

PROJECT DOCUMENT
TURKEY

Project Title: Employment and Skills Development Programme**Project Number:****Implementing Partner:** Turkish Employment Agency (İŞKUR)**Start Date:****End Date:****PAC¹ Meeting date:** 10 June 2016

Brief Description

Turkey is the country with the highest number of refugees in the world. The current number of registered Syrians under temporary protection is almost 2.9 million (DGMM, 9 February 2017), while end of 2017 projection was 2.75 million. Around 90 percent of the refugees live outside the camps, majority concentrated around the border provinces, with significant impact on national/local labour market. This creates additional demand for services to be delivered by service providers, i.e. national and local governments. Syrians are mainly located in **Southeast Anatolia region** bordering Syria, but as the crisis is prolonged, the population expands to other regions as well.

The ultimate aim of the project is to strengthen the institutional capacity of İŞKUR and the active labour market services available for the impacted communities including both Syrians under temporary protection and host communities, with a view to increase the absorption of Syrian labour force as well as host community by the local economies. The project will be piloted in four provinces with highest amount of Syrian population in comparison with their host communities to be further scaled up to national level in the future.

This project will be implemented by Turkish Employment Agency (İŞKUR). At the local level, other partners, including business community, enterprises as well as NGOs working for Syrian crisis response will also be involved as needed in certain project activities.

Contributing Outcome (UNDAF/CPD, RPD or GPD):

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

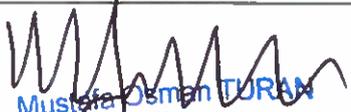
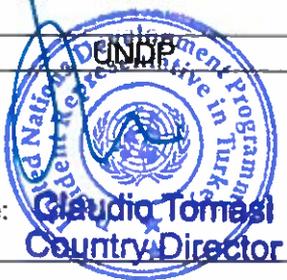
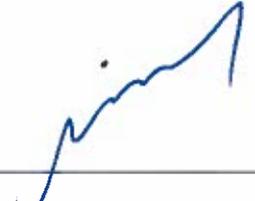
Total resources required:

EUR 3.675 million

Total resources allocated:**UNDP TRAC:****Donor (KfW):**

€3,675,000

Donor:**Government:****In-Kind:**Agreed by (signatures)²:

Government	UNDP	Implementing Partner (İŞKUR):
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¹ PAC: Project Appraisal Committee

² Note: Adjust signatures as needed

I. DEVELOPMENT CHALLENGE

The current number of registered Syrians under temporary protection is approximately **2.9 million** (DGMM, 9 February 2017), while end of 2017 projection was 2.75 million. Around **90 percent** of the Syrians under temporary protection live outside the camps, majority concentrated around the border provinces (below), with significant impact on national/local labour market and creating additional demand for services to be delivered by service providers, i.e. national and local governments. Syrians are mainly located in **Southeast Anatolia region** bordering Syria, but as the crisis is prolonged, the population expands to other regions as well.



SOURCE: General Directorate of Migration Administration figures as of Feb 26th, 2018

Since the beginning of the crisis and influx of Syrians fleeing war, the Government of Turkey provided an exemplary support to the Syrians-particularly in 26 camps established mostly in the Southeast Anatolia, providing the Syrians with a “temporary protection” status. This status entitles Syrians under temporary protection for basic services- **health, education and employment** (right to work provided with the January 2016 legislation). However, 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.

The impact of the crisis is increasingly and negatively felt on both Syrians and host communities in Turkey, leading to the Syrians’ search for new destinations, mostly in Europe through dangerous journeys. Developing capacities for better stronger capacities to all impacted communities is key, since the Turkish Government reached its limits of service delivery in all sectors. It is with this understanding that the Turkey Chapter of the Regional Refugee and Resilience Plan (3RP) highlights Livelihoods as a key sector for Turkey’s resilience response. The Livelihoods section of 2017-2018 3RP focuses on the below objective:

- Improved livelihoods and living conditions, including better and decent work conditions both for Syrians and host communities.

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 on (i) gender-sensitive active labour market policies for the impacted communities (ii) stronger awareness on labour rights and institutional responsibilities/duties (iii) knowledge base to identify job opportunities for the

Syrians and for better fill the gap between labour demand and supply (iv) stronger coordination mechanisms for better policy making and implementation (v) capacities of policy makers and service providers in livelihoods sector vi) pilot local economic development initiatives to increase employment opportunities and labour demand in the selected localities.

The fact that in January 2016 Turkey passed the Legislation on work permits for the individuals under temporary protection, which is applicable for the Syrian population, is also an indication of the significance attached to formal job opportunities for the Syrian community. Government also prioritizes availability of employment opportunities and services for the Syrian under temporary protection, also keeping the balance with the host community. Relevant needs assessments conducted by the Government and various actors also address the need for a better understanding of the skills of the Syrian community for better design and implementation of employment services including active labour market services.

