



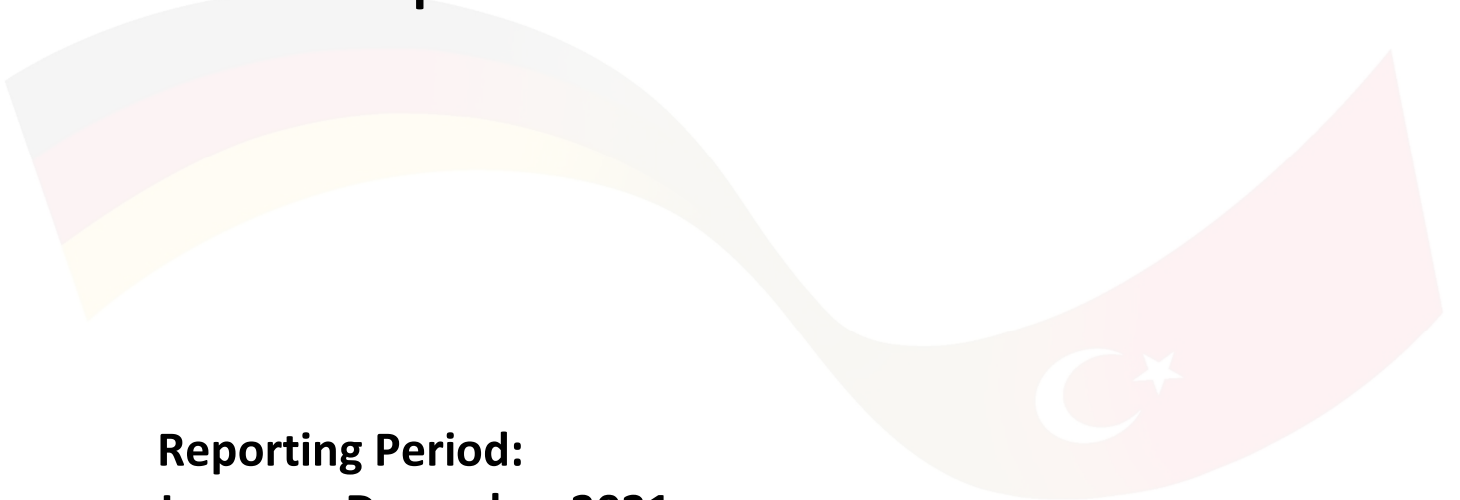
KFW



Employment and Skills Development Project Component I

Annual Report IV

**Reporting Period:
January- December 2021**



Reporting Period	01.01.2021- 31.12.2021
Donor	KfW Development Bank
Country	Turkey
Project Title	Employment and Skills Development Project – Component I
Project Locations	Component I: İstanbul, Gaziantep, Hatay, Şanlıurfa, Kilis, Adana, Ankara (9 locations added to the project in 2021) İzmir, Konya, Kahramanmaraş, Bursa, Mardin, Kayseri, Kocaeli, Mersin, Osmaniye)
Project ID (Atlas Award ID)	<p>Component I Project ID: 00100355</p> <p>The objective of the project is to support Syrians and vulnerable host community members to access the local labor market. The project will do so through strengthening the institutional capacity of İŞKUR to expand active labor 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 sixteen 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.</p> <p>The project will directly contribute to the CPD Output 1.1.4. Sustainable job opportunities created for displaced populations and host communities The project will do so through contributing to strengthened capacities of İŞKUR to design and implement active labor market services and extend services to the Syrian communities.</p>
Implementing Partner(s)	Turkish Employment Agency (İŞKUR)
Project Start Date (Project start date is the date when the PRODOC was signed by all the relevant signatories)	<p>05 September 2017 (CI)</p> <p>PRODOC Revision September 2018 (CI) + Project Extension II June 2020</p> <p>Project Extension III June 2021</p> <p>Project Extension IV December 2021</p>
Project End Date	30 June 2022
LPAC Date	10 June 2016
Steering Committee/Project Board Meeting Dates	<p>17.07.2018</p> <p>12.12.2019</p> <p>09.02.2021</p> <p>12.02.2022</p>
SDG linkages	1.4, 6.6, 4.4
GEN marker	Gen 1
Delivery to Budget Ratio	%76 (as of 2021)
[2021] Annual Work Plan Budget	USD 1,405,443.85
Total resources required	USD 4,078,801.33
Revenue received	<ul style="list-style-type: none"> ○ KfW: USD 4,078,801.33 <p>Total: USD 4,078,801.33</p>
Unfunded budget	N/A

UNDP Contact Person	Louisa Vinton Resident Representative UNDP Turkey Email: louisa.vinton@undp.org Tel.: +90 312 454 1161
---------------------	--

Table of Contents

I.	EXECUTIVE SUMMARY	6
II.	BACKGROUND INFORMATION	7
III.	PROGRESS REVIEW	9
IV.	CONTRIBUTION TO GENDER EQUALITY	24
V.	PROJECT RISKS AND ISSUES	24
A.	UPDATED PROJECT RISKS AND ACTIONS	24
B.	UPDATED PROJECT ISSUES AND ACTIONS	25
VI.	MONITORING ARRANGEMENTS.....	25
VII.	LESSONS LEARNED	26
VIII.	CONCLUSIONS AND WAY FORWARD	27
IX.	FINANCIAL STATUS	27
X.	ANNEXES	29

List of Abbreviations and Acronyms

İŞKUR	Turkish Employment Agency
KfW	Kreditanstalt für Wiederaufbau (KfW Development Bank)
SCRRP	Syria Crisis Response and Resilience Programme
UNDP	United Nations Development Programme
ESDP	Employment and Skills Development Project
SuTP	Syrians Under Temporary Protection Status
HC	Host Community
COVID-19	Novel Coronavirus Disease- 2019
DGMM	Directorate General of Migration Management
IC	Individual Contractor

List of Tables

Table 1: Indicators and Targets for Employment and Skills Development Project.... Error! Bookmark not defined.	
Table 2: List of equipment provided to İŞKUR offices.....	13
Table 3: Indicator Based Performance Assessment (Component I)	20
Table 4: Updated Risk Assessment	24
Table 5: Cumulative Expenditure Report- Component I	28

