Working Group Meeting about field visits and problems of İŞKUR's Departments under Capacity Development.
19	Field Visits/ İŞKUR PwC Turkey	13.05.2019- 21.05.2019	Arrange field visits to 5 pilot provinces to identify, observe, and analyze in detail the critical processes after the bottlenecks in the operations of İŞKUR have been diagnosed
20	İŞKUR- PwC Turkey	30.05.2019	Initial Findings Meeting with İŞKUR and PwC Turkey about sharing of initial findings after the field visit.
21	İŞKUR	12.06.2019	Meeting with İŞKUR about discussing the initial findings and planning how to proceed for the selection of prioritized projects.
22	İŞKUR	24.06.2019	Meeting with İŞKUR to discuss the training agenda for JVCs which is planning to be held at the end of July and in the beginning of August in İstanbul and Şanlıurfa.
23	İŞKUR-KfW-PwC	29.06.2019- 30.06.2019	Workshop with İŞKUR and PwC Turkey at Kızılcabamam about sharing Fieldwork Outputs and Validation of the Findings, Recommendations and Selection of Good Practice Examples.
24	İŞKUR	26.08.2019	Meeting with İŞKUR about getting long list of determined projects by PwC under the Roadmaps for Institutional Capacity and Digital Transformation.
25	İŞKUR- PwC Turkey	29.08.2019	Meeting with İŞKUR and PwC Turkey about Roadmap process under the following subjects <ul style="list-style-type: none"> - 5 specifications can be submitted before the Roadmap, - Duration and budget of the projects will be combined in the table, Connection will be created between the Syrians under temporary protection and the projects.

Employment and Skills Development Project

Meetings held with Turkish Employment Agency (İŞKUR)			
No	Attendance	Date/Time	Agenda Items
26	İŞKUR	05.09.2019	Mobile İŞKUR Vehicle meeting with İŞKUR about vehicle specification and selection.
27	İŞKUR	19.09.2019	Meeting with İŞKUR Director General to discussing the potential projects to improve İŞKUR services and identify 5 priority areas which will be tendered within the coverage of our project.
28	İŞKUR-PwC Turkey	01.10.2019	Specification meeting with İŞKUR and PwC Turkey about 5 specifications.
29	İŞKUR-PwC Turkey	14.10.2019	Meeting with İŞKUR and PwC Turkey about GAP Analysis Report and Job Descriptions of the intervention areas.
30	İŞKUR-PwC Turkey	17.10.2019	Meeting with İŞKUR and PwC Turkey about software infrastructure and finalization of the Job Description.
31	REA Consultancy	30.10.2019	Meeting with İŞKUR and REA Consultancy about discussing the agenda and organization of JVC Trainings.
32	İŞKUR	30.10.2019	Implementation Meeting with İŞKUR about JVC Trainings, TOR Studies and Steering Committee.
33	REA Consultancy	08.11.2019	Meeting with İŞKUR and REA Consultancy about discussing the survey forms and venue of Migration, Communication and Inter-cultural Dialogue Training which was delivered to Job and Vocational Consultants in Gaziantep.
34	İŞKUR-PwC Turkey	29.11.2019	Procurement meeting with İŞKUR and PwC Turkey about Project Progress and finalization of TORs.
35	İŞKUR	10.12.2019	Meeting with İŞKUR about finalization of Job Descriptions which will be tendered at the beginning of 2020.
36	PwC Turkey	16.12.2019	Procurement meeting with PwC Turkey about Project Progress and finalization of Job Descriptions.

