

# UNITED NATIONS DEVELOPMENT PROGRAMME

## PROJECT DOCUMENT TURKEY



Empowered lives.  
Resilient nations.

<b>Project Title</b>	Resilience Building via Increased Livelihoods Opportunities and Strengthened Social Cohesion for Syrian Refugees and Host Communities
<b>Linked Programme</b>	Joint Programme of UNDP, FAO and UNHCR entitled Resilience Building via Increased Livelihoods Opportunities and Strengthened Social Cohesion for Syrian Refugees and Host Communities
<b>Project Number</b>	
<b>Implementing Partner</b>	Ministry of Food Agriculture and Livestock
<b>Start Date</b>	23.03.2018
<b>End Date</b>	22.03.2019
<b>PAC <sup>1</sup>Meeting date</b>	26.04.2018

### Brief Description

The overall objective of the Project is to create sustainable livelihood opportunities for host communities and Syrians and to build institutional capacities for increased job opportunities in local economies affected by the Syria crisis

The project aims to foster enterprise development and inclusive business initiatives to employ Syrians and host community members and to develop institutional capacity of Şanlıurfa Technopark in business development services.

#### Contributing Outcomes

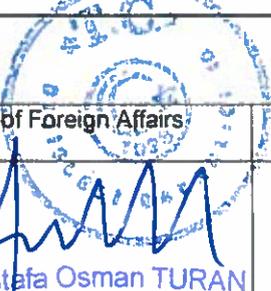
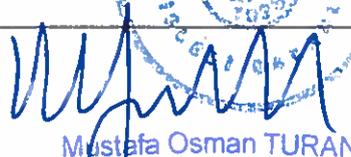
UNDCS: 1.1. By 2020, relevant government institutions operate in an improved legal and policy framework, and institutional capacity and accountability mechanisms assure a more enabling (competitive, inclusive and innovative) environment for sustainable, job-rich growth and development for all women and men.

Indicative Output(s): 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

Gender Marker: 2

<b>Total resources required:</b>	800.000 USD	
<b>Total resources allocated:</b>	<b>UNDP TRAC</b>	N/A
	<b>Gov. of Japan</b>	800.000 USD
	<b>In-Kind<sup>2</sup></b>	
	<b>GMS (8%)</b>	59.259 USD
<b>Unfunded:</b>	N/A	

Agreed by:

 Ministry of Foreign Affairs  Mustafa Osman TURAN EİÇİ Genel Müdür Yardımcısı	Ministry of Food, Agriculture and Livestock  Esin NACAR Genel Müdür V.	 UNDP Resident Representative in Turkey Claudio Tomasi Country Director
Date:	Date:	Date:

<sup>1</sup> PAC Project Appraisal Committee

<sup>2</sup> Harran University and Şanlıurfa Technopark will make available their facilities, physical infrastructures, human resources, expertise and know-how for the smooth implementation of the project, to the extent possible UNDP will provide programmatic contribution and operational support for the smooth implementation of the project. In addition to the resources provided by the government, with a view to contribute to the effectiveness, impact and sustainability of the present project, UNDP will provide in-kind contribution through the projects complementary being implemented/to be developed for the next period. For details please see sections IV and VI

## I. DEVELOPMENT CHALLENGE

As of 28 December 2017, the Directorate General of Migration Management (DGMM) announced that 3,424,237 Syrian refugees were currently registered in Turkey. Syrian refugees residing in urban, peri-urban and rural settings are scattered across all 81 provinces of Turkey, with 3,195,986 (93.4 per cent) residing in host communities and 228,251 (6.6 per cent) in refugee camps. Only in Kilis, Hatay, Gaziantep and Şanlıurfa the ratio of Syrian refugees in relation to the local population exceeds 17 percent, and in Kilis the refugee population exceeds the local population.

**Key Challenge: Socio-economic and territorial impacts of the Syrian Crises on guest and host communities**

As of 2014, Turkey became the largest refugee hosting country in the world and has demonstrated strong national ownership of the response. The Government of Turkey provides a rights-based legal framework through the Temporary Protection Regulation (TPR), which offers access to education, health care, employment and social security to refugees and stateless persons from Syria.

The Government of Turkey further strengthened its protection regime in January 2016 with the Regulation on Work Permit of Refugees under Temporary Protection granting all beneficiaries of the TPR (namely refugees and stateless persons from Syria) access to formal employment. The limited availability of employment opportunities however, continues to pose a considerable challenge in accessing the job market. This is particularly challenging for women. The challenge of job matching and lack of placements continue to be pressing issues in particular in the agriculture sector, which absorbs the largest share of the labour force in provinces hosting concentration of refugees. While Syrian refugees have the right to work under the TPR, many refugees and employers are unaware of these rights and regulations or how to access the employment. Although more than 20 percent of refugees have agricultural background and had been engaged in agriculture in Syria before displacement, only 10 percent are currently estimated to be engaged in agriculture or related work.

The international community has been working to ensure that the humanitarian assistance they provide also benefits the host community. As the crisis has prolonged and transitioned towards a longer-term development programme, it is critical that there is a focus on job creation for both refugees and the host community. This was recognised at the London Conference, which pledged to create 1.1 million jobs for Syrian refugees and host communities by 2018.

Host communities and the local authorities in Turkey bear the burden of the political, economic, social and security spillovers of the conflict. As the Syrian population increased and expanded, the needs of both Syrian and host communities go beyond humanitarian, and call for longer term, more durable solutions- particularly when it is acknowledged that the return of Syrian population will take much longer than initially expected, if ever. This means self-reliance, linked to livelihood opportunities and adaptation to the society.

**Impacts of the crisis from different angles**

The impacts of the crises on the host communities in Turkey have felt on three major areas:

***i. Population, demography and local socio-cultural patterns:*** the number of Syrians who left their country due to the crisis exceeded five million, with more than half migrating to Turkey. The Southeast Anatolia Region of Turkey (aka SEA Region or GAP Region) came out to be the region which has been adversely affected socially and economically. More than half of those who migrated to Turkey live in the provinces of Gaziantep, Şanlıurfa, Kilis and Hatay and particularly these four provinces along the Syrian border took up the major burden, heavier than they could bear, in social, economic, environmental and spatial respects. And the situation in Syria is still worsening, the violence has increased and there is no clear road map to foster peace in the country, leading to possibility of additional refugee influx to the provinces of Turkey along the Syrian border.

Syrian influx also changed the local socio-cultural patterns of the host communities in the sense that; although the Syrians and the host communities along the Syrian border have traditionally been sharing the same history for centuries and there are linguistic and cultural ties among each community. A recent profiling study conducted by the Directorate General of Migration Management (DGMM) indicates that, around 50% of the Syrians residing in Turkey are below 18 age; approximately 700.000 Syrian children are at the school age; the household leads in around 22% of Syrian families living in urban areas are women.

Compared to their fellows in the host communities, women do not typically participate in the social and public life. Child labor and child marriages are common; almost every Syrian family has a member with physical and/or mental disabilities. Gender based violence is widespread.

***ii. Urban infrastructure and municipal public services:*** the large increase in population since the emergence of the Syrian crisis, has been putting public institutions under considerable pressure to deliver basic municipal and public services, including inter alia urban waste management, energy, transportation, housing, and urban recreational areas. In a context of shrinking national resources allocated to local authorities for urban infrastructure and municipal public services, this is testing the limits of infrastructure and public services that were already fragile before the crisis. For example, Kilis Municipality has already begun utilizing those urban waste land fill facilities which were originally planned to be fully utilized only by 2023.