List of Figures

Figure 1. Breakdown of of SuTPs in 10 provinces in Turkey (Source: DGMM)	8
---	----------

I. Executive summary

The main objective of the project “Employment and Skill Development” (ESDP) is to strengthen İŞKUR’s institutional systems for active labor market policies to adjust and expand services to both Syrian population and host community members and for better access of Syrians under Temporary Protection Status (SuTPs) and host community (HC) members to local labor market. The project is funded by German Government through KfW- German Development Bank and implemented by the United Nations Development Program (UNDP). The project targeted 16 provinces with the addition of nine (9) project locations in 2021 (İstanbul, Gaziantep, Şanlıurfa, Hatay, Kilis, Adana, Ankara, İzmir, Konya, Kahramanmaraş, Bursa, Mardin, Kayseri, Kocaeli, Mersin, Osmaniye).

- During the reporting period from January to December 2021, most of the activities were completed in line with the workplan and the current implementation period of the project is planned to be completed until 30 June 2022. In the meantime, the project contracted some of the tenders for values less than expected which allows the Project to plan a new activity to be funded from these saving. Within this context, additional activities were discussed, and the impacts were evaluated together with the implementing partner, İŞKUR and the donor, KfW. As per the discussions made with the implementing partner İŞKUR and KfW Development Bank, it is decided to increase the service quality of İŞKUR provided to both host community members and SuTP in the provinces where the SuTP are densely populated and who are in the working ages between 19-65 years, so new nine locations with the highest number of Syrians added to the project provinces. The scope of this new activity for the newly added nine locations includes covering IT infrastructure needs of these provinces and to deliver “Job Search Skills Improvement Programme” to STuP through İŞKUR job Clubs. A no-cost extension for six months (until June 2022) has been granted to ease the procurement process by donor, KfW. This no cost extension has been signed with the parties with a revised budget, Annual Work Plan and adding nine (9) new locations to the project provinces (İzmir, Konya, K.Maraş, Mardin, Kayseri, Kocaeli, İçel, Osmaniye, Bursa).

The key achievements of the project are as follows:

- Upon agreement with KfW Development Bank (KfW), approximately **450,000.00 USD** have been reallocated for covering the IT infrastructure needs of these provinces and to **increase the impact** of the Project for better access of SuTPs and HC members to labor market in these provinces.
- Procurement process for covering the IT infrastructure needs of newly added 9 project locations has been completed as of November 2021.
- Within the scope of capacity and needs assessment for digital transformation, “**Renewal of Software Infrastructure of İŞKUR**” was completed as of 15 October 2021.
- Within the scope of design and implementation of Pilot projects; **Construction of prefabricated office building for the use of Hatay İŞKUR Provincial Directorate** was completed as of 8 September 2021.

- **Altındağ İŞKUR renovation and repairment works** to increase the physical capacity within the scope of pilot projects was completed as of 16 December 2021.
- **Data Analytics Strategy of İŞKUR** activity that supports İŞKUR to utilize, interpret, and manage the data obtained by the internal and external resources in an accurate and fast way was completed as of February 2021.
- **The presentation that is used in Job Clubs of İŞKUR** was standardized and **two manuals; one for Interview Techniques and one for CV preparation techniques** was prepared and submitted to İŞKUR as of November 2021.
- **'Job Search Skills Improvement Programme'** which aims to give theoretical and practical information to the participants to improve themselves in career planning, job search channels, CV preparation and interview techniques were conducted in Adana, Gaziantep, Hatay, Şanlıurfa and İstanbul reaching out to **424 SuTP** in total where the target was 350 SuTP. Moreover, for the newly added nine project provinces, trainings have been delivered and **986 SuTP** were trained by the end of December 2021
- **Supply and installation of semi-open office separator systems** for four different İŞKUR Offices located in İstanbul (Büyükçekmece, Ümraniye, Sancaktepe) and Şanlıurfa (Siverek) was completed as of 24 August 2021.
- Within the scope of **outreach and visibility activities** of the project; 750 sets of hygiene kits including sanitizer and masks for İŞKUR Provincial Directorates and Service Centers in 26 locations were delivered and 1250 sets of İŞKUR Job Search kits including an organizer, brochure for İŞKUR services (Turkish and Arabic), pencil, notebook, USB for 12 İŞKUR Job Clubs were prepared and delivered.
- In line with the physical infrastructure development activity of the project; **procurement of 55 laptop computers** were completed and delivered physically to İŞKUR Adana Provincial Directorate on 28 June 2021.

II. Background Information

Development Challenge

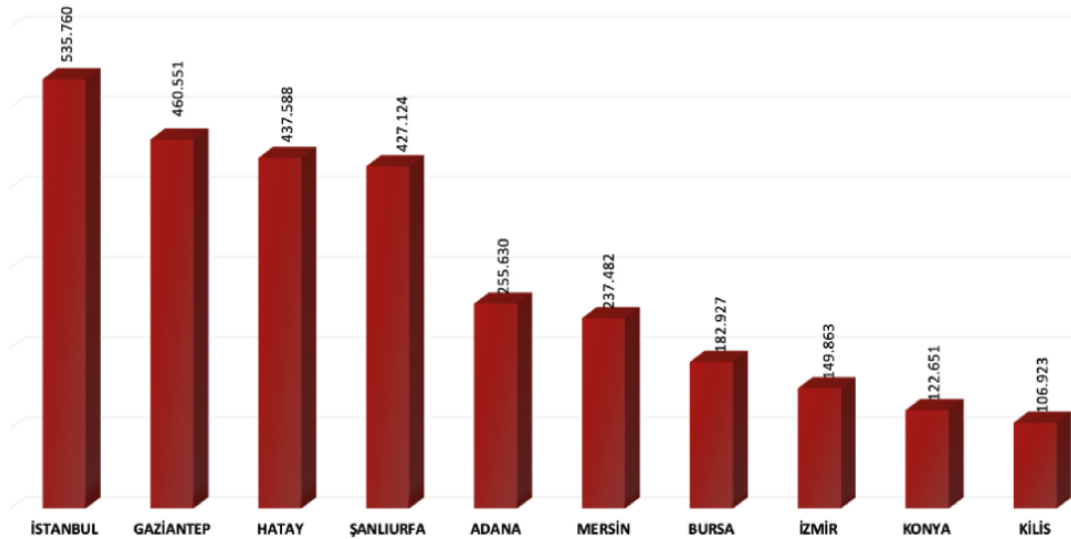
Turkey hosts the largest refugee population in the world and has demonstrated strong national ownership of the refugee response. The Government of Turkey provides a rights-based legal framework through the Temporary Protection regulation, which offers access to education, health care, employment and social security to Syrians.