A number of skills assessments conducted by various actors highlight relatively low skills levels for Syrians under temporary protection which significantly overlaps with the skills of the host community in selected locations. It points to a possible risk of high-competition among two communities, particularly for low-skilled jobs. In March 2016, UNDP conducted a study entitled 'Absorptive Capacity and Potential of Local Labor Markets', making an assessment of the skills of the Syrians under temporary protection and potential absorptive capacity of the local economy in five provinces (Gaziantep, Kilis, Hatay, Şanlıurfa and Kahramanmaraş). The study demonstrates a number of 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 a certain level of unemployment rate. Such opportunities require (a) provision of basic³ vocational training services to the Syrians under temporary protection and (b) strengthening mechanisms to match Syrians under temporary protection with decent jobs. Such active labour market services are within the mandate of Turkish Employment Agency (İŞKUR).

There are certain capacity limitations of İŞKUR and vocational training providers to provide such services, and this project aims to address those challenges while also supporting local economic development in selected sectors for increased employment opportunities.

II. STRATEGY

The objective of UNDP Turkey's work in support to the Syrian crisis response in Turkey is to contribute to creation of an enabling environment and opportunities for the Syrians under temporary protection (SuTP) without risking the life quality of the host communities.

UNDP's approach for the upcoming period will continue to be in conjunction with the Turkey Chapter of Regional Refugee and Resilience Plan (3RP), which foresees UNDP involvement in strengthening livelihoods for impacted communities-supporting local economies and employability of impacted communities, providing infrastructure and service delivery support in host communities and supporting initiatives to strengthen social cohesion between two societies.

Regarding employability and access to livelihoods, UNDP addresses the challenges at both **labour supply** and **labour demand** side. Labour supply interventions include **active labour market services** such as **skills profiling**, **vocational training** and **job matching**. These interventions include **direct implementation** of such training as well as **institutional capacity development** of service providers, aiming a more systematic and sustainable result. Labour demand side measures include **enterprise level** interventions to increase productivity and capacities in the **short term** for new employment opportunities in addition to **longer term approaches** to **upgrade existing, high potential value chains** for higher productivity.

In this connection, this project will mainly address the design and implementation of active labour market policies, to be complemented with other projects aiming to increase labor demand and

³ Most of the existing gaps in the local labor market require very low skills levels (e.g. manual workers) can be addressed by the Syrians under temporary protection with very basic vocational trainings. As such, the objective here will not be providing specialized vocational trainings.

strengthen vocational training delivery capacities targeting the Syrians under temporary protection and host communities. As such, this project in hand will aim to provide institutional support for active labour market policies designed and implemented by İŞKUR. Considering the integrated nature of the labour markets as well as potential sensitivities with regard to labour market competition, the project activities will target whole impacted communities, i.e. from both Syrians under temporary protection and the host communities.

Throughout the consultations held with the Government of Turkey, and in line with UNDP's approach to connect the humanitarian and development response, it is clear that the main element of response strategy will be to **invest in existing national and local systems** to ensure that they cater for both communities-rather than creating new/parallel mechanisms for the Syrians under temporary protection. This will be critical in strengthening the sustainability and ownership of the interventions as well as increasing alignment with national strategies. **Market-led solutions** will be critical for livelihoods support, also benefiting from the added value that the Syrians bring to the Turkish economy. UNDP is very well-positioned to deliver this role, building on its longstanding presence in Southeast Anatolia region as a development partner for almost 20 years.

With this approach, the project will directly contribute to the CPD Output 1.1.4. "*Citizens, with specific focus on vulnerable groups including in less developed regions have increased access to inclusive services and opportunities for employment.*" through strengthened capacities of İŞKUR to design and implement active labour market services also extended to the Syrian communities. Another result will be increased capacities for vocational training for the Syrians under temporary protection, provided by various actors.

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

III. RESULTS AND PARTNERSHIPS

III.I. EXPECTED RESULTS

This project will contribute to the output 'Institutional Systems are strengthened for active labour market policies that target Syrian population implemented by İŞKUR', which will be achieved with the main Results and Activities below:

RESULT 0 (Inception Stage):

Project management capacities/team established and work plan finalized/agreed

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

UNDP will recruit Ankara and field-based project staff foreseen for project implementation as per its rules and regulations.

The recruitment process will entail the following steps: 1) preparation of the Terms of Reference 2) Announcement of the vacant positions 3) short listing and interview processes for each position. (for shortlisting and interview processes, İŞKUR will be represented in respective selection panels) 4) offers will be made to the selected candidates.

In addition, office space arrangements will be made in Ankara and the field. In case İŞKUR demands and can provide office space for project staff, project staff can be located in İŞKUR premises for higher efficiency. For field offices, UNDP's existing office arrangements in Gaziantep and Şanlıurfa will be used for efficiency purposes.

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

Upon signature of the project and launching of project activities, UNDP and İŞKUR will meet at the technical level in 3 workshops to go over the work plan and agree on the priority actions as well as the timeframe to implement these actions. Any necessary updates will be reflected at this stage, taking into account the time passed during project approval stage. This agreement will also include other working arrangements such as regular working meetings etc.