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Stakeholder Engagement and Meetings Held			
No	Attendance	Date/Time	Agenda Items
1	İDEMA	10.10.2018	Meeting with İDEMA about exchange of views about the Project activities.
2	KfW	17.10.2018	Meeting with KfW representatives in Gaziantep about the Project progress.
3	İDEMA	10.10.2018	Meeting with İDEMA about exchange of views about the Project activities.
4	KfW	17.10.2018	Meeting with KfW representatives in Gaziantep about the Project progress.
5	YADA Foundation	13.11.2018	Meeting with YADA about integration of refugees with the support of non-governmental organizations.
6	Elmar J.te Wildt	15.11.2018	Meeting with EUTF Individual Consultant Elmar J.te Wildt about complementarity of projects implemented for livelihoods of Syrians under temporary protection in Turkey.
7	“Kalkınma Atölyesi”	15.11.2018	Attendance to Development Workshop about possible cooperation for reaching out Syrians to support them to access into formal jobs
8	Meeting with Individual Consultant	15.11.2018	Meeting with EUTF Individual Consultant Elmar J.te Wildt about complementarity of projects implemented for livelihoods of Syrians under temporary protection in Turkey.
9	3RP Livelihood Meeting- Ankara	20.11.2018	Modalities adopted by several I/NGOs for "Cash for Work" activities targeting Syrians were discussed.
10	Ministry of Family, Labour and Social Services	20.11.2018	Meeting with Ministry of Family, Labour and Social Services International Migration Department about introducing UNDP programmes and 3RP livelihood sector and possible cooperation in work permit for SuTP in UNDP's current projects.
11	3RP Livelihood Meeting- Ankara	20.11.2018	Modalities adopted by several I/NGOs for "Cash for Work" activities targeting Syrians were discussed.
12	Ministry of Family, Labour and Social Services	20.11.2018	Meeting with Ministry of Family, Labour and Social Services International Migration Department about introducing UNDP programmes and 3RP livelihood sector and possible cooperation in work permit for SuTP in UNDP's current projects.
13	Gaziantep University	29.11.2018	Meeting with Gaziantep University European Union Research Centre about possible cooperation with Gaziantep University in the Project delivery
14	RIZK Professional Development	29.11.2018	Meeting with RIKZ Professional Development about discussing possible cooperation with RIZK in the Project delivery, especially on reaching out Syrians.
15	Gaziantep University	29.11.2018	Meeting with Gaziantep University European Union Research Centre about possible cooperation with Gaziantep University in the Project delivery
16	Development Workshop (Kalkınma Atölyesi)	06.12.2018	Meeting with Development Workshop about discussing possible cooperation for reaching out Syrians to support them to access into formal jobs.
17	KfW Development Bank	06.12.2018	Meeting with KfW Deputy Director and Project Manager about procurement of İŞKUR Mobile Service Vehicle
18	Model Factory	20.12.2018	Meeting with Modal Factory Project Team about following items: <ul style="list-style-type: none"> - Reporting structure to KfW - How 2 projects support each other to reach project targets Which project activities complement each other and how to align them
19	World Bank	09.01.2019	Attendance to the World Bank Workshop to present initial results of the Labor Demand Assessment
20	Livelihoods Meeting- Ankara	17.01.2019	
21	Livelihood WG Meeting	20.02.2019	<ul style="list-style-type: none"> - Mapping LH activities for referrals (Services Advisor) - UNHCR findings of the 2018 Participatory Assessment on Livelihoods

Employment and Skills Development Project

Stakeholder Engagement and Meetings Held			
No	Attendance	Date/Time	Agenda Items
			Transition from cash assistance to Livelihoods, LH Sector/ WFP Questionnaire
22	ESSN and SuTP Adult Language Programmes Technical Workshop	21.02.2019	<ul style="list-style-type: none"> - Overview of the ESSN Programme Overview of the SuTP Adult Language Training Project - Sensitization and complaints & feedback mechanisms - Information management systems and verification processes - CBT processes - Operational structures and cooperation with local authorities - Monitoring and Evaluation
23	PwC Turkey	22.03.2019	Clarification Meeting <ul style="list-style-type: none"> - Clarification questions were directed by PwC and UNDP Procurement and the team of Employment and Skills Development Project answered and the contract was signed mutually.
24	Livelihood Sector Representative	20.03.2019	<ul style="list-style-type: none"> - 2019 Sector Priorities, Sectors in Numbers & Current Situation - Participatory Assessment Findings (UNHCR) - Livelihoods Survey - Highlights (TRC/WFP) - Livelihoods Assessments (UNDP) - Profiling (WFP) - Ongoing Mapping of Active Labour Market Activities (WFP) - Exit Strategy from the ESSN Program (MoFLSS)
25	United Work	05.04.2019	<ul style="list-style-type: none"> - Meeting with Private Employment Agency “United Work” for future collaboration on registration and placements of Syrians into jobs.
26	GiZ	11.04.2019	Education Programme for Syrian Refugees and Host Communities (BILSY) conference <ul style="list-style-type: none"> - Improvement of learning conditions and access to education for refugees and host communities - Capacity building activities for teaching staff in the field of didactics and intercultural competences - Volunteer programs fostering community resilience and social cohesion among young people from refugee and host communities through sport-, cultural-, leisure-, youth camp-activities and other events.
27	Antakya Chamber of Commerce, İŞKUR and Turkey Social Security Institution (SGK)	25.04.2019	Meeting with stakeholders in Hatay to discuss the Project activities and UNDP Syria Crisis Response and Resilience Programme as a whole to complement the livelihoods activities in region.
28	Livelihoods Meeting- Hatay	26.04.2019	Meeting with 3RP partners in the livelihoods meeting where İŞKUR delivered a presentation about their social cohesion and employment services for Syrians. Project Team also informed the participants about the Project.
29	GiZ, ILO, IOM, UNHCR, WB, EUD	29.04.2019 - 03.05.2019	Meeting with GIZ, ILO, IOM, UNHCR, WB and EUD was held about the coordination among the I/NGO targeting İŞKUR services.
30	Livelihoods Meeting- Ankara	22.05.2019	Each working group discussed and criticized outreach activities to empower women and include them in the labor market and had brain storming about it.
31	KfW Development Bank	23.05.2019	Meeting with KfW about the Project progress.
32	Hacettepe University Lifelong Learning Center	23.05.2019	Meeting with Tuncay Ergene from Hacettepe University Lifelong Learning Center about Job and Vocational Counsellors Trainings
33	PwC Turkey	11.07.2019	Meeting with PwC Turkey about ongoing activities and Roadmap process.