Currently, out of the 3,7 million registered Syrians under Temporary Protection more than 2,6 million Syrians live amongst Turkish host communities. 45% of the 3,7 million Syrians under Temporary Protection are concentrated mainly in 10 provinces: İstanbul, Kilis, Gaziantep, Hatay, Şanlıurfa, Adana, Mersin, Bursa, İzmir and Konya.

In most of these cities, the ratio of the Syrian population to that of host communities is higher than 15%, especially in Kilis, Hatay, Gaziantep and Şanlıurfa. Population have either reached or exceeded 2023

population projections. Kilis, for instance, hosts almost as many Syrians as its local population. Therefore, institutional organizations in these areas are under pressure due to sudden and unexpected population growth.

Figure 1. Breakdown of of SuTPs in 10 provinces in Turkey (Source: DGMM)



While the provinces of İstanbul, Gaziantep, Hatay, Şanlıurfa, Adana, Mersin near to Syrian border keep hosting the highest number of SuTPs in proportion to host community members, refugees have been increasingly moving towards other provinces with high economic activities.

Rapid spread of COVID-19 cases in Turkey, global and national measures and socio-economic consequences affected widely the access to formal labour market and bring the challenges to gather with the economic turn over.

Strategy

The “Employment and Skill Development Project” (ESDP) funded by the KfW and implemented by UNDP mainly addresses the design and implementation of active labor market policies, to be complemented with other projects aiming to increase the labor demand through job creation for Syrians and HC members. The objective of the project is to provide institutional support to İŞKUR’s active labor market policies to prevent unregistered employment, to protect rights regarding Turkish labor force and to provide stability and labor peace. The main element of the response strategy is to invest in existing national and local systems.

With this approach, ESDP directly contributes to the CPD 2021-2025 1.3. By 2025, people under the Law on Foreigners and International Protection are supported towards self-reliance. Output 1.1. Displaced populations are equipped with the knowledge and skills to engage in the socioeconomic life of their host community. Output 1.3 Core government functions and inclusive services strengthened post-crisis for harmonization and durable solutions to displacement. Output 1.4 Sustainable job opportunities created for displaced populations and host communities.

Project Overview

The main objective of the Project is to strengthen the skills and employability of the labour supply and increasing the potential of the local economy to absorb higher levels of labor force. As such, the interventions under this project are clustered under 2 main components:

- 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

The objective of the Component 1 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 mainly contributes to the output 1.1.1 of the UNDP, CPD, 'Displaced populations are equipped with the knowledge and skills to engage in the socioeconomic life of their host community.

III. Progress Review

COMPONENT I:

Result 0 - Project management capacities / team established, and work plan finalized/ agreed (Inception Phase)

The Inception Phase of the project has been completed in the previous reporting periods. For further details, please *see Annual Report I.*

Result 1 - İŞKUR's capacity and digital maturity assessment and two roadmaps for capacity development and digital transformation and the related activities were completed

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

All activities under the Result-1 have been completed in previous reporting period. For further details, please *see Annual Report II.*

Result 2 – Capacities of İŞKUR HQs and selected pilot İŞKUR offices developed for better active labor market service delivery addressing the impacted communities including the Syrians under the temporary protection and impacted host communities

Activity 2 - Design and implementation of Capacity Development Interventions including digital transformation

Activity 2.1 Development of process optimization/improvement interventions in selected key functions of İŞKUR Services

a. “Business Process Management System for Turkish Employment Agency”

The tender for Business Process Management covering both consultancy services and software processes has been launched in early 2020 prior to COVID-19 spread and was planned to be completed on 17 February 2020. However due to the insufficient number and unqualified offerors, it has been extended to 09 March 2020. Despite the extension of the bid collection period, no qualified offers were submitted, and the tender had to be re-launched for a second time on 18 May 2020. During the second tender process, the pandemic picked up pace and İŞKUR adopted an alternative working modality with significantly reduced office presence. İŞKUR’s workload also significantly increased due to the sudden increase in unemployment. By the time the second tender was concluded in October 2020, İŞKUR notified UNDP that as a result of the pandemic, the increased workload, inability to assign staff to other tasks and very limited physical interaction at İŞKUR premises, it is unrealistic to complete business process management in the remaining project time. Upon İŞKUR’s advice, the tender had to be cancelled and UNDP had to re-design a tender to cover only the software procurement without consultancy services. Therefore, the company was contracted on 9 August 2021 for the Business Process Management of İŞKUR.

The overall objective of this sub-project is to establish and implement Business Process Management (BPM) platform that meets the needs of business processes and strategy management planning of İŞKUR and to provide training, maintenance and support services for İŞKUR regarding the established Platform.

The general specification of the system includes selection of two business processes and improvement of these selected processes. These selected processes will be developed according to the below mentioned subcategories.

- System Architecture
- System Access
- System Flexibility
- System Security
- Authorization
- Integration with External Systems
- Logs
- Code, Application and Information Security
- Workflow Management Module
- Integration with external systems
- Form Management Module
- Performance and Settings Management
- Trainings

Within the scope of the project, establishment of BPM Platform, external system integrations, selection of two processes, analyses of the selected processes, and trainings about the system has been completed as of 14 December 2021. The improvement of the selected processes is ongoing and planned to be

completed until the beginning of January 2022. The training of trainer's activity started as of 20 December 2021 and the works are planned to be completed as of 23 January 2022 according to the amended agreement that was signed between UNDP and the Contractor. According to the signed contract, the activity was planned to be completed as of 9 December 2021, but due to delays regarding the selection of the processes that would be analyzed by the Contractor the contract duration was extended from 9 December to 23 January 2022.