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

UNDP will do the contracting for the delivery based works in line with the agreed work plan of the project. This contracting would include individual contracts, institutional contracts, or service requests within the context of the agreed work plan. As per the existing work plan, the first activities/contracts will cover **Skills Profiling Exercise** and **İŞKUR Capacity Assessment** as well as development of a Communication plan. The scope of İŞKUR capacity assessment will also be developed during the inception phase. Further workshops will be planned during the development process if needed.

Activity 0.4: Prepare a Communication Strategy including the awareness raising for beneficiaries, as well as social responsibility type of initiatives such as campaigns.

Activity 0.5: Organizing an Opening Conference of the Project: An Opening Conference will be organized in the beginning of the project in Ankara with the participation of high level representatives, with 250 invitees.

RESULT 1:

İŞKUR's capacity assessment completed and roadmap for capacity development is prepared

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

A critical component of this project will aim at identifying and addressing the capacity development needs of İŞKUR to design and implement active labour market policies for the Syrians under temporary protection. This will be an institutional capacity assessment/functional and organizational review, looking into the various work streams including outreach, collection of applications, registration, identification of the profiles and need for services, job counselling, matching and placement, as well as existing capacities with regard to human resources, IT/physical infrastructure and processes of İŞKUR headquarters, as well as its local offices operating in the four target provinces. UNDP will deliver the findings of the assessment in approximately 2 months after start of the assessment.

This activity will be achieved through the following actions:

Action 1.1.1. Agreement on the scope of the assessment: While the overall concept of the institutional capacity assessment will be developed in detail during the inception phase, the assessment will review as a minimum, the environment in which İŞKUR is operating (legislative framework, organizational role and responsibilities), institutional structures and workflows (including physical infrastructure, IT infrastructure, institutional set up, departments, units and mandates) as well as individual capacities of central and field staff. This action will be completed within the first month of the project and agreed in a meeting held with İŞKUR representatives. This action will also provide with information on the planned capacity of İŞKUR's employment service delivery, which will be used for the gap analysis with existing capacities.

Action 1.1.2. Agreement on the institutional units to be involved in the exercise and proposed working modality: All the İŞKUR units at the central and field level involved in these cycles will be actively engaged in this review/assessment. As such, relevant units include Provincial Directorates and Provincial Employment and Vocational Training Boards (İİMEK) in target provinces, Department of Job Counselling, Department of Active Labour Market Services,

Department of Employment Services and other relevant Departments, under the overall coordination of the Department of Foreign Relations and Projects. The selection of these departments will be in line with the scope of the assessment agreed in action 1.1.1.

Action 1.1.3. Working Group to be established: A working group will be established within İŞKUR composed of representatives of critical Departments and Units. The role of the working group will be to provide inputs and key information to the assessment and also review the findings of the assessment.

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

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

As a result of the capacity analysis implemented as outlined above, a capacity development roadmap will be developed targeting the General Directorate and local İŞKUR offices, with a view to strengthen İŞKUR's case management (e.g. job placement) skills. Final full-fledged roadmap laying out the short, medium and long term capacity development roadmap will be presented to İŞKUR for final feedback. The actions in the roadmap to be prioritized within the scope of this Phase of the project will be jointly agreed with İŞKUR, whereas other actions might be considered for future project ideas and proposals/phases.

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

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

Action 1.2.2. Identify the list of actions categorized in line with the agreement reached with İŞKUR: To close the gap and reach the targeted capacity for better service delivery targeting the Syrians under temporary protection, capacity development and technical assistance related actions will be developed and presented. These actions will also include their respective timeframe, with short and medium-term interventions.

Action 1.2.3. Present the full-fledged roadmap to İŞKUR: The roadmap will be shared with İŞKUR in a meeting and İŞKUR's agreement will be secured with the roadmap for ownership.

Action 1.2.4. Priority actions to be undertaken in this project and other actions to be considered for future projects/phases will be jointly decided with İŞKUR.

RESULT 2:

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

Building on the needs assessment and process diagnosis of the İŞKUR offices, the project will develop the capacity of local İŞKUR offices in four provinces and their Job Counsellors to provide inclusive and targeted employment services to the Syrians under temporary protection, in line with the new Legislation on work permits.

For example, İŞKUR is expected to conduct a Syrian labour force skills profiling study that will build the basis for Government policies on growth and employment sector relating to the Syrian

crisis. To design the vocational training and other employment programmes, there is need for identifying the needs of the target population, based on skillsets and profiles. Considering the target population includes both Syrians under Temporary protection and the host communities, the actions here will be inclusive of both. To develop this understanding, a segmentation strategy will be developed for both impacted communities, with a view to conduct skills mapping.

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

Main activities to achieve this result are presented below:

Activity 2.1. Skills profiling of the impacted populations (Syrians under temporary protection and Host communities) (in pilot provinces):

Skills profiling will include registration and skills assessment, to be followed by segmentation of the target group according to their ease of integration in the labor market. This model will be developed through rapid prototyping⁴ considering the urgency of the needs. Skills profiling methodology development will be completed in 3 months.