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Stakeholder Engagement and Meetings Held			
No	Attendance	Date/Time	Agenda Items
34	Livelihoods WG Meeting	17.07.2019	ICMPD, TISK, TGMP and TOSYÖV made presentations and livelihoods sector updates were discussed.
35	Employment and Skills Development Program - Component II Project Team	27.08.2019	Meeting with Component II about the following subjects - Agreed to organize a combined steering committee in October Annual reporting
36	Livelihoods Meeting/Ankara	18.09.2019	2020-2021 Livelihoods Sector planning were discussed.
37	3RP Consultation Gaziantep	20.09.2019	Current complementarity between state services and civil society were discussed under the focus on municipal support and social cohesion.
38	Employment and Skills Development Program - Component II Project Team	08.11.2019	Steering Committee Preparations Meeting with Component II about discussing the agenda items, participants, invitation letters and organization.
39	3RP Livelihoods Working Group Meeting- Hatay	29.11.2019	Attendance to the 3RP Livelihoods Working Group Meeting in Hatay.

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Events and Workshops Attended			
No	Attendance	Date/Time	Agenda Items
1	Social Good Summit	15.10.2018	Attendance to the Social Good Summit on digitalization and sustainability, communication of sustainability, open data for humanity and financing of social good.
2	UNDP	09.11.2018	Attendance to the UNDP EU TF Kick Off Meeting.
3	The Union of Chambers and Commodity Exchanges of Turkey (TOBB)	14.11.2018	Attendance to the Opening Ceremony of Mahir Eller Project implemented by TOBB.
4	Turkish-German Exchange Project	15.11.2018	Attendance to the Turkish-German Exchange Project on the Integration of Syrian Refugees into Host Communities.
5	Modal Factory	11.12.2018	Attendance to the Modal Factory Opening.
6	Elite Dialogue II	16.04.2019	Closing Workshop of Dialogue with Syrian Refugees in Turkey through Syrian Academics and Students on the following subjects: basic demographics, educational background, immigration background (support network, diaspora, duration of stay, secondary education), vulnerabilities (trauma, housing, income), livelihoods (scholarships/work), economic integration attitudes, social integration attitudes.
7	UNDP IRH/Programme and Project Management (PPM) Training	06/07.05.2019	Attendance to Programme and Project Management (PPM) about NextGen UNDP, PPM Architecture, Programming Tools and Modalities and Atlas System.
8	The Union of Chambers and Commodity Exchanges of Turkey (TOBB)/TEPAV	08.05.2019	Presentation held about Turkey's Migration Experience and the outputs of the surveys conducted by TEPAV, Turkish German University on Syrians under temporary protection in Turkey.
9	UNHCR-Red Crescent	19.06.2019	Attendance to the meeting with Turkish Red Crescent about coordination mechanism, activity info and reporting routine.
10	Municipal Forum-Gaziantep	26/27.11.2019	Attendance to the Municipal Forum on Local Solutions to Migration and Displacement.

3. Major activities to be undertaken in the next reporting periods

As Result 0 and Result 1 were completed in the last reporting periods, UNDP Project Team will focus on the activities under Result 2 in this reporting period.

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

As a result of interviews conducted at İŞKUR's General Directorate and 5 pilot Provincial Directorates as part of the Gap Assessment Report for the Project, expert assessments, and analyses, it was observed that İŞKUR was in need of improvements in such fields like organizational structure, service channels, legislation related to services, business processes, performance management, monitoring and evaluation, data and document management, system and software infrastructure, digital maturity, and digital strategy. A Roadmap for Institutional Capacity Development and Digital Transformation was developed in the interest of presenting steps that need to be taken in order to satisfy needs identified with a timetable and scope as details were given in the Section 2.

This Roadmap which has been prepared in order to enable İŞKUR to offer better employment services as part of the objective to update its capacity and services that it needs for responding to service requests from the target group and to extend services provided in the active labor market, is the basis for the interventions implemented under Result 2.