***iii. Local labor market and local economic development:*** Turkey Chapter of the Regional Refugee and Resilience Plan (3RP) highlights "livelihoods" as a key sector for Turkey's resilience response. Based on the severe impact of the Syrian crises on the local labor markets and local economies as well as with a view to integrating the Syrians into the local labor markets, the livelihoods section of 3RP focuses on of the improvement of livelihoods opportunities and living conditions at the local level, including better and decent work conditions both for Syrians and host communities.

A number of assessments conducted by various actors' highlight relatively low skills levels among Syrians, which significantly overlap with the skills of the host communities, mainly those in the SEA Region. This points to a possible risk of high-competition among two communities, particularly for low-skilled jobs and an increase of tensions between the two communities.

The study “Absorptive Capacity and Potential of Local Labor Markets” conducted by UNDP Turkey in 2016, assessed the skills of Syrians under temporary protection and the potential absorptive capacity of the local economy in five provinces: Gaziantep, Kilis, Hatay, Şanlıurfa and Kahramanmaraş. The study identified existing job opportunities that can be filled by Syrians under temporary protection, as well as the need for creating new jobs in the selected provinces to maintain current levels of employment. Such opportunities require (a) provision of basic vocational training services to the Syrians under temporary protection and (b) strengthening mechanisms to match Syrians under temporary protection with decent jobs through development of local economies through interventions in existing/emerging value chains, local business ecosystems/structures and business clusters. The study also demonstrated that Syrians under temporary protection are often already employed, largely informally, in both manufacturing and agriculture. As local businesses confirm, except for a few occupations (e.g. shoemaking), Syrians under temporary protection have often been employed not for their skills but mainly as low-cost unskilled labor, which would vanish when Syrians under temporary protection are employed formally. Language barriers have been cited as one of the most important obstacles to the employment of Syrians under temporary protection.

Youth unemployment in some regions, such as Sanliurfa, has also reached up to 17.4%, two times higher than the country’s overall. Moreover, most of the unemployed youth is not enrolled in any educational and training program, leading to an increased sense of exclusion, which in turn could become a source of future social tensions. The 2017 Regional Refugee and Resilience Plan (3RP) Mid-Year review, that more should be done to ensure that youth are able to contribute meaningfully in their communities and to fulfil their potential – noting that that lack of opportunities for engagement is closely linked to disillusionment, the desire to migrate, and the drivers for less positive engagement. Reaching these marginalized young people, meeting their needs, providing opportunities and utilizing and building on their existing capacities (is considered) represents a significant challenge.

The impacts of the Syrian refugee crises on both the Syrian community and the host communities in the SEA Region can be assessed through the human security lense – which highlights that the humanitarian challenges arising from the crises are based on multiple interconnected and mutually reinforcing factors.

**Assessment of the Crisis through the Human Security lens**

As far as the *economic insecurities* are concerned, as one of the less developed regions in Turkey, the SEA Region has been suffering from decades’ economic stagnation, urban and rural poverty, persistent unemployment as well as limited livelihood opportunities for its communities. although the region serves huge potentials for boosting agricultural economies. As result of the Syrian crises and the influx of refugees, the unemployment rate has further increased in the Region, where most of the Syrians have entered the local labor markets informally – which is also a root cause of *personal insecurities*. The problem of child labor, which is yet another a root cause for *personal insecurities*, has even worsened all across the Region. The crises also resulted in high competition (sometimes in the form of civil conflicts) especially between the low-skilled labor force of the Syrian community and the host communities, which in turn leads to *community insecurities*. The socio-cultural differences between each community along with

the social tensions at the local levels, also triggered **community insecurities**. UNDP's above referred study on the labor absorptive capacities of the local value chains mentioned above indicates that unless the local value chains and the small and medium sized enterprises are supported, the host communities will not be able to integrate the Syrian refugees into their local economic ecosystems. Local level assessments conducted by various agencies including partner UN Agencies also indicate that the capacity of the local institutions, mainly those mandated for skills development, economic development and livelihoods development are not sufficient to design and implement an integrated response to mitigate the root causes of the **economic insecurities** incurred by the crises.

As elaborated above and assessed through the human security lens, the problems faced by the host and the guest communities in the post-crisis episode are interlinked. Therefore, initiatives which would only deal with one component of the problem set would not be as effective in addressing the root causes of the problem than a holistic approach.

**Need for a holistic intervention modality addressing interlinked challenges**

Until recently initiatives targeting the Syrian community focused mainly on humanitarian assistance such as emergency kits, food and non-food support, shelter support etc. The focus is now **shifting increasingly from humanitarian assistance to a longer term resilience based assistance**, where the local authorities, NGOs and INGOs in the affected communities are turning to longer term interventions such as skills development, language courses, basic services, social and physiological support, adaptation to the host communities etc. While the interventions are gradually adopting a more resilience based approach, they are still fragmented, small scale and usually lack cumulative transformative impact. The Government of Turkey, on the other hand, has positioned its response to the crisis in a more holistic approach through a set of action plans and interventions focusing on basic services (shelter, health, food assistance, education etc.), employability and livelihoods, social development and adaptation. In line with the priorities and strategies set forth through **UN 3RP**, UN Agencies provide support to the national and the local authorities in Turkey through the interventions in Livelihoods, Basic Needs & Essential Services, Health, Education, Food Security and Protection sectors. Currently, UNHCR, UNDP, UNIDO, FAO, IOM, UNICEF, UNFPA, ILO and many other UN Agencies are operational in the impacted communities, where each UN Agency has been providing support to different sectors based on their institutional competencies.

**Gradual shift from humanitarian assistance to resilience building**

**UNDP Turkey's** programmatic presence in the Southeast Anatolia Region expanded in the mid-90s in close cooperation with the Government to address socio-economic development gaps in this Region, making UNDP the only international organization with an uninterrupted presence of more than 15 years in Turkey's most economically, socially and politically distressed region. The social development and entrepreneurship lenses of the UNDP's work in the field was most relevant in the mid-90s; however, this has had to be transformed into a more competitiveness-oriented approach as a result of the changing and emerging needs of the country. Entrepreneurship, competitiveness, renewable energy and energy efficiency in agriculture and industry, cluster based sectoral development and women's empowerment have turned out to be the main thematic areas where UNDP had the opportunity to design and implement and prototype regional and

**UNDP's Intervention Modality in response to Crisis**

local socio-economic development programmes and projects in collaboration with the Regional Development Administration responsible for this particular region.

Recognizing the shift from humanitarian aid to development assistance vis-a-vis Syrian refugees and in line with the priorities of the 3RP Programme and as the co-leader of the resilience component of this regional plan, UNDP Turkey has become increasingly engaged in post crises resilience building programmes in the Southeast Anatolia Region.

Based on its extensive accumulated field level experience, UNDP Turkey has partnered mainly with the GAP RDA and relevant local stakeholders through a set of projects/initiatives targeting improvement of livelihood opportunities both for the Syrians and the communities hosting the Syrians in the Southeast Anatolia Region. Livelihoods sector, under the coordination of UNDP Turkey, focuses on both the supply and demand side of the labour market equation with relevant expected outputs (i) increased employability and skills for the Syrians to better match the labour market demand (ii) stronger employment support services available targeting the Syrians under temporary protection (iii) impacted communities provided with entrepreneurship and business support (iv) advocacy and awareness raising among employers and potential employees for implementation of labour and work permit regulations (v) support to adaptation of Syrian women living in Southeast Anatolia to social and economic Life and (vi) implement pilot local economic development initiatives (i.e value chain and business cluster development) to increase employment opportunities and labour demand in the selected localities. UNDP Turkey has also been supporting the local municipalities through infrastructure projects (i.e. integrated waste management etc.) In the scope of the Inclusive and Democratic Governance Portfolio, UNDP Turkey has also been supporting Syrians under temporary protection through development of systems that would enable them to gain access to legal aid. With regards to the livelihoods and local economic development in response to the Syria crises, UNDP is operational in all provinces of the SEA Region, particularly Sanliurfa and Gaziantep. UNDP is also expanding its interventions within the support of EU Trust Fund (MADAD) on job creation, municipal service delivery as well as provision of Turkish language courses. Finally, funded by the KfW, UNDP has been implementing a specific project in collaboration with the National Employment Agency (aka ISKUR) to expand capabilities of ISKUR in developing active labor market policies and programmes addressing Syrians under Temporary Protection.