For skills mapping/profiling, outreach through existing community centers, İŞKUR offices and other vocational training centers will be utilized for registration (through setting up registration desks) and testing for segmentation (various topics including approach to work, willingness and skills). This information will be kept at the local level, potentially for future integration to İŞKUR central systems as needed. Skills profiling process concern collection of personal data, whereas segmentation requires use of such data for strategy development and decision-making. Registration process can be divided into sub-processes where personal data is collected only by authorized personnel (i.e. by İŞKUR). The rest of the process can be handled by third parties (e.g. contracted personnel or contractors) with anonymous data. Where possible, sub-processes can be automated as well. Personal data to be collected during the registration process can be anonymized by using data anonymization tools.

The actions to be realized for this activity are listed below:

Action 2.1.1. High-level international review: The purpose is to draw lessons from international experience on profiling the migrant labor force (with more detailed analysis on the German experience) and understand their implications on Turkey's context. Develop a high-level analysis of the methods used.

Action 2.1.2. Propose a methodology for profiling: This methodology will be the first prototype/alpha version to start with a high level process map, to be further refined after being tested with İŞKUR and potential beneficiaries. The alpha version of the methodology will demonstrate the main processes for (a) registering the Syrians under temporary protection (incl. main registration steps, data to be collected during registration-including possible links with DGMM database), where statement-based general profile information is received and (b) skills assessment (basic/life and advanced/vocational skills assessments) based on tests designed according to occupations.

This profiling system will be highly automated/IT based to ensure that engagement of a relatively smaller number of staff will be sufficient to complete. The system will be based on anonymous software, which will ensure data protection. While personal data will be collected by authorized

⁴ A prototype is working model, which is known to be imperfect. The prototype model helps achieve progress against strict deadlines, while providing flexibility for process improvement and optimization. The prototyping process produces the MVS – minimum viable service i.e. the service that includes the minimum number of features but still meets the objectives of service provisioning. Unnecessary features are removed from the service delivery process, while value-adding features (i.e. faster, more reliable, less resource-intensive service delivery) are kept or added.

staff (i.e. İŞKUR staff), the rest of the process will be handled by third parties using anonymous data.

Action 2.1.3. Validate and finalize the model with İŞKUR and its partners: Upon submission of the first alpha version, the model will be validated with İŞKUR to ensure suitability and applicability to the national context (i.e. legislation on protection of personal information/data, institutional mandates, mechanisms and capacities (including HR, physical capacities and IT infrastructure). Finalize the model incorporating the feedback from İŞKUR and other stakeholders as needed.

Action 2.1.4. Co-design the prototype profiling methodology: Upon identification of local İŞKUR staff and Syrians under temporary protection as well as host community representatives, who will be involved in registration & skills assessment develop the sub-processes of the alpha version and develop a prototype methodology.

Action 2.1.5. Deployment of the prototype: Test the prototype with a wider group of Syrians under temporary protection, host community members and İŞKUR staff under a real life setting, and identify the bottlenecks and rooms for improvement in the registration and skills assessment process. Design the prototype deployment process as learning experience; set targets for prototyping; define how experiences of users and recipients will be collected to improve the process.

Action 2.1.6. Improvement of the prototype: Where applicable, fine tune the registration process to protect personal data (e.g. sub-processes which include collection of personal data may be fulfilled by civil servants and/or other public officials, whereas the remaining more time consuming sub-processes may be implemented by third party contractors who will not have access to personal data of the registrants.).

Identify room for automation and other forms of IT-enabled systems to improve the efficiency of the registration and skills assessment process, and to reduce the amount of labor to register and assess the vocational and life skills of the impacted communities, i.e. Syrians and temporary protection and host communities.

Introduce new features and remove unnecessary features through a well-planned versioning strategy until the process is believed to be optimal. This will involve gradual introduction of automated systems –e.g. portal for pre-registration, interactive unanimated and animated skills assessment tools in Turkish and Arabic.

Action 2.1.7. Finalize and implement the model: Upon finalization of the registration and skills assessment processes with İŞKUR staff (as the users) and Syrians under temporary protection and host community (recipient of services), bring all registration and skills assessments units up to same standards in terms of HR and physical set up.

Action 2.1.8. Data processing for analysis: All data to be collected during the registration and skills assessment processed will be stored at İŞKUR servers. Data anonymization method will be identified and all personal data in the database will be anonymized and an anonymized dataset will be produced for analysis. Anonymization will be performed by İŞKUR or another government related authority if needed. The issue of whether the profiling system will work in integration to İŞKUR's IT systems will be agreed during the scoping of the work at the initial phase of the project. This Action will be designed/implemented accordingly.