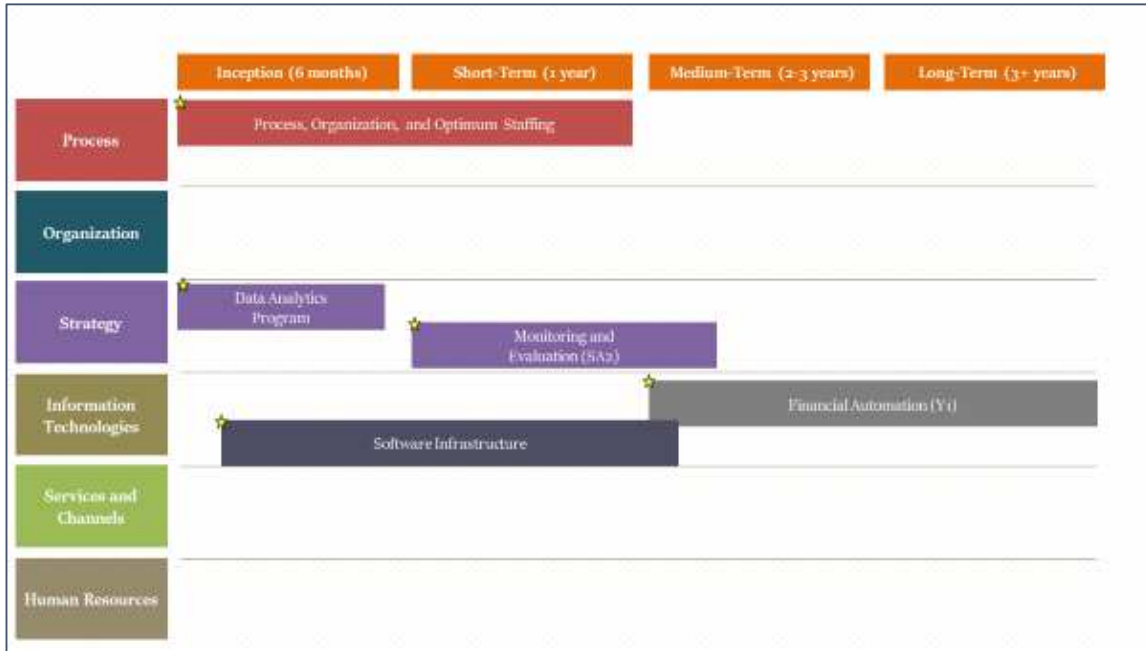
Main activities to achieve this result are presented below:

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

In line with the outputs of GAP Assessment of İŞKUR and the Roadmaps prepared, each priority action has been planned in this reporting period and relevant design, procurements and contracting will be started in next reporting period. These priority short term actions will target İŞKUR Headquarters and the local offices in the target provinces.

Apart from the physical infrastructure needs of İŞKUR, priority interventions identified for process and IT infrastructure needs of İŞKUR are given below:

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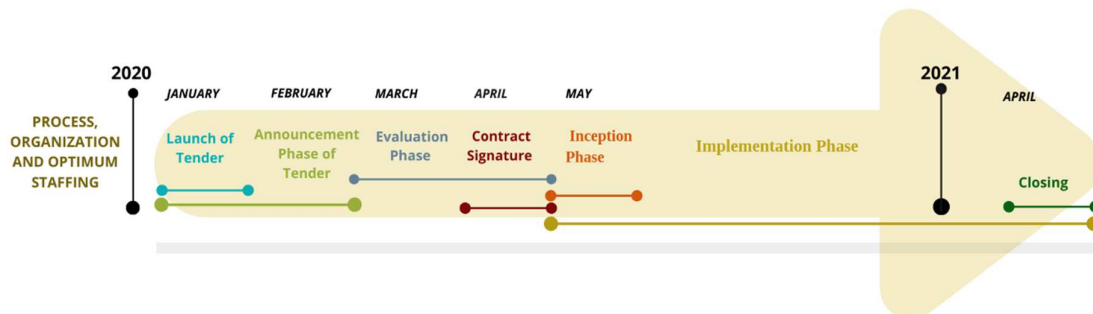


Activity 2.1. Development of Process optimization/improvement interventions in select key functions of İŞKUR Services

As described above, “*Process, Organization and Optimum Staffing*” and “*Monitoring and Evaluation System*” are two intervention areas identified to improve İŞKUR employment services within the coverage of the Project. These two interventions are linked to each other and they have input-output relationship. In order to complement the interventions with each other, UNDP Project Team will manage the procurement processes aligned with the set connections.

The *Process, Organization and Optimum Staffing* is the first intervention to be tendered based on the scope and the timeframe of the intervention. As procurement documents were prepared in the last quarter of 2019, the tender is going to be launched early January 2020 and the procurement process is expected to be finalized in March 2020.