## II. STRATEGY

The project contributes to the joint initiative with UNHCR and FAO with the overall objective of strengthen the resilience of the host communities and beneficiaries of Temporary Protection regulation (TPR) namely refugees from Syria via increased livelihoods opportunities and strengthened social cohesion.

In this context, the project in line with UNDP's global and country specific strategy on inclusive and sustainable growth, focuses on creating sustainable job opportunities for host communities and Syrians through supporting enterprise development and capacity development of the local institutions working in the field of business development, entrepreneurship and R&D namely Şanlıurfa Technopark in order to ensure sustainable and replicable outcomes.

The ongoing initiatives of Şanlıurfa Technopark on improvement of Business Development Center (IŞGEM) infrastructure, setting up a common office space for incubation programme and development of corporate strategy document will be complementary to the proposed Project activities.

**Table 1: Logical Framework**

<b>Overall Objective:</b>	To create sustainable livelihood opportunities for host communities and Syrians and to build institutional capacities for increased job opportunities in local economies affected by the Syria crisis
<b>Purpose</b>	To foster enterprise development and inclusive business initiatives and to develop institutional capacity of Şanlıurfa Technopark in business development services.
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Competitiveness, business volume , production capacity, finance accessibility, technology level, operational efficiency and labor absorption capacities of the selected enterprises increased</li> <li>• Local communities (Syrian and HC members) had accessed to better and diversified employment opportunities in local enterprises</li> <li>• Locally produced goods/services integrated into national/international supply chains</li> <li>• New business initiatives/start-ups had better access to finance opportunities</li> <li>• Institutional capacity and capabilities of Şanlıurfa Technopark improved to provide better and efficient business support and project development services for the incumbent enterprises.</li> </ul>
<b>Activities</b>	<p><b>Component 1: Building Capacity of Local Institutions for Job Creation**</b></p> <ul style="list-style-type: none"> <li>• 1.1. Based on institutional needs assessment/functional review; development of service delivery strategy, sectoral focus, business model, service packages and corporate tools for Şanlıurfa Technopark</li> </ul> <p>* C1 correspond to Output 4 / Activity 4.1 in UNJP concept note</p> <p><b>Component 2: Enterprise Support Programme for Increased Job Opportunities*</b></p> <ul style="list-style-type: none"> <li>• 2.1 Development of selection criteria and identification of enterprises to be supported by the Project</li> <li>• 2.2 Design and deliver tailor made business development services</li> <li>• 2.3. Provision of enterprise-specific mentorship programmes</li> <li>• 2.4. Provision of enterprise-specific on the job training programmes</li> <li>• 2.5. Facilitation, conceptualization and implementation of inclusive business models and integration to sustainable supply chains</li> </ul>

	<ul style="list-style-type: none"><li>• 2.6 Design and implementation of a Project Support / Incubation (and/or Acceleration) Programme and facilitation of submission of new business initiatives and start-ups to prospective financial resources/support mechanisms</li></ul> <p>*C2 corresponds to Output 1 / Activity 1.1 in UNJP concept note</p>
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### **Gender Equality and Women Empowerment**

Gender equality and women empowerment approach and gender mainstreaming is adopted in each activity of the project to ensure that activity specific measures are in place to increase the number of women benefitting from the services such as vocational trainings, enterprise development, organizational capacity building provided within the scope project that will further contribute to realization the targets of "SDG 5: Achieve gender equality and empower all women and girls".

**UNDP's Equality and Women Empowerment Approach**

All the personnel engaged in design and implementation of the activities will be trained to mainstream gender equality and women empowerment throughout the project. Certain measures such as arranging the training and service hours based on women's needs, setting up transportation and the provision of child care services will be offered at the incubation center and training centers in Harran University as well as other partner institution to ensure that the gender equality and women empowerment will be promoted. Outreach in relation to NGOs and organizations focusing on women will take place to ensure possible proper targeting of project beneficiaries.

### **Sustainable Development Goals Perspective**

Sustainable Development Goals Agenda as global commitment for ending poverty hand-in-hand with strategies that address economic growth, social needs and climate change, also sets the overall development targets for the proposed project activities. The project will contribute to reaching the targets of 3 sustainable development goals (SDGs), namely SDG1 (No poverty); SDG5 (Gender equality) and SDG8 (Decent work and economic growth).

**Achievement of Sustainable Development Goals**

Project activities on institutional and individual level capacity development, entrepreneurship support, inclusive business and early stage enterprises development will mainly support the mechanisms for job creation, employment and entrepreneurship for the benefit of Syrians and host community members as disadvantaged and vulnerable groups affected by the severe impacts of the Syrian Crisis. The activities in this scope will both build the resilience of the poor and those in vulnerable situations and reduce their exposure to social and economic shocks, and provide access to basic services, financial services and new technologies as stated in the targets of "SDG 1 - End poverty in all its forms everywhere". Thus, the project aims to achieve the targets of "SDG 8 Promote inclusive and sustainable economic growth, employment and decent work for all" through supporting productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises.

### III. RESULTS AND PARTNERSHIPS

The Project is composed of two components. The project components and intended outputs under each component are listed below.

**Table 1: Outputs**

<b>Capacity and Competency Building of Local Institutions for Better Job Creation</b>	<b>Enterprise Support Programme for Increased Job Opportunities</b>
<ul style="list-style-type: none"> <li>• Service delivery strategy, sectoral focus, business model, service packages and developed for Şanlıurfa Technopark and its institutional capacity/competency developed</li> <li>• Corporate tools of Şanlıurfa Technopark for service delivery are developed including guidelines, checklists, communication and promoaton tools and materials.</li> <li>• National and international networks and partners of Şanlıurfa Technopark increased</li> <li>• Incubation / Acceleration programme developed for the use of Sanliurfa Technopark of Harran University</li> </ul>	<ul style="list-style-type: none"> <li>• 20 active enterprises received business development support services and developed their businesses</li> <li>• 10 enterprise supported through development of inclusive business models and/or to integrate in national and/or international supply chains</li> <li>• 20 new Business Initiatives/Start-ups supported in project development and for applications to receive financial support/grants through existing mechanisms</li> <li>• 50 Syrian and 50 HC women and men had on-job trainings and gained employment in local enterprises</li> </ul>

Note: Only main outputs listed.

## Component 1: Building Capacities and Competencies of Local Institutions for Job Creation

This component aims to build local institutional capacities for enterprise development that will ensure sustainability and local ownership of the interventions targeting local business growth and hence increased labor absorption of local economies affected by the Syria crisis

**2.1. Based on institutional needs assessment/functional review; development of service delivery strategy, sectoral focus, business model, service packages, corporate tools and partnerships of Şanlıurfa Technopark**

Şanlıurfa Technopark within the Harran University is mandated to support entrepreneurial capacities as well as and research and development projects of its incumbent companies mainly operating in agriculture, food and agri-business sectors. In the context of the Project, Tecchnopark will be the key partner to establish a replicable and scalable Business Development Model for aiming to improve not only the competitiveness of the incumbents but also their levels of labor absorption.