Activity 2.2. Segmentation of the Syrians under temporary protection (pilot provinces):

As the registration data is collected, anonymized and ready for use, the database will be segmented according to ease of labour market integration and the interventions needed. The purpose is to segment the Syrians under temporary protection so that the most suitable “labour market integration paths” can be identified for specific groups. Segmentation of the collected profiles will be completed in 2 months, meaning that the segmented labour force profile will be available in 5-6 months upon start of the project. The actions relating to this Activity are as follows:

Action 2.2.1: Re-align with İŞKUR on the objectives of the segmentation, and freeze the objectives,

Action 2.2.2: Analyze the anonymized data to identify patterns,

Action 2.2.3: Identify preliminary segmentation criteria and dimensions, and develop segments

Action 2.2.4: Present outcomes of the segmentation to İŞKUR and collect feedback

Action 2.2.5: Finalize the segmentation method, deploy the method on the dataset and hand all data back to İŞKUR with each record segmented. The profiling and segmentation methodology and tools to be developed in the scope of the proposed Project will be handed over to İŞKUR for scaling up and replication in other provinces. Considering that the number of Job counsellors available in the target provinces is limited, the project will recruit/hire additional workforce, signing a non-disclosure agreement to ensure data is protected. Provide technical assistance to İŞKUR in developing a full-fledged outreach study including elements on design and dissemination of promotional materials and vocational training materials as well as delivery of training programs targeting the Syrians.

Action 2.2.6: Support advocacy and knowledge building among Syrians as well as impacted host community on İŞKUR services. This includes awareness campaigns, brochures and other outreach channels such as Syrian NGOs and Community Centers. A regional employment fair bringing together employers and prospective Syrian employees will be organized towards the end of the project.

Activity 2.3. Design of Capacity Development Interventions:

In line with the priority capacity development actions agreed under Action 1.2.4 as well as the profiling and segmentation methodology developed in Activity 2.1 and 2.2, (including improved processes, ToRs, training roadmap etc., outreach and advocacy), each priority action will be planned and relevant design, contracting, preparation and procurement will be made by UNDP. These priority short term actions will target İSKUR Headquarters and the local offices in the target provinces. Actions to complete this activity are as below:

Action 2.3.1. Detailed training programs coupled w/ other complementary means for capacity development (technical study visits, exchange programmes etc.) will be implemented for HQ and local office staff. These training programs will cover all cycles of ALMP, including profiling and segmentation methodology.

Action 2.3.2. Process optimization/improvement interventions in select key functions such as registry, counselling, ALMPs etc. will be developed in close cooperation with İŞKUR headquarters and local offices, to be further implemented through the activities under capacity development

Action 2.3.3. Develop training materials addressing İŞKUR staff tailored for the employment service related needs of the Syrian communities (as per initial discussions) focusing on the top priority needs according to the assessment made above.

Activity 2.4. Develop Physical Capacities of Local İŞKUR Offices:

Action 2.4.1. Identify the immediate physical infrastructure needs of local İSKUR offices. (This action only focuses on immediate improvements in the existing centers, but does not include model office interventions)

Action 2.4.2. Support local İŞKUR offices through provision of physical infrastructure, including kiosks (possibly to serve in two languages, in Turkish and in Arabic to ensure higher level of self-service/automation) with built-in online tools such as portals and applications.

Activity 2.5. Develop IT Capacities of Central İŞKUR Offices:

As an integral part of the capacity development programme targeting the central and local İŞKUR offices, the already available tools (e.g. online M&E tools) utilized by İŞKUR will be consolidated and expanded by including the databases of the Syrians under temporary protection. Relevant actions under this activity are:

Action 2.5.1. In line with the identified needs and suggested models, new softwares or tools will be developed as needed.

Action 2.5.2. Built-in online tools such as portals and applications and training materials tailored for the needs of the Syrian communities-(as per initial discussions) and host communities focusing on the top priority needs according to the assessment made above.

Activity 2.6. Capacity Development targeting Local İŞKUR Offices and HQs:

These are activities to implement the details of the capacity development program prepared as mentioned above, responding to the process and human resource capacity needs (e.g. how to conduct skills profiling, how to approach and communicate with Syrian population, etc. as well as support to Arabic communication), through trainings and study tours as needed (ideally to the Employment Agency of Germany, the experience of which on providing employment services to migrants is much appreciated) as well as process optimization support. Some selected Actions are listed below:

Action 2.6.1. An informative note regarding experiences of Germany on active labor market services implemented towards the Syrian refugees hosted in Germany will be prepared as a project output.

Action 2.6.2. Conduct trainings and capacity building to the relevant staff to be providing services to the Syrians under temporary protection, particularly to the Job counselors. While the details of the training program will be proposed during the capacity assessment and preparation of the capacity development roadmap, such trainings will cover the full cycle of job counseling for the Syrians under temporary protection. The training modules will include, in agreement with İŞKUR, communicating with Syrian workforce, identification of profiles and offering relevant active labor market services, etc. When there is need for additional support in communicating with the Syrian target group, involvement of interpreters can be considered as per the need.

Action 2.6.3. Design and implementation of an outreach, advocacy and visibility campaigns targeting the Syrians under temporary protection as well as the related employment service providers

Action 2.6.4. Conduct further research as requested by İŞKUR, to complement the profiling study planned.