The timeline of this intervention is also given below;

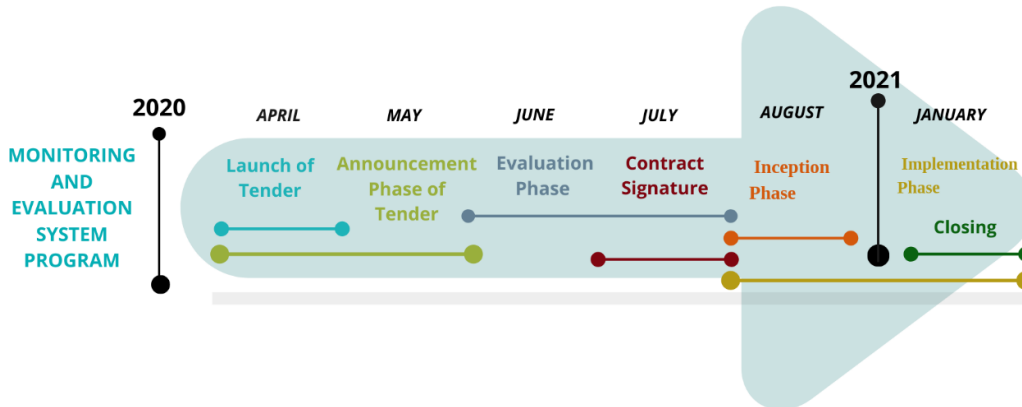


As the second intervention to be implemented under this activity, the tender for “*Monitoring and Evaluation System*” will be launched after there are some progress in the “*Process, Organization and*

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Optimum Staffing” intervention. Therefore, the implementation period will start in August 2020 considering the relevant input-output relationships between these two interventions.

The timeline of this intervention is given below;



Moreover, it's worth mentioning the expected results to be achieved once these two interventions are completed:

- Increase İŞKUR's capacity to generate policies and provide guidance for Syrians under temporary protection and Turkish citizens,
- Strengthen communications and cooperation among units,
- Measure staff performance,
- Restructure provincial directorates and service centres,
- Clarify job descriptions for units/staff serving both Syrians under temporary protection and Turkish citizens,
- Balance the workload against the staff size,
- Identify training needs and plan training,
- Strengthen service standards and job descriptions both for Syrians under temporary protection and Turkish citizens at the centre and provinces.

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

The design and development of Digital Transformation Interventions of İŞKUR services were completed in this reporting period and four intervention areas were identified to support İŞKUR to become a perfectly functioning agency with its digitalized systems. However, as a response to some other needs to be emerged during the implementation of these interventions and UNDP Project Team will be closely monitoring the progress and impact of the interventions and step in when necessary to design and/or modify the interventions if needed.

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

As described in Section 2, one study visit and two training programs has been completed in this reporting period but there is still some room for additional training activities which would be designed and implemented for İŞKUR HQ and local office staff based on the outcomes of the agreed capacity development interventions.

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As a result of the assessment; the needed trainings include: effective communication and negotiation techniques, protocol, negotiation, time and stress management; training for global trends to be innovative; related publications; employment at the macro level; labor market relation, training; information systems; decision support systems and Office programs covering the economic and social dimension. From this point of view, we will identify one more training activity among these in agreement with İŞKUR and the delivery will be completed by June 2020.

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

Besides the training programs to be delivered based on the training needs of İŞKUR, some other trainings and capacity building activities will be carried out to the relevant staff who would be responsible from the improved services of İŞKUR within the coverage of the Project. These trainings will cover the full cycle of newly introduced digital services and utilization of new İŞKUR digital channels as a result of the process improvement and IT infrastructure developments of İŞKUR.

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 have been identified with the assessment conducted in this reporting period. The priority was given to the issues which affect the quality, speed and efficiency of the service provided to the target group. During the assessment, it has been observed that İŞKUR General Directorate and Provincial Directorates buildings need improvement for service provision. To this end, we have identified 3 major areas to be developed within the coverage of the Project as given below:

- Renewal of technical equipment for current JVC's and new equipment for newly recruited JVC's in the pilot provinces in order to ease the registration process of SUTP and host community members
- Refurbishment of JVC's desks with additional separators in order to provide more secure and private spaces for the target group members who approach to İŞKUR for registration and counselling services
- Additional IT equipment will also be provided to improve the internet and electricity connections of the Provincial Directorates for uninterrupted service delivery

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

As, this activity aims to identify the problems experienced by Provincial Directorates due to physical conditions during service provision, to standardize these problems by prioritizing them and thus to strengthen the physical conditions by procurements, it has been planned to have three tender processes for providing the needs identified under Activity 3.1.

There will be procurements for technical equipment for current JVC's and new equipment for newly recruited JVC's in the pilot provinces; refurbishment of provincial directorates and some provisions for uninterrupted service delivery. These procurements are expected to be completed in the first quarter of 2020.