After the completion of this sub project, İŞKUR will be able to follow the processes in a more transparent and quantifiable way together with the increasing sustainability of the services, the efficiency of the institution will continuously improve.

b. "Data Analytics for Turkish Employment Agency"

This sub-activity aimed to improve İŞKUR's capacity in order to expand active labor market services and to improve İŞKUR's capacity to update necessary services when needed to respond to the demand of services both for Syrian and host community job seekers. Through the implementation of this sub-activity, a data strategy roadmap to support the activation of İŞKUR's Master Data Management, Big Data Analytics and Business Intelligence applications and to develop a data management strategy of İŞKUR was defined. As a result of the project, İŞKUR has a more effective strategy on data analytics and developed a vision on how to collect, store, manage, share, and use the data in detail and İŞKUR corporate data strategy was formed in three components:

- Identification of the areas where İŞKUR currently lacks data management and analytics compared to best practices reviewed,
- Increase efficiency and ensure accurate, factual, and reliable data production by uncovering patterns and connections that are not normally seen with data analysis,
- Development of the ability to select the right and appropriate data group to be used for data analysis, the tools to model this data, interpret the results and report the transformation that business processes should undergo.

This activity was completed as of February 2021 and a final report reflecting the outputs was prepared. (For further details, please **see Annual Report III**).

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

All activities under the Activity 2.3 have been completed in previous reporting period. For further details, please **see Annual Report II**.

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

All activities under the Activity 2.4 have been completed in previous reporting period. For further details, please *see Annual Report II*.

Activity 3- Develop physical capacities of İŞKUR offices

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

All activities under the Activity 3.1 have been completed in previous reporting period. For further details, please *see Annual Report II*.

Activity 3.2 Support local İŞKUR offices through provision of physical infrastructure

The main aim to support the physical infrastructure of İŞKUR offices is to improve the quality of services given to the target groups and to increase the efficiency of service provision. Within this scope, an assessment was conducted in the previous reporting period and the physical capacity improvement needs of several İŞKUR offices were identified.

In this context, to increase the quality of services provided to SuTP and host communities in a fast and uninterrupted manner in the newly added project locations, it is decided to procure IT equipment (laptops, desktops and monitors) to 9 new project locations in addition to the procured IT equipment and furniture support during the implementation period in 2020.

Within the scope of Physical infrastructure support activity of the project, it is decided to procure 55 pieces of laptops for Adana İŞKUR Provincial Directorate, the IT equipment procurement process was completed for Adana İŞKUR Provincial Directorate during the previous reporting period, and the equipment were delivered as of 28 June 2021.

The procured IT equipment for Adana and the IT equipment purchase for the newly added project locations according to the needs can be seen on the table below:

Table 2: List of equipment provided to İŞKUR offices

İŞKUR Offices	IT Equipment	
	Desktops	Notebooks
Adana		55
Ankara	1	1
Bursa		75
İzmir	61	112
Kahramanmaraş	19	6
Kayseri	2	12
Kocaeli		55
Konya		7
Mardin		12
Mersin	49	45
Osmaniye	9	
TOTAL:	141	380

According to İŞKUR General Directorate’s request and agreement with KfW Development Bank, 325 laptop computers and 141 desktop and monitors were procured for 9 new project locations to improve the capacity of other Provincial Directorates, which provide intensive services to Syrians under Temporary Protection. This support was very valuable in terms of providing the service given to both Syrians and Turkish citizens in a fast and uninterrupted manner during the pandemic period. The related procurement process has started in 2021 and will be completed and delivered to the provinces in the first quarter of 2022.

In addition to IT equipment provided through the Project resources, it was also identified in the previous reporting period that glass separators are needed for Job and Vocational Consultants in open office areas to secure the privacy of the job seekers during the registration and consultancy services provided. The procurement process for the construction of the glass separators was launched, offers collected and evaluated and contract was signed with the sub-contractor on 24 May 2021 and the construction of glass separators for İstanbul İŞKUR Provincial Directorate in three different service centers (Sancaktepe, Büyükçekmece and Ümraniye) and Şanlıurfa İŞKUR Provincial Directorate has been completed as of 24 August 2021.

Activity 4- Develop IT Capacities of İŞKUR Offices:

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

All activities under the Activity 4.1 have been completed in previous reporting period. For further details, please *see Annual Report II*.

Activity 4.2. Support İŞKUR offices through provision of IT infrastructure

a. Renewal of Software Infrastructure of Turkish Employment Agency”

The overall objective of the sub-activity “Renewal of Software Infrastructure of Turkish Employment Agency” is to increase the corporate performance of Turkish Employment Agency (İŞKUR) and to provide the infrastructure to increase the service satisfaction of the target audience including SuTPs and HC and

the job satisfaction of İŞKUR employees as part of its corporate transformation. The specific objective is to create a new E-İŞKUR infrastructure within the scope of global digital developments, to create applications with high target group/ employee/ user experience, to adapt .NET Core and similar technological developments, to enable version management and infrastructure change with partial release and deployment.

The works defined within the scope of the activity was completed within three main components and many different work packages and sub-titles were completed within a period of 14 months. Infrastructure works were carried out at the scale of the entire E-Transformation platform, and interface renewal works were carried out within the scope of E-Branch modules, where transactions regarding active labor market services are carried out by job seekers and employers.

As a result of these studies, the most important components of İŞKUR's software infrastructure were completely renewed. In addition, E-Branch user interfaces have been completely renewed to provide a high target group experience, easier adaptation to new service channels and better service delivery. After implementing the Pilot Application in the development component, the trainings were organized for 14 days under 5 headings, during the trainings, İŞKUR technical personnel were informed about the methodologies used in the project and the integration of new technologies to the system.