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

III.II. Resources Required to Achieve the Expected Results

To implement this project, UNDP will mobilize expertise in the area of institutional capacity building, employment service delivery and active labor market services. In terms of contract management and partnerships, UNDP will arrange partnerships with individual and institutional experts as well as relevant local organizations such as NGOs working with the Syrians under temporary protection. Regarding contract and project management, UNDP will deploy its in-house experience (CO staff and Syria programme 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 Vocational Training and Competency Officer, Field Coordinator, Project Associate and Driver in the field, in addition to Project Manager, Operations Officer, Project Associate, and Communications Specialist (part time). Project Associate and Consultants (based in Ankara) will work at the premises of İŞKUR Headquarters in Ankara.

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.

III.III. Partnerships

The project will be primarily implemented with the Turkish Employment Agency (İŞKUR). İŞKUR is the key institution mandated to develop and implement active labour market policies for all populations and their mandate includes Syrians under temporary protection with the legislation on work permits adopted in January 2016. İŞKUR has issued some circulars and secondary legislation to include Syrians under temporary protection in their target groups, and is further working on developing their capacities and their Job and Vocational Counsellors to extend services to Syrians under temporary protection. UNDP support and this project will provide direct technical support for this action, through identification of the needs and development/implementation of a roadmap for capacity development for providing better employment services to the Syrians under temporary protection as well as skills profiling and segmentation for the target group. The initial implementation will start in four target provinces, with an objective to expand and scale up.

The project will have interlinkages with other projects implemented at the local level for increased labour market absorption and job creation. Some of these projects are implemented jointly between UNDP and with other central and local partners, hence direct relationships with these projects will also increase the potential for success of the interventions designed in this project.

Stakeholder Engagement

Target Groups: The intended beneficiaries of the project are the population from Syrians under temporary protection and host communities at the working age residing in Şanlıurfa, Gaziantep, Kilis and Hatay. These populations will be reached through the outreach strategy to be developed and implemented by Turkish Employment Agency as well as through the NGOs running Community Centers in these provinces. Partnership with Community Centers is critical since these Centers have a database of their Syrian and host community beneficiaries and a follow-up mechanism keeping direct contact with the Syrians under temporary protection. Following the outreach strategy, these groups will be contacted for active labor market services including skills mapping, vocational trainings and job matching. UNDP plans to establish such working relations with these centers within its ongoing interventions, hence these linkages can also be leveraged within this project. On the other hand, the project will also benefit the institutions responsible for providing services to all impacted communities in the target locations with high influx of Syrians under temporary protection.

Knowledge

The project will produce a number of knowledge products including training materials and toolkits for employment service delivery to be used by the employment service providers. The project will also have a media/communication strategy to communicate the achievements in the project as well as the services made available to the Syrians under temporary protection through the project. As such, project specific slogans and community initiatives will be developed to increase the visibility of the intervention.

Sustainability and Scaling Up

The project scope is in direct alignment with the needs assessment conducted by the Government, under the coordination of Ministry of Development relating to the Syrian crisis response. This needs assessment provides key priorities for livelihoods interventions, with certain roles and responsibilities for relevant institutions including İŞKUR, in line with their regular mandates.

The project will build on the existing system of employment service delivery including the Turkish Employment Agency and other vocational training service providers, with a focus on strengthening their capacities.

IV. 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, for vocational training centres, already established physical infrastructure will be used.

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

UNDP currently has an office in Gaziantep and is establishing another one in Şanlıurfa. The project teams will be based in these offices serving for a number of projects in support to Syrian crisis response. On the other hand, project team based in Ankara will similarly work for a number of projects in support of Syrian crisis response, pro-rated across projects.

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.

UNDP will ensure regular monitoring and coordination meetings with IŞKUR (and other relevant partners as needed and agreed with the implementing partner) as agreed at the onset of the project. These meetings are planned as quarterly, although more frequent meetings can be organized especially at the beginning of the project to ensure that full ownership is created.

V. RESULTS FRAMEWORK⁵

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: 1.1. By 2020, relevant government institutions operate in an improved legal and policy framework, and institutional capacity and accountability mechanisms assure a more enabling (competitive, inclusive and innovative) environment for sustainable, job-rich growth and development for all women and men.

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:

Indicator 1.1.1: Ratio of budgetary incomes to expenditures for the three NUTS 2* regions with the lowest socio-economic development

Baseline: 0.1, 0.2 and 0.2 for TRB2, TRA2 and TRC3 ** respectively
(2013, Source: 2015 annual programme

Target: Convergence in all these ratios towards 1.

Applicable Output(s) from the UNDP Strategic Plan:

Project title and Atlas Project Number: Employment and Skills Development Programme, Atlas Award ID: 00096416

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	2016	2017	2018	Total	
Output 1 Systems are strengthened for active labour market policies that target Syrian population implemented by IŞKUR	1.1. # of local Employment Agency (IŞKUR) Offices supported for better and more inclusive delivery of active labour market services and employment services 1.2. # of additional Syrians under temporary protection benefitted from the counseling services provided by the local IŞKUR offices (i.e. counseling, placement, matching etc.) disaggregated for services	Project Progress Reports	0	4	4	4	4	Thru project based M&E tools and systems Thru project based M&E tools and systems

⁵ 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.