Activity 4. Develop IT Capacities of İŞKUR Offices:

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As an integral part of the capacity development programme targeting central and local İŞKUR offices, IT infrastructure needs have been identified and necessary interventions has been 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

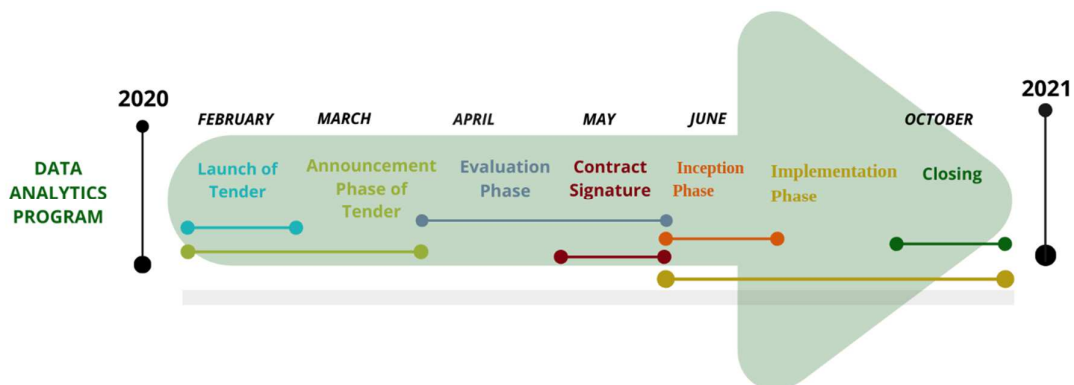
As identified in the Roadmaps, İŞKUR will be supported with two major projects for the development of IT infrastructure needs of İŞKUR systems.

“Data Analytics Program” and “Software Infrastructure Renewal” will be implemented within the coverage of the Project with following expected results:

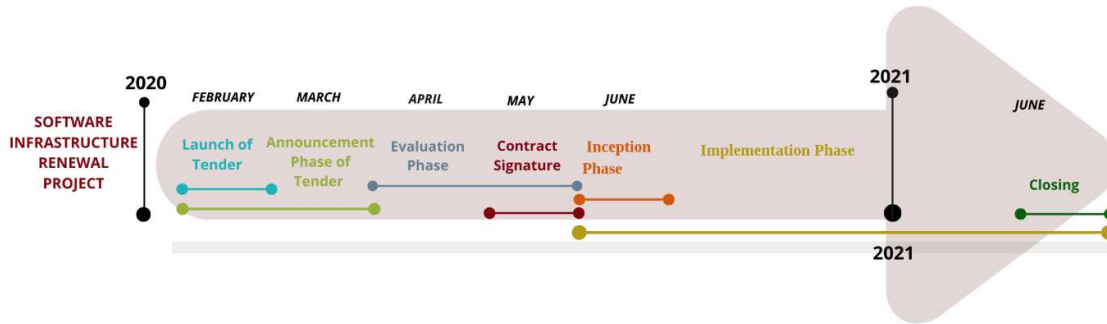
- A significant step towards digitalization of services for target group
- Improved quality of current services delivered to target group
- Faster and more seamless systemic software updates and revisions
- Significant increases in the quality and speed of online services
- Digital system generated with the latest technology
- Service provision with high target group experience
- Easily adapting to new service channels
- Establishment of a unit to build, guide and manage the data analytics approach from a single source
- Ensuring coordination between units and preventing different units from managing similar jobs, restraining waste of resources
- Establishment of an institution-wide data analytics culture
- Implement more standardized and capable methods to keep, handle, analyze all the data relating to employment services and training courses for Syrians and Turkish citizens,
- Make data exchange both with internal and external units healthier,
- Increase quality in reports and analyses based on data,
- Achieve more accurate results from activities of data mining and forecasting in the Institution

Activity 4.2. Support İŞKUR offices through provision of IT infrastructure

The procurement of these two major interventions of “Data Analytics Program” and “Software Infrastructure Renewal” will be completed in this reporting period along with the below planning;



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

To further share the achievements, increase the awareness of İŞKUR employment services among Syrians under Temporary Protection and the host community members, 5 Pilot Projects will be designed and implemented within the framework of the Project.

These pilot projects will also target to İŞKUR staff in five provinces including General Directorate to promote İŞKUR Employment services and reflect the outcomes of the Capacity Assessment and Digital 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

As describe above, there are some concrete activities on the table to further develop more effective and efficient pilot projects to support İŞKUR to reach out more target group members.

Some ideas which will be further developed are given below:

- Provision of Services via Mobile Service Vehicles as a New Service Channel
- Persona Identification for Syrians Under Temporary Protection Status
- Study on “Citizen Journey” and Development of Syrian Under Temporary Protection Status Experience Maps
- Project Fairs,
- İŞKUR+ offices in universities
- Internship programs for İŞKUR staff in abroad

We are at design stage of the Pilot Projects and currently working with İŞKUR to design the pilot projects at its optimum level.

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

For the effective management of the Pilot Projects, if needed, 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.

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

While they will support to reach out more Syrians under Temporary Protection and host community members, Pilot Projects will also contribute to the integration of new İŞKUR Services in target provinces and encourage İŞKUR staff to actively utilize the services designed for digital transformation of İŞKUR.

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.