The activity will start with the assessment of the institutional capacity, assets and needs of the Technopark. The entrpneuerial ecosystem of Şanlıurfa and it s economic geophraphy will be also reviewed. Based on the assessments and reviewes, an overall strategy with sector focus, business model, project development and incubation service scope, common facility assessments and/or designs and key performance indicators will be developed for the Şanlıurfa Technopark. In line with the outcomes of the strategy, the organizational capacity of the technopark will be further developed in priority areas by introdicng corporate tools for delivering project and business development services.

Incubation and acceleration programmes are among the important activities of Technoparks to boost entrepreneurship and new start-ups. In line with the strategy to be developerd, an incubation and/or accellearation programme will be also designed for immmediat implementation in component 1.

The agricultural fields of Şanlıurfa Technopark provide valuable opportunities to be utilized in agriculture and food sectors so the planning and utilization of these fields with the priority to support the business development activities in Output 1 will be also included in the strategy development.

To address the activities stipulated under Component 1; initial discussions throughout the development of the project proposal revelad that, there are opportunities for partnership with some of the pioneer Technoparks in Turkey (i.e. ODTU Technopark and ITU Technopark) in both strategy development, service delivery activities, incubation models. As of writing, ODTU Technopark is acting as the mentors of Şanlıurfa Technopark within the programme of Technopark Development Association. Project will also aim to build lon-term international partnerships and networks with model institutions to bring international know-how in this sector.

Service delivery strategy, sectoral focus, business model, service packages and developed for Şanlıurfa Technopark and its institutional capacity/competency developed

Corporate tools of Şanlıurfa Technopark for service delivery are developed including guidelines, checklists, communication and promoaton tools and materials.

National and international networks and partners of Şanlıurfa Technopark increased

Incubation / Acceleration programme developed for the use of Sanliurfa Technopark of Harran UniversityTechnopark

## Component 2: Enterprise Support Programme for Increased Job Opportunities

### Outputs:

The component aims to create sustainable job opportunities for both host communities and Syrians through supporting development of enterprises and development of sustainable Business Development Support and Inclusive Business Development models to be replicated by the local institutions.

**20 active enterprises received business development support services and developed their businesses**

The BDS services will be provided in line with of the broader strategy and business model of Şanlıurfa Technopark to be developed in Component 2. The component targets improve the labor absorption capacities of the selected enterprises with tailor made business development services (BDS). This will be achieved through supporting R&D projects of the incumbent enterprises while contributing to piloting a BDS model that can be replicated and scaled up for job creation in a sustainable way with the ownership of the Şanlıurfa Technopark established in Harran University to support entrepreneurship and R&D projects.

**10 enterprise supported through development of inclusive business models to integrate in national and/or international supply chains**

The BDS services will be also available for other enterprises to be identified for value chain development holding potentials to create sustainable job opportunities in Şanlıurfa and its economic geography.

**20 new Business Initiatives/Start-ups supported in project development and for applications to receive financial support/grants through existing mechanisms**

### 2.1 Development of selection criteria and identification of enterprises

The activity will start by identifying enterprises (i.e. incumbent and/or new companies) set up by host communities, Syrians under Temporary Protection and/or as joint ventures holding potentials to grow based on sound selection criteria. The criteria development and selection will be carried out in partnership with the local project stakeholders.

**50 Syrian and 50 HC women and men had on-job trainings and gained employment in local enterprises**

### 2.2 Provision of business development support

BDS services in line with enterprise specific needs will indicatively include business plan trainings, work permit support, legal and technical advisory services, strategy development, partnerships, marketing, branding, product and process development, business alliances etc. will be provided for the selected incumbent/new enterprises. Common-use facilities (i.e. offices, computer labs and/or design centre etc.) could also be provided to increase the technical capacity as well as the cooperation opportunities of the enterprises.

### 2.3. Provision of mentorship support

In line with the Mentorship Support Programme to be developed under Component 2, selected enterprises will be matched with the national and international business mentors as well as theme-specific professionals who will provide professional advice and guidance on enterprise specific challenges as well as provide network that will be benefitted for marketing and supply chain operations.

#### **2.4. On the job personnel training programme**

Personnel need of the selected enterprises and their supply chain partners will be assessed to identify the required qualifications. Training modules will be also developed in partnership with the enterprises. To meet their enterprise-specific needs. Giving the priority of Syrians and HC members who already completed vocational trainings, trainees will be matched with the enterprises.

#### **2.5. Facilitation and development of inclusive business and supply chain relations**

Launched in 2006, UNDP's Growing Inclusive Markets Initiative highlights that the private sector is a great untapped resource for investment, innovation and human development as well as it is a unique platform that would help alleviate the root causes of poverty and trigger socio-economic empowerment. In this sense, the Inclusive Business Models (aka IBM) Approach addressed in UNDP's Growing Inclusive Markets Initiative<sup>3</sup> also draws attention to the fact that once inspired by a favorable business climate and high level strategic guidance and commitment by the government; through policy dialogue private sector, governments and civil society organizations can create value for all – including those which are the most vulnerable.

IBM include the disadvantaged groups on the demand side as clients and customers, and on the supply side as employees, producers and business owners at various points in the value chain.<sup>4</sup> They build bridges between business and the disadvantaged groups for mutual benefit. The benefits from IBM go beyond immediate profits and higher incomes. For business, they include driving innovations, building markets and strengthening supply chains. And for the disadvantaged, they include higher productivity, sustainable earnings and greater empowerment.

In line with the IBM methodology; his activity aims to connect the supported local enterprises to viable business opportunities in local and international supply chains. The project aims to do so by promoting inclusive business models and commercially viable business ventures, to improve livelihoods opportunities. UNDP will carry out the activity by facilitating of meetings workshops and roadshows with the participation of national and international companies and developing supply chain relations. Within the scope of this activity, UNDP's Istanbul International Center for Private Sector in Development (IICPSD) will be partnered and "Accelerate 2030" initiative will be utilized to include the host communities and Syrians under the TPR in the business network of national and international companies. The activity aims to establish sustainable and long-term relations and collaboration models with Japan Inclusive Business Center as well.

#### **2.6 Implementation of a Project Support / Incubation (and/or Acceleration) Programme and facilitation of submission of new business initiatives and start-ups to prospective financial resources/support mechanisms**

It is aimed to increase of the number of new business initiatives supported by the Şanlıurfa Technopark project and business development services and gain access

<sup>3</sup> UNDP. 2008. Creating Value for All: Strategies for Doing Business with the Poor

<sup>4</sup> BMZ. 2013. Federal Ministry for Economic Cooperation and Development. Inclusive Business Models. Options for support through PSD programmes

to complementary financial support from other entrepreneurship support programmes of Government institutions and business NGOs. The ultimate outputs of this activity will be (i) Project Support / Incubation (and/or Acceleration) Programme and (ii) the initiatives to be piloted in the scope of these programmes and (iii) increased capacity and capability of Sanliurfa Technopark based on hands-on experience in piloting of the developed programmes.

## IV. BUDGET

The multi-year project budget by activity is detailed below. The activity based budget figures includes operational costs, direct programming costs and %8 UNDP General Management Support fee.