	1.3. # of additional impacted host community benefitted from the counseling services provided by the local IŞKUR offices (i.e. counseling, placement, matching etc.) disaggregated for services	IŞKUR database(s)			500	3,000	3,500	Thru project based M&E tools and systems
	1.4. # of Syrians under temporary protection registered and screened through local IŞKUR Offices	IŞKUR database(s)	0		1,500	3,000	4,500	Thru project based M&E tools and systems
	1.5. # of impacted host community members registered and screened through local IŞKUR offices	IŞKUR database(s)			1,500	3,000	4,500	

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

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,	Annually, and at the end of the project (final report)			

	<p>and any evaluation or review reports prepared over the period.</p>				
<p>Project Review (Project Board)</p>	<p>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.</p>	<p>Annually and as per the need</p>	<p>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.</p>		

VII. MULTI-YEAR WORK PLAN ⁶⁷

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	PLANNED BUDGET*			
			Output 1	2017	2018	Total
			Costs	Total Cost (in EUR) ³	Total Cost (in EUR) ³	Total Cost (in EUR) ³
Output 1: Systems are strengthened for active labour market policies that target impacted communities (i.e. Syrian population and host communities) implemented by İŞKUR	1.1. Develop a model to identify and segment the skills of the impacted communities including Syrians under temporary protection and host communities, building on the best practices in the world, resulting in the skills of the target group, segmented according to the level of capacities and need for support.	UNDP in collaboration with İŞKUR,	Human Resources (inc. Project/programme staff and consultants)	162,885	162,885	325,771
			Travel (air, ground)	14,383	2,382	16,765
			Equipment and supplies	0	18,333	18,333
			Project office	21,800	3,467	25,267
	1.2. Assessment of the institutional capacities of the central and local İŞKUR Offices through full-fledged institutional and functional review assessments		Professional Services	0	0	0
	1.3. Design and implementation of capacity development programmes targeting central and local İŞKUR offices in Gaziantep, Şanlıurfa and Hatay		Publications	10,000	0	10,000
	1.4. Design and implementation of outreach, advocacy and visibility campaigns targeting the impacted communities including Syrians under temporary protection and host communities as well as the related employment service providers		Capacity Assessment and roadmap targeting Local İŞKUR Offices and HQs	433,242	0	433,242
			Design of Capacity Development Interventions (including improved processes, ToRs, training roadmap etc., outreach and advocacy)	300,000	0	300,000
			Capacity Development targeting Local İŞKUR Offices and HQs	0	0	0
			Implementation of Capacity Development Interventions-Physical/infrastructure development	560,000	0	560,000

⁶ 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

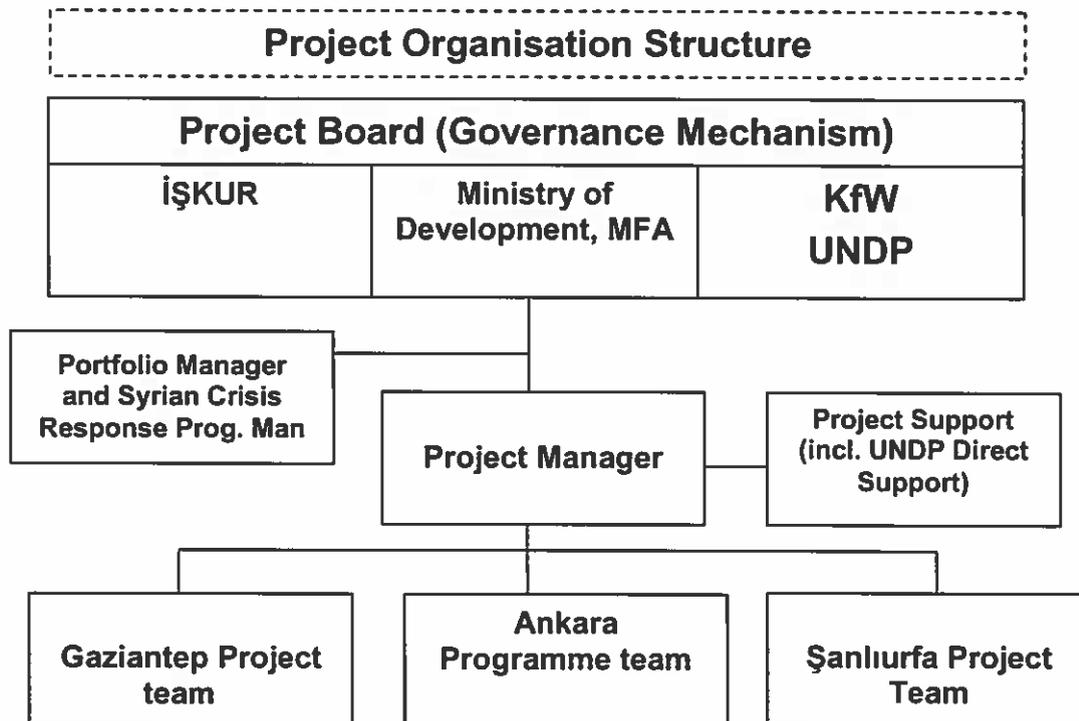
⁷ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection.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