Through the completion of the project, the software infrastructure of İŞKUR that was used for about 15 years was renewed in the light of technological developments and a new software infrastructure was created. In addition, the İŞKUR E-Transformation system has transitioned to a structure with a high target audience/personnel/user experience and the most up-to-date technology.

As a result of all studies within the scope sub project, the service quality of İŞKUR services was improved and this will lead to a significant increase in the institutional capacity of the institution in a short time.

The activity was completed as of 15 October 2021 and final report that includes the results of the activities taken throughout the project prepared. Interview results, pilot evaluation results, training evaluation form and all other documents used during the project has been included in the Final Report. The project archive containing all the documents generated during the project shall be submitted to İŞKUR. ***(For further details, please see Annual Report III)***

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

Six Pilot Projects were identified and designed based on the needs of İŞKUR considering the emerging challenges due to the COVID-19. To this end, new infrastructure works were introduced to the project in order to eliminate the COVID-19 negative impact on the project activities:

Pilot Project 1 : İŞKUR Mobil Service Vehicle

Pilot Project 2: Construction of Prefabricated Office building for İŞKUR Hatay Provincial Directorate

Pilot Project 3: İŞKUR Altındağ Service Center Renovation and Repair Works

Pilot Project 4: Improvement of İŞKUR Job Clubs

Pilot Project 5: Job search skills trainings to Syrians Under Temporary Protection

Pilot Project 6: Kilis İŞKUR Job Club Construction

Pilot Project 1: İŞKUR Mobil Service Vehicle

All activities under Pilot Project I have been completed in previous reporting period. For further details, please see **Annual Report III**.

Moreover, there is a plan to arrange a tour for the İŞKUR Mobil Bus in the 2nd Quarter of 2022 if the COVID-19 allow.

Pilot Project 2: Construction of Prefabricated Office building for İŞKUR Hatay Provincial Directorate

The main aim of the pilot projects is to promote İŞKUR Employment Services and to ease the access of both Syrians and host communities to the local labor market and to improve the existing services and to increase the number of Syrians and host communities benefiting from İŞKUR services. Within this scope, to respond to the increasing demand of local labor market needs, an additional service building for İŞKUR Hatay Provincial Directorate was commissioned. Procurement process for the necessary construction has launched, offers were collected and evaluated during the third quarter of 2021 and contract was signed on 14 June 2021. Construction works has started as of 24 June 2021 and the construction of the building has been completed as of 8 September 2021 and the building was handed over to Hatay İŞKUR Provincial Directorate as of 10 September 2021.



Pilot Project 3: İŞKUR Altındağ Service Center Renovation and Repair Works

To improve the physical conditions of Altındağ Service Center to serve effective and productive labor market services provided to SuTP as well as impacted host community to place them in local labor market, it is agreed with KfW Development Bank to make renovation and repairment works on the interior and exterior. The renovation and repairment works have started as of 19 August 2021 and completed as of 2 December 2021 and the building was handed over to Altındağ İŞKUR on 16 December 2021.



Pilot Project 4: Improvement of İŞKUR Job Clubs

Job Search Skills Improvement Programme is planned to be conducted in Job Clubs to strengthen the services of İŞKUR provided by the İŞKUR Job Clubs. Within the scope of the Job Clubs, theoretical and practical information is given to the participants on subjects such as getting to know themselves and the labour market, career planning, job search channels, CV preparation and interview techniques. It is aimed to spread the Job Clubs, which currently serve in 70 provinces and 78 units, throughout Turkey. Under this activity, it is decided to develop the standard presentation to be delivered in Job Search Skills Improvement Programme in Job Clubs and to prepare manuals on CV preparation and interview techniques. To standardize the presentation and manuals, an IC was employed for the technical support, development and standardisation of the presentation and manuals for the use of İŞKUR Job Clubs. As a result of this activity, 2 manuals were prepared; one for CV preparation and one for interview techniques and the presentation used in Job clubs has been standardised and the presentation was translated to Arabic language for SuTP to better understand. The design and content of the manuals and presentation was completed as of November 2021 and the manuals will be printed and distributed to the İŞKUR Job clubs in the first quarter of 2022.

Moreover, to increase the capacity of Job Clubs through online services which has an intensive job and vocational counseling program for the groups that require special attention such as women, youth, disabled people, long-term unemployed, and migrants, it is decided to procure zoom account licenses for 79 İSKUR Job Clubs for the provision of online services in order to provide interrupted services to the target group during the pandemic. Within this context, zoom account licenses were procured and submitted to İSKUR for the distribution to 79 İSKUR Job Clubs on 30 June 2021.

Pilot Project 5: Job search skills trainings to Syrians Under Temporary Protection

Within the coverage of Pilot Project 5, "Job Search Skills Improvement Programme" which is aimed to give theoretical and practical information to the participants to improve themselves in career planning, job search channels, CV preparation and interview techniques were conducted in Adana, Gaziantep, Hatay, Şanlıurfa and İstanbul reaching out to 424 SuTP in total where the target was 350 SuTP. At the beginning of this activity, it was planned to conduct these trainings face to face but because of Covid 19 measures, some of the trainings were delivered online.

Moreover, for the newly added nine project provinces, trainings have been delivered mainly face to face and 986 SuTP were trained by the end of December 2021.

Pilot Project 6: Kilis İŞKUR Job Club Construction

According to the needs of Kilis İŞKUR Provincial Directorate, it is decided to construct one prefabricated Job Club office building next to Kilis İŞKUR Provincial Directorate for the use of İŞKUR Job Club. Tendering process was completed, and one company was awarded for the construction of the building on 22 October 2021 and the construction work has started as of December 2021 and planned to be completed during the 1st quarter of 2022. Through the establishment of such kind of a building both Turkish people and Syrians under Temporary projection will be able to access services provided by the İŞKUR Job Clubs in Kilis.

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

A project team in Hatay province has been established to work on the construction of additional service building in the leadership of Department of Construction and Real Estate of İŞKUR.