Table 6: Project Budget (USD)

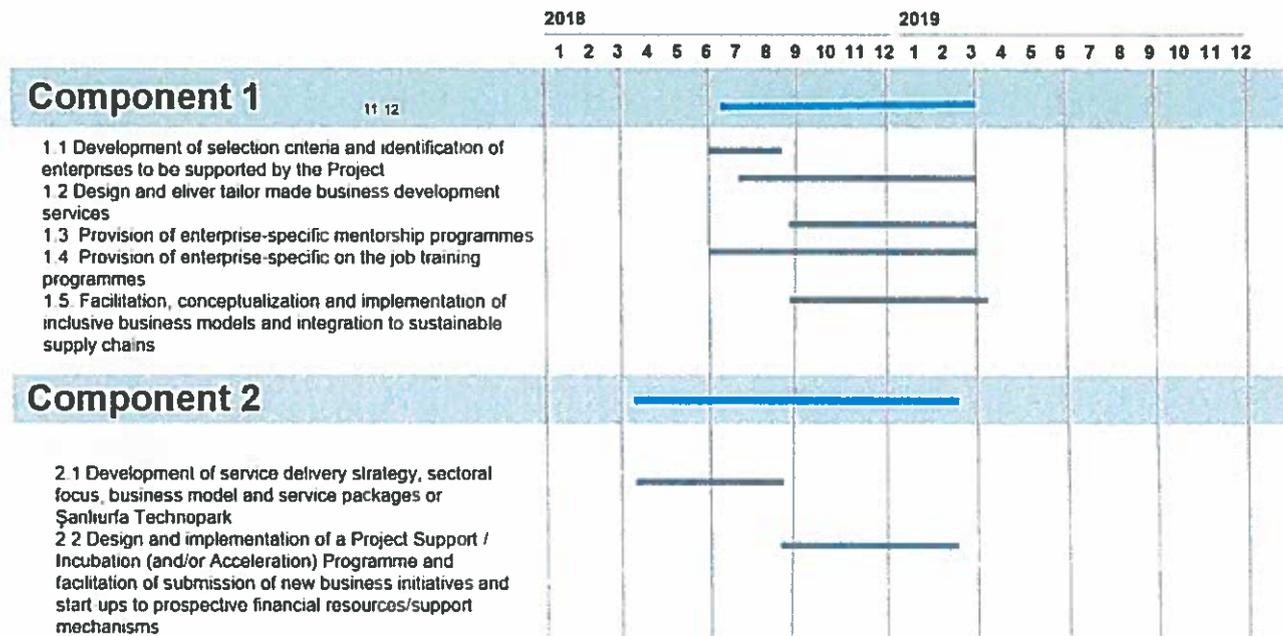
	Total	2018	2019	Resource
<b>Component 1: Building Capacity of Local Institutions for Job Creation</b> 1.1. Based on institutional needs assessment/functional review; development of service delivery strategy, sectoral focus, business model, service packages, corporate tools and partnerships of Şanlıurfa Technopark	169,160	96,120	73,040	Government of Japan
<b>Component 2: Enterprise Support Programme for Increased Job Opportunities</b> 2.1 Development of selection criteria and identification of enterprises to be supported by the Project 2.2 Design and eliver tailor made business development services 2.3. Provision of enterprise-specific mentorship programmes 2.4. Provision of enterprise-specific on the job training programmes 2.5. Facilitation, conceptualization and implementation of inclusive business models and integration to sustainable supply chains 2.6. Implementation of a Project Support / Incubation (and/or Acceleration) Programme and facilitation of submission of new business initiatives and start-ups to prospective financial resources/support mechanisms	630,840	440,760	190,080	Government of Japan
<b>Total Project Budget</b>	<b>800,000</b>	<b>536,880</b>	<b>263,120</b>	<b>Government of Japan</b>

Note: Indicative

## V. TIME PLAN

The timeline of the Project is as follows.

Figure 1: Time Plan



NOTE: Indicative

## VI. PROJECT MANAGEMENT

### Cost Efficiency and Effectiveness

The fact that the project builds on national and local level on the existing structures and capacities not only increases the sustainability dimension of the project, but also cost efficiency. For example, the project will rely on the regional analyses and results of the field level implementations conducted by the UNDP in collaboration with the local partners. In addition, UNDP will adopt a programme approach in line with its new structure, whereas staffing will be made to serve for and to be costed to more than one project where possible. Following a programme approach will also be relevant for procurement and other administrative issues. This will increase cost efficiency of the project.

### Project Management

Regarding project management, UNDP will deploy its in-house experience (i.e. relevant programme and operations staff) as well as mobilize other capacities in the form of Service Contracts and individual contracts. For this project, UNDP will avail the capacities of a Project Manager and relevant administrative and operational support staff.

UNDP will provide direct country office support services (including for the functions of procurement, human resources, administrative services, communication, office space), and direct project costing will apply in line with UNDP's cost recovery policy. Financial transactions and financial statements shall be subject to internal and external auditing procedures laid down in the Rules and Regulations of UNDP, whereby the cost of audit will be charged against the relevant budget line in project budget.

Using programme and country office staff allows UNDP to build on the existing mechanisms and exploit synergies with other ongoing projects, leading to increased efficiencies in project and budget management and procurement. The direct cost of such support will be included in the project budget and pro-rated as per UNDP's regulations.

### Resources Required to Achieve the Expected Results

The project will be financed by the Government of Japan through Supplementary Budget (i.e. 800.000 USD). The technical cooperation model applied by the UNDP in collaboration with the local implementing partners will be maintained in the implementation of the current project.

In this regard, through Syria Crisis Response and Resilience Programme, UNDP will provide contribution both in programmatic areas and project implementation areas (operation) in the light of the experiences gained through projects already implemented/being implemented by UNDP through the following items in accordance with its corporate competencies and operation model:

- i. Synergy with other programmatic portfolios of UNDP (inclusive and sustainable growth, private sector development etc.) and providing thematic contribution (community based socio-economic development, private sector development, entrepreneurship, SME development, empowerment of woman in socio-economic regard, localization of sustainable development goals etc)
- ii. Provision of qualified individual and/or corporate expertise support, access to national and international knowledge and cooperation networks
- iii. Transferring field level implementation experience into the project gained in other countries where UNDP operates

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- iv. Provision of expertise and consultancy support from the UNDP Istanbul Hub Region which initiated its activities in 2015 as well as UNDP's International Centre for Private Sector in Development (IICPSD) based in Istanbul.
- v. Using the analysis and planning tools (toolkits etc) developed/supported by UNDP within local/regional development areas in planning, implementation and monitoring of project activities
- vi. Human resources management, financial management, procurement, monitoring and evaluation etc and provision of services and procurement of goods provided in UNDP's corporate operation model
- vii. Fund raising for the current project and/or next phases of the project

By its mandate, UNDP does not provide direct financial resources for the projects. Among others, UNDP's main corporate competency areas rather include provision of synergies and cooperation among projects; enabling and facilitating access to financial resources/schemes for qualified project ideas and management of fund raising processes. In this sense, the project will benefit from the lessons learned and key project outputs derived from (i) Government of Japan funded Strengthening Social Stability in Southeast Anatolia Region; (ii) EU funded MADAD – Job Creation Project and (iii) KfW funded Employment and Skills Development Programme.

Within the scope of the Japan funded Phase I project activities, 1,261 Syrian refugees have completed vocational trainings in service, industry and agriculture sector. Pool of the successful trainees will be also benefitted for identification of individuals to participate in the on the job training programme. Mobile app coding boot camp targeting Syrian and HC youth has developed a coding community which will be also considered for both new-start up support activities and business development support activities of the proposed project. The project also supported two local value chain pilot initiatives in Şanlıurfa, namely traditional starter production facility and local variety seedling/sampling production greenhouse where 30 Syrian and HC members had the employment opportunity. Good practices and lessons learnt from this process will be also benefitted in the business development support services to be provided within the scope of the proposed project.

### **Partnerships**

Regarding the project to be implemented by UNDP, Ministry of Food Agriculture and Livestock is proposed to be main implementing partner. Şanlıurfa Technopark established within the Harran University will be the main local partner and also institutional beneficiary of the project.