As the first step of these activities, an İŞKUR Mobile Service Vehicle has been procured to put mobile service delivery tools with completed interior design and furnishing into practice as part of the public employment services presentation model. With the contribution of this İŞKUR Mobile Vehicle, 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.

The delivery of the İŞKUR Mobile Service Vehicle will be done in mid-March 2020 and there will be a ceremony with all relevant stakeholders' participation before the operationalization of the Vehicle. UNDP Project team will be monitoring the total number of target group to be registered through İŞKUR Mobile Service Vehicle to evaluate the impact of the newly designed service delivery model.

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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 *like İŞKUR Mobile Service Vehicle and Digital Fairs* will be designed and information and publicity activities will be conducted accordingly.

Activity 6.2. Implementation of the outreach and visibility activities

While the Capacity Development and Digital Transformation interventions are ongoing, additional 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 through the Pilot Projects implemented.

With the contribution from Pilot Projects mainly with the engagement of private sector, 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 and directing them to potential employment opportunities.

4. 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: Target: Convergence in all these ratios towards 1. 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						
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	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 (İstanbul, Gaziantep, Şanlıurfa, Kilis Hatay)			Through 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	Through 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	Through İŞKUR's systems
	1.4. # of Syrians under temporary protection registered and screened through local İŞKUR Offices	İŞKUR database(s)	1500	3000	4500	Through İŞKUR's systems
	1.5. # of impacted host community members registered and screened through local İŞKUR offices	İŞKUR database(s)	1500	3000	4500	Through İŞKUR's systems

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The results framework table demonstrates our target for figures for 2019 and 2020. Current figures that İŞKUR provided for the total numbers for 2019 re Syrians under temporary protection who has registered and received counselling services from İŞKUR are given below;

Services for Syrians Under Temporary Protection 2019 (January – November)						
PROVINCE	Registered Labor Force			Consultancy		
	Female	Male	Total	Female	Male	Total
GAZİANTEP	567	2,297	2,864	465	2,091	2,556
HATAY	166	600	766	54	264	318
İSTANBUL	2,079	10,831	12,910	1,696	10,319	12,015
KİLİS	146	289	435	44	75	119
ŞANLIURFA	1,506	1,929	3,435	1,029	938	1,967
TOTAL	4,464	15,946	20,410	3,288	13,687	16,975

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6. Detailed Budget Review

Costs	Actuals (as of 31 December 2019)				LEFT	
	2017	2018	2020	TOTAL	2020	All Years
1. Human Resources (incl. project/programme staff and consultants)	€ 12,067.36	€ 87,436.87	€ 127,934.79	€ 227,439.02	€ 98,330.98	€ 325,770.00
2. Travel (air, ground)		€ 4,597.99	€ 3,978.01	€ 8,576.00	€ 8,189.00	€ 16,765.00
3. Equipment and supplies		€ 7,309.26		€ 7,309.26	€ 11,023.74	€ 18,333.00
4. Project office		€ 376.98	€ 82.75	€ 459.73	€ 24,807.27	€ 25,267.00
5. Professional services						
Assessments and Roadmaps for Capacity Development and Digital Transformation of İŞKUR			€ 287,261.51	€ 287,261.51	€ 145,980.49	€ 433,242.00
Design and implementation of Capacity Development Interventions including digital transformation				€ 0.00	€ 300,000.00	€ 300,000.00
Implementation of Capacity Development Interventions-Process improvement				€ 0.00	€ 575,000.00	€ 575,000.00
Implementation of Capacity Development Interventions-Study tours and exchange progs			€ 30,573.39	€ 30,573.39	-€ 5,573.39 ³	€ 25,000.00
Implementation of Capacity Development Interventions-Trainings			€ 102,344.14	€ 102,344.14	€ 47,655.86	€ 150,000.00
Develop physical capacities of İŞKUR offices				€ 0.00	€ 560,000.00	€ 560,000.00
Develop IT capacities of İŞKUR offices				€ 0.00	€ 400,000.00	€ 400,000.00
Design and implementation of pilot projects in five provinces			€ 3,974.30	€ 3,974.30	€ 331,025.70	€ 335,000.00
Outreach and Advocacy Programme for Skill Building Programmes				€ 0.00	€ 80,000.00	€ 80,000.00
6. Expenditure verification/audit				€ 0.00	€ 666.78	€ 666.78
7. Evaluation costs				€ 0.00	€ 5,000.00	€ 5,000.00
8. Translation, interpreters		€ 1,467.94	€ 3,579.56	€ 5,047.50	€ 26,619.50	€ 31,667.00
9. Costs of conferences/seminars		€ 10,575.33	€ 3,533.60	€ 14,108.93	€ 29,224.07	€ 43,333.00
10. Visibility actions		€ 147.34	€ 644.50	€ 791.84	€ 66,942.16	€ 67,734.00
11. Publications		€ 379.60	€ 1,853.45	€ 2,233.05	€ 7,766.95	€ 10,000.00
11. Subtotal	€ 12,067.36	€ 112,291.31	€ 565,759.99	€ 690,118.66	€ 2,712,659.12	€ 3,402,777.78
12. Indirect costs (8% as per UNDP cost recovery policy)		€ 8,974.10	€ 25,495.97	€ 34,470.07	€ 237,752.15	€ 272,222.22
13. Total Eligible Costs (OUTPUT 1)	€ 12,067.36	€ 121,265.41	€ 591,255.96	€ 724,588.73	€ 2,950,411.27	€ 3,675,000.00