A project team in Kilis province has been established to work on the construction of prefabricated office building in the leadership of Department of Construction and Real Estate of İŞKUR.

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

Project operations were operated through İŞKUR General Directorate in Ankara. Although the main activities other than pilot projects as well as physical infrastructure needs of İŞKUR offices has been carried out at the General Directorate level, with the completion of the project activities like the renewal of software infrastructure and business process management system will contribute to the services of İŞKUR not only in the project provinces but also in each and every province of Turkey. New İŞKUR services will positively affect the whole service provision process in all provinces of İŞKUR and the main impact will be much more visible and traceable at the local İŞKUR offices through giving services in a more fast and comprehensive way.

Activity 6- Outreach, advocacy and visibility activities

Activity 6.2. Implementation of the outreach and visibility activities

In order to provide visibility and highlight the overall sustainability and impact of the project support; 750 sets of hygiene kits including sanitizer and masks for İŞKUR Provincial Directorates and Service Centers in 26 locations were prepared and 1250 sets of İŞKUR Job Search kits including an organizer, brochure for

İŞKUR services (Turkish and Arabic), pencil, notebook, USB for 21 İŞKUR Job Clubs were developed and distributed to the project locations during the implementation period of the project in 2021.

In line with the activities of the project, a short project video covering the outputs of the project will be prepared until the end of 1st quarter of 2022 and distributed to the implementing partner, stakeholders, and the donor KfW. Within the scope of preparation of project video activity, various images and video shootings from the activities of the project were taken (images and videos were taken from Hatay İŞKUR Provincial Directorate prefabricated office building, Altındağ İŞKUR Service Center, Kilis İŞKUR Provincial Directorate prefabricated office building site).

If the pandemic situation allows, a project closing event will be organized to inform all stakeholders, institutions and beneficiaries about the project outputs and successes of the project.

Table 1: Performance Assessment based on Original Logical Framework (Component I)

Level in Results Hierarchy	Description	Indicators	Baseline	Annual target ¹	End of project target	Cumulative Realization (Number or Text)	Explanation for deviation from the target and any other remark (please break-down into male/female if possible)
UNSDCF Outcome	By 2025, people under Law on Foreigners and International Protection are supported towards self-reliance	<i>Percent of strategic priorities/interventions of the Harmonization Strategy implemented</i>	0 %	N.A	80 %	Reported at UNCT level, not applicable	
CPD Output	Output 1.3 Core government functions and inclusive services strengthened post-crisis for harmonization and durable solutions to displacement	1..3.1 Number of institutions strengthened for better service delivery for displaced populations and host communities	15	32	30		
Output 1	Output 1: Systems are strengthened for active labour market policies that target Syrian population implemented by İŞKUR	# of local Employment Agency (İŞKUR) Offices (İstanbul, Gaziantep, Şanlıurfa, Kilis,Hatay,Ankara and Adana) supported for better and more inclusive delivery of active labor market services and employment services.	0	7	16	16	11 provinces were added to the project locations to increase the efficiency of the project.
		# of additional Syrians under temporary protection who benefitted from the counselling services provided by the local İŞKUR offices (i.e., counselling, placement, matching etc.) disaggregated for services	N/A	6,000	11,000	28,203	

Level in Results Hierarchy	Description	Indicators	Baseline	Annual target ¹	End of project target	Cumulative Realization (Number or Text)	Explanation for deviation from the target and any other remark (please breakdown into male/female if possible)
		# 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	N/A	6,000	11,000	Not known	It is not possible to measure “additional impacted host community members” solely derived from this intervention. However, Host community members who benefitted from the counselling services provided by the local İŞKUR offices roughly reach 100,000 people per year according to İŞKUR and TURKSTAT reports shared publicly ²)
		# of Syrians under temporary protection registered and screened through local İŞKUR Offices	N/A	6,000	12,000	40,934	

² Turkish Employment Agency, 2020 Activity Report, pg. 28.
<https://media.iskur.gov.tr/44147/2020-yili-faaliyet-raporu.pdf>

Level in Results Hierarchy	Description	Indicators	Baseline	Annual target ¹	End of project target	Cumulative Realization (Number or Text)	Explanation for deviation from the target and any other remark (please break-down into male/female if possible)
		# of impacted host community members registered and screened through local İŞKUR offices	N/A	6,000	12,000	Not known	It is not possible to measure “additional impacted host community members” solely derived from this intervention Host community members who benefitted from the counselling services provided by the local İŞKUR offices roughly reach 100,000 people per year according to İŞKUR and TURKSTAT reports shared publicly)

Table 5: Additional Indicators for Infrastructure Support Interventions (not part of the Original Logical Framework)

Output	Cumulative Realization	Source of Verification
Additional Output #1: Construction of prefabricated office building for Hatay İŞKUR Provincial Directorate Baseline: 0 Planned Target for Year 2021: 1	1	UNDP ESDP Team & Civil Engineer
Additional Output #2: Renovation and Repairment work for Altındağ İŞKUR Service Center Baseline: 0 Planned Target for Year 2021: 1	1	UNDP ESDP Team & Civil Engineer
Additional Output #3: Develop Physical Capacities of Local İŞKUR Offices: Planned Target for Year 2021: Procurement of following IT equipment; Laptop computers: 380 Desktop computers: 141 Monitor: 141	Laptop computers: 380 (Adana: 55, Bursa:75, İzmir:112, Kahramanmaraş:6, Kayseri:12, Kocaeli:55, Konya:7, Mardin:12, Mersin:45, Ankara:1) Desktop computers: 141 (İzmir:61, Kahramanmaraş:19, Kayseri:2, Mersin:49, Osmaniye:9Ankara:1) Monitor: 141 (İzmir:61, Kahramanmaraş:19, Kayseri:2, Mersin:49, Osmaniye:9Ankara:1)	UNDP ESDP Team & İŞKUR
Additional Output #4: Develop Physical Capacities of Local İŞKUR Offices: Baseline: 0 Planned Target for Year 2021: 4	4	UNDP ESDP Team & İŞKUR