The proposed project is part of the joint initiative by UNDP, UNHCR and FAO where each agency will carry out activities in coordination all financed by the Government of Japan. As employment and livelihoods opportunities impact a wide range of the population, a joint response between UNHCR as the lead agency in the Refugee Pillar of the Regional Refugee and Resilience Plan (3RP), and the Resilience Pillar leader UNDP and FAO as a partner in agriculture and rural development is critical in strengthening the response and mitigating negative coping mechanisms resulting from economic hardship.

UNDP will also have contributions from one Japanese national employed by UNDP, within its corporate rules and regulations. It is planned to include the Japanese national in activity design, implementation and reporting stages.

Association for Aid and Relief, Japan (AAR-Japan)-which runs a Community Center in Şanlıurfa- will be partnered on activity basis in identification of qualified Syrians to be included in on-the-job training programmes. UNDP will also prioritize having cooperation with Japan Inclusive Business Center in inclusive business and supply chain facilitation activities where specific assessments will be conducted to understand the scope of interest of Japanese private sector firms to be part of the local production ecosystems in the target regions.

### **Visibility of Government of Japan**

UNDP will make efforts to ensure the visibility of its institutional donor, the Government of Japan. The visibility activities will focus on project impact and results through using different means of communication such as press releases, photo stories and short videos. Moreover, single donor signboards on the project sites, donor visibility on project materials and events, donor impact human stories will be part of project

visibility efforts. The Government of Japan will continue to be invited to attend regular donor briefings on a broad range of topics and will have the opportunity to visit project sites over the implementation period. All related publicity materials will acknowledge that the project is implemented with funding from government of Japan.

Each agency (UNHCR, FAO and UNDP) will assign a communication focal point with expertise on communication and/or PR at the beginning of the project. The communication focal points will work in coordination and ensure that project news, events, success stories, announcement and messages will reach the target audience and visibility rules are followed in line with the donor and agency specific requirements.

### **Stakeholder Engagement**

The intended beneficiaries of the project are local chambers of industry and trade, local enterprises, development agencies, universities and other academic institutions, think tanks and relevant governmental organizations (i.e. ISKUR, KOSGEB, GAP RDA etc). The project will also engage local institutions through its local consultation platforms to be established in the scope of the Project (i.e. Local Advisory Committee)

### **South-South and Triangular Cooperation**

In collaboration with UN Office for South South Cooperation and UNDP's Art Initiative; the Project will deploy a SSC and TC strategy along with a time-bound action plan. In this sense, with a view to benefit from the lessons learned as well as the results/knowledge products of similar interventions in different countries, UNDP will establish/maintain networks and seek opportunities for inter-regional/inter-institutional collaboration and cooperation. The outputs of the Project will also be disseminated for the benefit of other countries through the networks to be established/maintained within the scope of the Project.

### **Knowledge Tools**

The project will produce several knowledge products including overall strategy and business model of Şanlıurfa Technopark with manuals and guidelines, enterprise specific on-the-job training programmes, incubation programme design. To foster inclusive business models, promotion materials will be also developed to encourage enterprises in taking part in the project activities. Photo stories, infographics and short videos will be used to communicate the achievements in the project.

### **Sustainability and Scaling Up**

Project design approach is based on the sustainability of both outcomes of the project as well as contributing to achievement of similar outcomes in the future. The project activities will strengthen the labour absorption capacity of the local economy through providing comprehensive business development support to selected enterprises. The enterprises are also aimed to relate to the national and international supply chains so the business can be based on sustainable demand. As the enterprises become more resilient, they will also provide more secure employment opportunities. This approach is expected to provide sustainable job opportunities as project outcomes for both Syrian and HC members.

Project is also aiming to contribute to local institutional capacity development so the business development and start-up support activities can also continue a regular and sustainable basis. With the implementation of the Project, Şanlıurfa Technopark will build such capacity and they can further replicate and scale up the activities started in this project.

## VII. RESULTS FRAMEWORK<sup>5</sup>

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS		METHODS
			2018	2019	2019	Total (end March 2019)	
Output 1: Sustainable livelihood opportunities for host communities and Syrians and strengthened institutional capacities for increased job opportunities in local economies affected by the Syria crisis	1.1. # of Syrian and HC women employed	Project Progress Reports Employment Records	81	50	50	50	Thru project based M&E tools and systems
	1.2. # of Syrian and HC men employed	Project Progress Reports Employment Records	156	50	50	50	Thru project based M&E tools and systems
	1.3. # of enterprises developed their business with support the business development services	Project Progress Reports, Corporate Financial Statements	1	20	20	20	Thru project based M&E tools and systems
	1.4. # of enterprises provided goods and/services in the national and/or international supply chains	Project Progress Reports,	0	10	10	10	Thru project based M&E tools and systems
	1.5. # of new business initiatives/start-up developed projects and gained access to finance opportunities	Project Progress Reports Entrepreneur-R&D support organizations	0	20	20	20	Thru project based M&E tools and systems
	1.6. # of local business, entrepreneurship and R&D support institutions strengthened	Project Progress Reports	1	1	1	1	Thru project based M&E tools and systems

<sup>5</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

## VIII. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analyzed to assess the progress of the project in achieving the agreed outputs.	Monthly	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually and as per the need	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