³ The extra cost for the study visit was compensated from the savings under the Capacity Assessment and Digital Transformation of İŞKUR as highlighted green

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7. Updated Risk Register

No	Description	Impact & Probability	Mitigation Measures
1	Further delays in the decision to be made about the extension request of the Project	Probability: 3 Impact: 5	<ul style="list-style-type: none"> • Project Activities will be carried out by the Project Team with more emphasis on the quick gain activities in case there is no extension for the Project • Procurement processes for the long-term interventions have been started in order not to lose time however, no contracts will be signed with the Suppliers • More Project activities will be carried in the pilot provinces in the first two quarters of 2020 to reach out more Syrians to make them engage with İŞKUR employment services • Project team will focus on more soft activities like trainings and new service delivery methods for the remaining project duration as well as the physical infrastructure needs of İŞKUR for those the procurement processes will be shorter than major interventions
2	No-extension to the Project	Probability: 3 Impact: 5	<ul style="list-style-type: none"> • The Project Team will bring forward all the possible activities which will fit into the current Project duration and activities will be carried out in this manner.
3	Delays in implementation of Capacity Assessment and Digital Transformation Interventions due to high turnover and heavy workload of limited İŞKUR staff which might result in further extension request	Probability: 2 Impact: 5	<ul style="list-style-type: none"> • Project Team will closely work with İŞKUR HQ and the Service Provider to support delivery of employment services throughout the Project • A human resources planning will be prepared for İŞKUR staff who will involve in the implementation of these interventions and sequence of the procurement planning will be done based on the availability of the certain staff who are critical for the implementations. • Local İŞKUR offices will be approached regularly by the Project Team and the İŞKUR General Directorate during project implementation and will well informed on the outcomes of the interventions • A working group within İŞKUR will be established to ensure engagement and regular support of relevant units throughout implementation • Project team will closely follow up the data collected in the intervention programs and submit it to İŞKUR General Directorate at the end of the Project and ensure that related trainings will be delivered to İŞKUR staff who already committed to work in the programs in order to make it more sustainable and accurately transfer for future works.

8. Proposed Amendments to the Project

The Project progress is well on track and concrete results have been achieved as planned. The activities completed to date, including the capacity assessment and Roadmap, have provided a critical basis for the identification and agreement of the second phase of the Project during which a selected set of recommendations will be implemented. The assessment and Roadmap have provided a clear and agreed way forward for the finalization of the overall project. More specifically, 5 activities have been agreed and developed under Result 2 based on the assessment outcomes. These include Physical, IT and process improvements of İŞKUR along with additional training sessions and delivery of Pilot Projects. All selected activities fall within the current project budget.

However, there are 2 modifications required for the successful finalization of the Project as given below:

- A budget re-allocation among the Project activities is required considering the scopes of the interventions agreed
- 12 or 18 months of no-cost time extension is required. Some of the proposed activities under Result 2 exceed the current project duration and require an extension of one year to complete those activities and measure the impact of the interventions.

The budget allocations regarding the interventions to be implemented are based on the assessment results and the market researches carried out for each intervention as shown in the below table;

Costs	Initial Budget	Costs	Proposed Budget
5. Professional services	€ 1,835,000.00	5. Professional services	€ 1,835,000.00
Design and implementation of Capacity Development Interventions including digital transformation	€ 300,000.00		
Implementation of Capacity Development Interventions- Process improvement	€ 575,000.00	Process, Organization and Optimum Staffing	€ 650,000.00
		Monitoring and Evaluation System	€ 450,000.00
Develop physical capacities of İŞKUR offices	€ 560,000.00	Physical capacity Development	€ 235,000.00
Develop IT capacities of İŞKUR offices	€ 400,000.00	Software Infrastructure Renewal Project	€ 500,000.00
		Data Analytics Programme	€ 150,000.00

However, it should be noted that these amounts are subject to change due to the open-tender rules and the total contact amounts for the awarded suppliers. The important issue to point out is that there is no change for the overall costs under the Professional Services.

The Project team has made initial calculations and confirmed that there is no need for additional costs for the one year of extension due to the savings from the Assessment activity under Result I.

This an initial overview which will be elaborated further with the involvement of İŞKUR and final decision on the agree activities.