Construction of glass separators for İstanbul İŞKUR Provincial Directorate in three different service centers (Sancaktepe, Büyükçekmece and Ümraniye) and Şanlıurfa İŞKUR Provincial Directorate		
Additional Output#5: Standardization of the presentation that is used in Job Clubs of İŞKUR and preparation of two manuals; one for Interview Techniques and one for CV preparation techniques Baseline:0 Planned Target for Year 2021: 1 presentation 2 manuals	1 presentation and 2 manuals	UNDP ESDP Team & Consultant
Additional Output#6: Delivery of Job search skills trainings to Syrians Under Temporary Protection Baseline:0 Planned Target for Year 2021: 350	424	UNDP ESDP Team & İŞKUR
Additional Output#7: Delivery of Job search skills trainings to Syrians Under Temporary Protection Baseline:0 Planned Target for Year 2021: 900	986	UNDP ESDP Team & İŞKUR
Additional Output#8: Hygiene Kits and Job Search kits Baseline:0 Planned Target for Year 2021: 0	750 Hygiene Kits 1250 Job Search Kits	

IV. Contribution to Gender Equality

As the Employment and Skill Development Project is defined as GEN1 project, the project will not directly contribute to the gender equality.

To increase the integration of women to the activities of the project, within the scope of the Job Search Skills Improvement Programme to be delivered in İŞKUR Job Clubs that has an intensive job and vocational counseling program that has been operating since 2017 for the groups that require special policies in the labor market, such as youth, women, the disabled, and Syrians under temporary protection, the content of the manuals and the presentation to be used in Job Clubs of İŞKUR were designed and prepared according to the needs of both women and men.

V. Project Risks and Issues

a. Updated project risks and actions

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

- Relevant Government stakeholders continue their support to project activities
- Number and geographic distribution of Syrians under Temporary Protection remain stable during the implementation period so that they can benefit from improved capacities of local employment services in pilot provinces in an efficient manner
- Host communities remain open to socio economic integration of Syrians under Temporary Protection.

The Updated Risk Assessment of the Project is presented on the table below:

Table 3: Updated Risk Assessment

RISKS RELATED TO THE CONTEXT	LIKELIHOOD	IMPACT	MITIGATION MEASURES
Economic recession globally and locally due to ongoing COVID-19 pandemic and its prolonged impact may put pressure on government policies and on social dynamics between Syrians and host community, leading to an overall downturn for economic and social integration of Syrians in Turkey.	High	High	<i>Close monitoring of political/ economic situation by project team and by relevant UN/ UNDP entities.</i> <i>High level UN advocacy to support Turkey's efforts in responding refugee crisis in the country and in the region.</i>
PROJECT- RELATED RISKS: Component I	LIKELIHOOD	IMPACT	MITIGATION MEASURES
Limited Project period left to cover the impact of the results through the construction of additional prefabricated office building in İŞKUR Kilis Provincial Directorate	Medium	Medium	<i>With the 6 months no cost extension, there is enough time to complete the project activities if any forthcoming suspension/delays in the construction work</i>

			<i>cause of winter period don't exceed beyond April 2022.</i>
Covid-19 measures may prevent the delivery of desktops and laptops according to the indicated delivery dates	Low	Low	<i>There is enough time for the completion of the project if COVID-19 disease will not pick up in Turkey and other countries and will not affect the delivery time of the items</i>

b. Updated project issues and actions

Project Issue 1: Impact of winter season for the completion of the construction work until the end of 1st quarter of 2022.

Actions taken: There is still 6 months of extension for the completion of the project, the construction work includes simple prefabricated office building, so if any delays in the construction work will foreseen from the Contractor, the conditions will be evaluated together with the implementing partner and UNDP and an amendment to the contract can be given to the Contractor to cover the delay caused by the seasonal circumstances during the implementation period of the project.

Project Issue 2: Covid-19 measures may prevent the delivery of desktop and laptop computers according to the indicated delivery dates.

Actions Taken: According to the planned delivery date of the items that was mentioned as at the end of February 2022, project has enough time to cover any additional delay until the end of April 2022 if any suspension or delays occur during the delivery time of the products.

VI. Monitoring Arrangements

During the reporting period, the Project has been closely monitored by the Project team based on expected results and key performance indicators. In addition, the project was monitored by Frankfurt School of Finance & Management upon the request of KfW and has conducted a progress control mission started between 24 June July and 11 August 2021. The objective of this mission was to review the organisations' internal control systems and accessible audit data, as well as physical progress control, including measuring success against the agreed indicator framework matrix and, to assess the efficiency, effectiveness, relevance, and sustainability of project implementation. This evaluation was made according to the Component-Based Evaluation method and performed in two phases:

- First, documentation verifications (desk reviews) were performed at UNDP premises and through online meetings on relevant documentation available to cover all aspects of the checklist, which the Evaluation Team required at the beginning of the mission.
- Secondly, physical verifications were performed through site visits to Ankara, Gaziantep and Kilis for Component I. Site visits were held at the ISKUR Provincial Directorates. The sites were inspected to check physical availability and application of visibility rules to furniture and IT equipment purchased under the scope of the Project.

During field missions, project partners and beneficiaries were interviewed to validate the outputs of the Project, discuss project progress, and collect feedback from the stakeholders and beneficiaries on the governance, communication, and results of the project. The site visits were completed with a brief wrap-up meeting with the representatives of the partners and beneficiaries to ensure that all aspects

of the on-the-spot checks (OTS) have been taken into consideration. The data and information collected in principle cover the requirements of the OTS checks.

Site Visits and Meeting with UNDP Team		
Date	Province	Purpose
28-Jun	Ankara	Kick-off meeting with UNDP Team (Component Presentation and doc. check) – Component I
01-Jul	Ankara	Meeting with ISKUR General Directorate – Component I
08-Jul	Gaziantep	Meeting with ISKUR Gaziantep Provincial Directorate
08-Jul	Kilis	Meeting with ISKUR Kilis Provincial Directorate – Component I
27-Jul	Istanbul	Meeting with Istanbul ISKUR Kadıköy, Sancaktepe and Tuzla Provincial Directorates – Component I
11-Aug	Ankara	Meeting with ISKUR DG for physical check of Mobile Service Bus

After the completion of the monitoring mission of Frankfurt School of Finance & Management, a final report reflecting the findings were prepared and submitted to UNDP.