## IX. MULTI-YEAR WORK PLAN <sup>67</sup>

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	PLANNED BUDGET FOR ALL COMPONENTS*																																																																					
Output 1: Sustainable livelihood opportunities for host communities and Syrians and strengthened institutional capacities for increased job opportunities in local economies affected by the Syria crisis	<p><b>Component 1: Building Capacity of Local Institutions for Job Creation</b></p> <p>1.1. Based on institutional needs assessment/functional review; development of service delivery strategy, sectoral focus, business model, service packages, corporate tools and partnerships of Saniurfa Technopark</p>	UNDP in collaboration with local implementing partners	<table border="1"> <thead> <tr> <th>Budget Code and Description</th> <th>2018 (USD)</th> <th>2019 (USD)</th> <th>Total (USD)</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>71400 Service Contracts</td> <td>25.000</td> <td>50.000</td> <td>75.000</td> <td>1</td> </tr> <tr> <td>71300 Short Term Consultants</td> <td>5.000</td> <td>10000</td> <td>15.000</td> <td>2</td> </tr> <tr> <td>71600 Travel (Per Diems)</td> <td>2.000</td> <td>1.630</td> <td>3.630</td> <td>3</td> </tr> <tr> <td>71600 Travel</td> <td>2.000</td> <td>1.000</td> <td>3.000</td> <td>4</td> </tr> <tr> <td>72100 Contractual Services - Companies</td> <td>38.000</td> <td>0</td> <td>38.000</td> <td>5</td> </tr> <tr> <td>72200 Equipment and Furniture (Office)</td> <td>5.000</td> <td>0</td> <td>5.000</td> <td>6</td> </tr> <tr> <td>74200 Publications</td> <td>2.000</td> <td>0</td> <td>2.000</td> <td>7</td> </tr> <tr> <td>74500 Consumables and Utilities</td> <td>5.000</td> <td>0</td> <td>5.000</td> <td>8</td> </tr> <tr> <td>74598 Direct Project Costing</td> <td>5.000</td> <td>5.000</td> <td>10.000</td> <td>9</td> </tr> <tr> <td><b>a. Total Direct Eligible Cost</b></td> <td><b>89.000</b></td> <td><b>67.630</b></td> <td><b>156.630</b></td> <td></td> </tr> <tr> <td><b>b. Total Indirect Eligible Cost (GMS) (%8)</b></td> <td><b>7.120</b></td> <td><b>5.410</b></td> <td><b>12.530</b></td> <td></td> </tr> <tr> <td><b>c. Total Eligible Cost (a+b)</b></td> <td><b>96.120</b></td> <td><b>73.040</b></td> <td><b>169.160</b></td> <td></td> </tr> </tbody> </table>					Budget Code and Description	2018 (USD)	2019 (USD)	Total (USD)	Notes	71400 Service Contracts	25.000	50.000	75.000	1	71300 Short Term Consultants	5.000	10000	15.000	2	71600 Travel (Per Diems)	2.000	1.630	3.630	3	71600 Travel	2.000	1.000	3.000	4	72100 Contractual Services - Companies	38.000	0	38.000	5	72200 Equipment and Furniture (Office)	5.000	0	5.000	6	74200 Publications	2.000	0	2.000	7	74500 Consumables and Utilities	5.000	0	5.000	8	74598 Direct Project Costing	5.000	5.000	10.000	9	<b>a. Total Direct Eligible Cost</b>	<b>89.000</b>	<b>67.630</b>	<b>156.630</b>		<b>b. Total Indirect Eligible Cost (GMS) (%8)</b>	<b>7.120</b>	<b>5.410</b>	<b>12.530</b>		<b>c. Total Eligible Cost (a+b)</b>	<b>96.120</b>	<b>73.040</b>	<b>169.160</b>	
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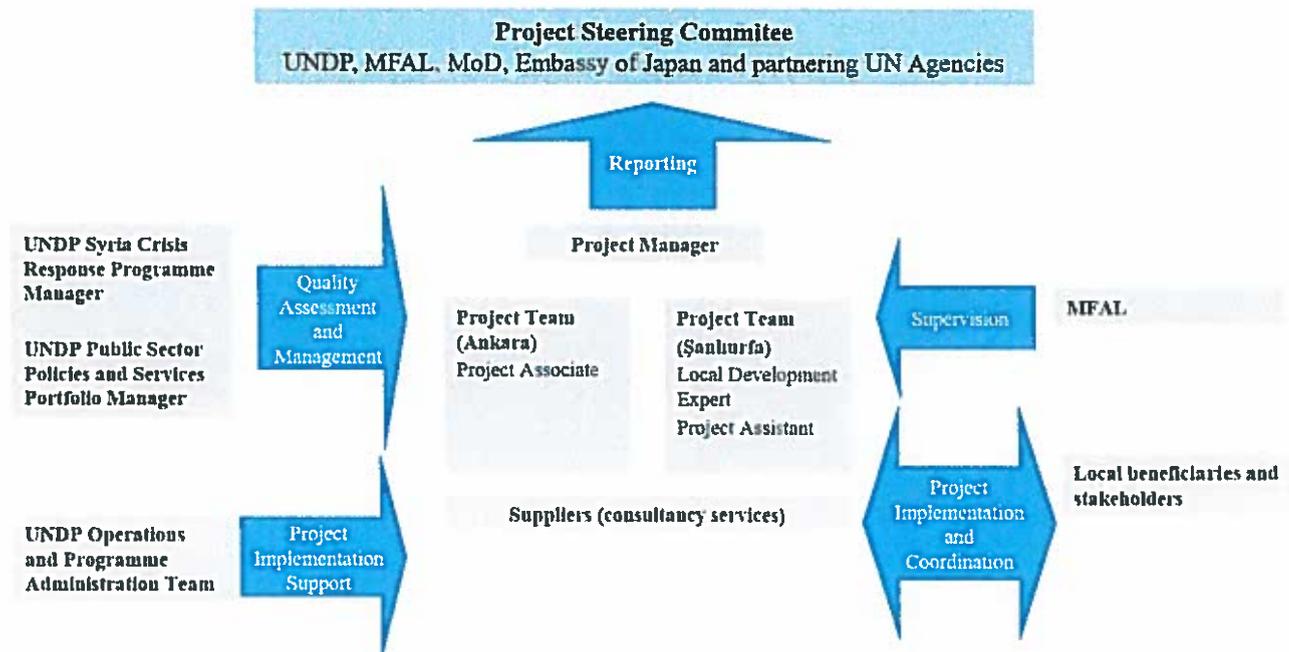
<sup>6</sup> Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

<sup>7</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

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Component 1: Enterprise Support Programme for Increased Job Opportunities		Component 2	
<p>2.1 Development of selection criteria and identification of enterprises to be supported by the Project</p> <p>2.2 Design and deliver tailor made business development services</p> <p>2.3. Provision of enterprise-specific mentorship programmes</p> <p>2.4. Provision of enterprise-specific on the job training programmes</p> <p>2.5. Facilitation, conceptualization and implementation of inclusive business models and integration to sustainable supply chains</p> <p>2.6 Design and implementation of a Project Support / Incubation (and/or Acceleration) Programme and facilitation of submission of new business initiatives and start-ups to prospective financial resources/support mechanisms</p>		<p>UNDP in collaboration with local implementing partners</p>	
Budget Code and Description	2018 (USD)	2019 (USD)	Total (USD)
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71300 Short Term Consultants	20.000	5.000	25.000
71600 Travel (Per Diems)	5.000	5.000	10.000
71600 Travel	5.000	6.000	11.000
72100 Contractual Services – Companies	250.000	100.000	350.000
72200 Equipment and Furniture	55.000	25.000	80.000
74200 Publications	1.111	0	1.111
74525 Consumables and Utilities	10.000	5.000	15.000
74598 Direct Project Costing	10.000	10.000	20.000
<b>a. Total Direct Eligible Cost</b>	<b>408.111</b>	<b>176.000</b>	<b>584.111</b>
<b>b. Total Indirect Eligible Cost (GMS) (%8)</b>	<b>32.649</b>	<b>14.080</b>	<b>46.729</b>
<b>c. Total Eligible Cost (a+b)</b>	<b>440.760</b>	<b>190.080</b>	<b>630.840</b>

## X. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



The project will be nationally implemented (NIM) and the implementing agency of the project will be Ministry of Food, Agriculture and Livestock with UNDP's technical, operational and administrative support. Harran University will provide strategic oversight in project implementation as well as technical expertise and knowhow for the smooth implementation of the Project. UNDP will provide technical expertise and operational support for the smooth implementation of the Project. The operational support to be provided by the UNDP will include but is not limited to implementation assistance services such as human resources and financial management, project management/monitoring and supply and contract management. UNDP will coordinate preparation of relevant work plans and facilitate implementation of these work plans through project management and consultancies; bring in relevant international experience, and will ensure that the project is managed in line with UNDP's Programme and Operations Policies and Procedures (POPP).

A Project Board (PB) is going to be established, in line with the above diagram. PB will be responsible for the overall direction and management of the project. Composed of the relevant institutions at the local and national levels, A Project Steering Committee (PSC) will also be established to provide technical inputs for the effective implementation of the Project activities as well as dissemination of the results. The PSC is expected to meet quarterly.

Project's day-to-day implementation will be carried out by the Project team (i.e. Project Manager and Project Support staff) as well as UNDP staff providing direct project support. Harran University will identify from its own cadres a project focal point who will be the main contact point of the focal point to be assigned by UNDP. UNDP will also provide direct project implementation support for procurement, contract management and budget/financial management as well as content. UNDP's direct costs will be charged in line with its rules and regulations, as outlined in the project document and budget. Financial transactions and financial statements shall be subject to the internal and external auditing procedures laid down in the Regulations and Rules of UNDP. A dedicated Communications Staff will also be recruited by the UNDP within the scope of the Project.