During the project implementation period, various meetings were organized with the Contractors to speed up the completion of the activities and not to cause any delays during the implementation period of the project. Three Steering Committee (PSC) meetings have been organized since the beginning of the Project. The last PSC meeting has been organized on 09 February 2020 with the participation of UNDP, KfW Development Bank, representatives from İŞKUR and Presidency of Republic of Turkey Strategy and Budget Office.

VII. Lessons Learned

The project has reached its targets in the year 2021 where strict government measures were applied because of the COVID-19 pandemic and İŞKUR was overloaded with the precautions taken by the Government for COVID-19 regarding the utilization of the unemployment benefits and the new regulations for the payments of part-time employment in during the 1st quarter of 2021.

Due to the pandemic, mostly the face-to-face meetings were turned into online and Project team focused on the activities of the project during the 1st quarter of 2021 and has contacted all the partners during this time not to cause any delays and update project partners about the ongoing project activities.

The sub-activities of the project were initially designed to better plan the activities, a detailed workplan of the activities and sub-activities were integrated to the project document as strong efforts were made to coordinate and make the required linkages between the activities for the successfully completion of the project.

With the support and flexibility provided by the donor, changes were made, and new activities were introduced in order not to create any risks for further delays.

The collaboration between local government institutions has a great potential to increase the effectiveness and impacts of the Projects

VIII. Conclusions and Way Forward

In Component I, the following activities are planned to be completed in the next reporting period:

- “Business Process Management Software for Turkish Employment Agency” activity will be completed by January 2022.
- Procurement process will be completed with printing of the manuals that were developed for the use of İŞKUR Job Clubs.
- Delivery of Laptop Computers for 9 new added project locations will be completed by April 2022.
- The construction of prefab office in İŞKUR Kilis Provincial Directorate will be completed by February 2022
- Project achievement video will be prepared and published. More focus will be given to promotion of project achievements through various communication materials.
- If COVID-19 pandemic allows an official closing ceremony and a tour for İŞKUR Mobile Service Vehicle in 5 project provinces will be organized.
- An independent Evaluation is in the procurement phase which is expected to be launched in March and completed soon after the project’s official closure date.

IX. Financial Status³

The Cumulative Expenditure Reports of Component I is presented below:

³ *Disclaimer: Data contained in this financial report section is an extract of UNDP financial records. All financial provided above is provisional.*

Disclaimer: UNDP adopted IPSAS (International Public Sector Accounting Standards) on 1 January 2012, cumulative totals that include data prior to that date are presented for illustration only.

Table 4: Cumulative Expenditure Report

Costs	Budget (approved in 2021)	Actuals as of Dec 2021	2022 Estimation	Total
	TOTAL			
1. Human Resources (incl. project/programme staff and consultants)	€ 485,595.08	€ 425,340.39	€ 44,055.31	€ 469,395.71
2. Travel (air, ground)	€ 21,022.76	€ 11,839.57	€ 4,505.00	€ 16,344.57
3. Equipment and supplies	€ 6,836.76	€ 6,836.76	€ -	€ 6,836.76
4. Project office	€ 25,267.00	€ 18,886.72	€ 6,380.28	€ 25,267.00
5. Professional services	€ -	€ -	€ -	€ -
Assesments and Roadmaps for Capacity Development and Digital Transformation of İŞKUR	€ 287,261.51	€ 287,261.51	€ -	€ 287,261.51
Design and implementation of Capacity Development Interventions including digital transformation	€ -	€ -	€ -	€ -
Implementation of Capacity Development Interventions-Process improvement	€ 421,274.01	€ 115,835.01	€ 305,439.00	€ 421,274.01
Implementation of Capacity Development Interventions-Study tours and exchange progs	€ 30,573.39	€ 30,573.39	€ -	€ 30,573.39
Implementation of Capacity Development Interventions-Trainings	€ 101,844.75	€ 101,844.75	€ -	€ 101,844.75
Develop physical capacities of İŞKUR offices	€ 847,451.87	€ 523,105.81	€ 339,139.48	€ 862,245.29
Develop IT capacities of İŞKUR offices	€ 744,650.39	€ 745,160.00	€ -	€ 745,160.00
Design and implementation of pilot projects in five provinces	€ 335,009.01	€ 303,883.06	€ 47,759.34	€ 351,642.40
Outreach and Advocacy Programme	€ 48,769.30	€ 4,721.83	€ 32,988.60	€ 37,710.43
6. Expenditure verification/audit	€ 660.89	€ -	€ 660.89	€ 660.89
7. Evaluation costs	€ 22,525.00	€ -	€ 22,525.00	€ 22,525.00
8. Translation, interpreters	€ 5,071.40	€ 5,071.40	€ -	€ 5,071.40
9. Costs of conferences/seminars	€ 14,108.93	€ 14,108.93	€ -	€ 14,108.93
10. Visibility actions	€ 4,416.52	€ 4,416.52	€ -	€ 4,416.52
11. Publications	€ 439.21	€ 439.21	€ -	€ 439.21
11. Subtotal	€ 3,402,777.78	€ 2,599,324.87	€ 803,452.91	€ 3,402,777.78
12. Indirect costs (8% as per UNDP cost recovery policy)	€ 272,222.22	€ 208,183.83	€ 64,038.40	€ 272,222.22
13. Total Eligible Costs (OUTPUT 1)	€ 3,675,000.00	€ 2,807,508.69	€ 867,491.31	€ 3,675,000.00

X. Annexes

Annex 1: Revised Work Plan: Annual Work Plan

Annex 2: Renewal of Software Infrastructure Final Report

Annex 3: Data Analytics Project Final Report

Annex 4: Manuals and Presentations for İŞKUR Job Clubs

Annex 5: Visibility Materials Developed