## XI. LEGAL CONTEXT AND RISK MANAGEMENT

### Legal Context Standard Clauses

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Turkey and UNDP, signed on 21 October 1965. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the agency Harran University ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

### Risk Management Standard Clauses

#### Option a. Government Entity (NIM)

1. Consistent with the Article III of the SBAA *[for the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
  - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
  - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml).
4. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

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7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).
9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
10. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

11. *Choose one of the three following options:*

The Implementing Partner agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

12. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in

connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

13. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
14. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

#### **ANNEXES**

1. Project Quality Assurance Report
2. Social and Environmental Screening Template
3. Risk Analysis
4. Project Board Terms of Reference

**ANNEX 1. PROJECT QUALITY ASSURANCE REPORT TEMPLATE**

**Section 1: Project Risks and Issues**

Updated Project Risks and Issues

Type	Date Identified	Description	Comment or Management Response	Critical Flag

Updated Project Issues

Type	Date Identified	Description	Solution Date	Comment or Management Response	Solution Flag

**Section 2: Project Progress**

Project ID	
Description	
Implementing Partner	
Baseline	
Indicator	
Annual Target	
Annual Achievements	

**Section 3: Activity Performance**

Activity ID	
Description	

Sub-activity 1.1

Purpose		
Planned Actions		
Progress		
Additional Considerations		
Quality Criteria	Quality Method	Quality Assessment Due Date

## ANNEX 2. SOCIAL AND ENVIRONMENTAL SCREENING TEMPLATE

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document. Please refer to the [Social and Environmental Screening Procedure](#) and [Toolkit](#) for guidance on how to answer the 6 questions.

Project Information	
<b>Project Information</b>	
1. Project Title	
2. Project Number	
3. Location (Global/Region/Country)	Saniurfa

### Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

**QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?**

*Briefly describe in the space below how the Project mainstreams the human-rights based approach*

The project mainstreams human rights approach through interventions targeting disadvantaged groups and creating livelihood opportunities for them.

*Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment*

The project is designed in a gender-responsive manner. The project will prioritize women's inclusion and involvement in all project activities including but not limited to training and competency development programmes and enterprise support schemes.

*Briefly describe in the space below how the Project mainstreams environmental sustainability*

To the extent possible, the project aims to provide business development services to the enterprises which are responsive to environment and sustainability.

### Part B. Identifying and Managing Social and Environmental Risks

<b>Risk Description</b>	<b>QUESTION 2: What are the Potential Social and Environmental Risks?</b>	<b>QUESTION 3: What is the level of significance of the potential social and environmental risks?</b>	<b>Comments</b>	<b>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</b>
	<b>Impact and Probability (1-5)</b>	<b>Significance (Low, Moderate, High)</b>		<b>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</b>
Risk 1: There a risk that duty-bearers do not have the capacity to meet their obligations in	I = 4 P = 2	Moderate	Considering the capacity of the local	The project will provide technical assistance to mitigate these risks as outlined in the project document.

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the Project.				actors, there is a risk of meeting their obligations.	Additionally, protocols will be signed to ensure that the local parties accept their commitments and are accountable.
Risk 2 There is a risk that right-holders do not have the capacity to claim their rights?	I = 3 P = 3	Moderate	This risk is related to awareness of the enterprises	The project will also address the issues that relate to increasing of the outreach of service providers to the young farmers, to ensure that they can claim such services	
<b>QUESTION 4: What is the overall Project risk categorization?</b>					
<b>Select one (see SESP for guidance)</b>			<b>Low Risk</b>	<input checked="" type="checkbox"/>	<b>Comments if any</b>
			<b>Moderate Risk</b>	<input type="checkbox"/>	
			<b>High Risk</b>	<input type="checkbox"/>	
<b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</b>					
Check all that apply					
<b>Principle 1: Human Rights</b>					
<input type="checkbox"/>					
<b>Principle 2: Gender Equality and Women's Empowerment</b>					
<input type="checkbox"/>					
<b>1. Biodiversity Conservation and Natural Resource Management</b>					
<input type="checkbox"/>					
<b>2. Climate Change Mitigation and Adaptation</b>					
<input type="checkbox"/>					
<b>3. Community Health, Safety and Working Conditions</b>					
<input type="checkbox"/>					
<b>4. Cultural Heritage</b>					
<input type="checkbox"/>					
<b>5. Displacement and Resettlement</b>					
<input type="checkbox"/>					
<b>6. Indigenous Peoples</b>					
<input type="checkbox"/>					
<b>7. Pollution Prevention and Resource Efficiency</b>					
<input type="checkbox"/>					

Final Sign Off

<b>Signature</b>	<b>Date</b>	<b>Description</b>

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QA Assessor:		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

**SESP Attachment 1. Social and Environmental Risk Screening Checklist**

<b>Principles 1: Human Rights</b>		<b>Answer (Yes/No)</b>
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	N
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? <sup>8</sup>	N
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	N
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	N
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	Y
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	Y
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	N
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	N
<b>Principle 2: Gender Equality and Women's Empowerment</b>		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	N
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	N
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	N
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	N
<b>Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below</b>		
<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	N
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	N
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	N
1.4	Would Project activities pose risks to endangered species?	N
1.5	Would the Project pose a risk of introducing invasive alien species?	N
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	N
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	N
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	N
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting,	N

<sup>8</sup> Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

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	commercial development)	
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	N
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area?  <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	N
<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1	Will the proposed Project result in significant <sup>9</sup> greenhouse gas emissions or may exacerbate climate change?	N
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	N
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)?  <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	N
<b>Standard 3: Community Health, Safety and Working Conditions</b>		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	N
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	N
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	N
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	N
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	N
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	N
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	N
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	N
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	N
<b>Standard 4: Cultural Heritage</b>		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	N
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	N
<b>Standard 5: Displacement and Resettlement</b>		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	N
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	N
5.3	Is there a risk that the Project would lead to forced evictions? <sup>10</sup>	N

<sup>9</sup> In regards to CO<sub>2</sub>: 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources) [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

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5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	N
<b>Standard 6: Indigenous Peoples</b>		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	N
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	N
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)?  <i>If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	N
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	N
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	N
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	N
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	N
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	N
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	N
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	N
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	N
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?  <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	N
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	N
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	N

<sup>10</sup> Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

**ANNEX 3: RISK LOG**

#	Description	Date Identified	Type	Impact (I) & Probability (P)	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Lack of interest from the final beneficiaries in participating to the Project activities	01/2018	Economic / Social	Impact 5 Probability: 2	Design and conduct of intensive advocacy and dissemination activities targeting the final beneficiaries of the Project	Project Team under supervision of Project Manager	UNDP	N/A	effective
2	Lack of interest from the local stakeholders in participating to the execution of the Project activities at the local level	01/2018	Institutional	Impact 5 Probability: 2	Design and conduct of intensive advocacy and dissemination activities targeting the local stakeholders	Project Team under supervision of Project Manager	UNDP	N/A	effective

#### **ANNEX 4. PROJECT BOARD TERMS OF REFERENCE**

The PB will approve all major plans and authorize any major deviation from agreed plans. Such plans and deviations include work plans and progress reports presented on a regular basis, or for example extension requests that are presented with their justification. PB will ensure that required resources are committed, will arbitrate on conflicts (if any) within the project, and will negotiate a solution to any problems between the project and external bodies. PB will approve plans and project documents provided by UNDP meets the requirements, will approve allocated staff are adequate and efficient.

During the implementation of the project specific roles of the PB will include:

- provision of overall guidance and direction to the project, ensuring it remains within any specified constraints
- review of each supported stage and approval of progress to the next
- review and approval of plans and any exception plans
- At the end of the project, the PB will:
  - assure that all products have been delivered satisfactorily
  - approve the End Project Report
  - approve the Lessons Learned Report

\* \* \*

**End of Document**