Implementation of Capacity Development Interventions-IT Infrastructure	300,000	100,000	400,000
Implementation of Capacity Development Interventions-Trainings	150,000	0	150,000
Implementation of Capacity Development Interventions-Study tours and exchange progs	40,000	20,000	60,000
Implementation of Capacity Development Interventions-Process improvement	345,000	230,000	575,000
Skills and Competency Assessments (Model and Implementation for Profiling and Segmentation)	300,000	0	300,000
Outreach and Advocacy Programme for Skill Building Programmes			
Expenditure verification/Audit	50,000	30,000	80,000
Evaluation costs	667	0	667
Translation, interpreters	0	5,000	5,000
Costs of conferences/seminars	26,667	5,000	31,667
Visibility actions (including CSR initiatives)	38,333	5,000	43,333
Indirect costs (8%)	46,067	21,667	67,733
	223,924	48,299	272,222
Output 1 Total Budget	3,022,968	652,032	3,675,000
TOTAL	Total		

* Please refer to the annexed budget of the Project for detailed costing

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VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



The project will be nationally implemented (NIM) and the implementing agency of the project will be Turkish Employment Agency-İŞKUR with UNDP's technical and administrative support.

İŞKUR:

- Will be accountable for the identified results of this project (Output 1) on behalf of the Government of Turkey- will identify the needs for the project, advise on the quality of the outputs and approve the deliverables as relevant/needed;
- Will provide the relevant information needed for the assessment as well as for identification of immediate needs in line with its own information disclosure processes;
- Will facilitate the dialogue with the national and local partners for employment services
- Will provide timely inputs and comments to the prepared studies,

UNDP

- Will provide technical support for implementation of the project. This support includes provision of human resources and consultancies, project management/monitoring and implementation support services such as contract management. UNDP's Corporate Cost Recovery Policy shall be applicable for reimbursement of UNDP's direct costs for implementation support services.
- Will prepare relevant work plans and facilitate implementation of these work plans through project management and consultancies.
- Bring in relevant international experience on resilience, with significant focus on local partners.
- Will conduct procurement of selected machinery, equipment and services as per its own rules and regulations for the procurement made by UNDP. The list of machinery, equipment and services will be identified jointly (e.g. UNDP presents and İŞKUR agrees, İŞKUR requests and UNDP agrees, or joint decision) as well as the specifications and other details. The cases where procurement can be made by local partners will be agreed jointly with İŞKUR, and in those cases UNDP shall monitor and ensure effectiveness in line with its regulations.

- 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. 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

The PB will be composed of IŞKUR, UNDP, KfW, Ministry of Foreign Affairs and Ministry of Development. The Project Board will meet two times throughout project period.

Project's day-to-day implementation will be carried out by the Project team (composed of Ankara and field based project staff) as well as UNDP staff providing direct project support. A programme manager recruited for the Syrian crisis will be allocated for the project as part of UNDP's direct project implementation support. The indicative/tentative staffing arrangements for the Project along w/ the duty stations are demonstrated below, not including the UNDP staff providing support to the project:

Project personnel	Duty Station(s)*
Project Manager	Ankara
HR and IC Officer	Ankara
Project Associate (2)	Ankara and Gaziantep
IT expert	Ankara
Field Coordinator	Gaziantep*
Vocational Training and Competency Development Officer	Gaziantep (to also cover Hatay)
Communications Specialist	Ankara (part time)
Driver / Messenger	Gaziantep

* Duty stations are subject to change based on the requirements of the project.

**With frequent visits to other project sites (i.e. to cover all Şanlıurfa, Gaziantep, Kilis, Hatay)

IŞKUR 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.

IX. 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 Turkish Employment Agency İŞKUR ("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

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions]*, 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 [and the Project Cooperation Agreement between UNDP and the Implementing Partner]⁸.
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. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
4. Consistent with UNDP's Programme and Operations Policies and Procedures, 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

⁸ Use bracketed text only when IP is an NGO/IGO

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.

X. ANNEXES

1. Project Quality Assurance Report

2. **Social and Environmental Screening Template** [English][French][Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*

3. **Risk Analysis.** Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions

4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

5. **Project Board Terms of Reference and TORs of key management positions**

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

Project Information	
1. Project Title	Employment and Skills Development Programme
2. Project Number	
3. Location (Global/Region/Country)	Kilis, Şanlıurfa, Hatay and Gaziantep

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 aims to support inclusive service delivery for communities impacted from the Syrian crisis. Human-rights based approach is mostly utilized in the vocational training component of the project, where specific training capacities will be developed for the Syrian population and host community population in need of livelihoods as one of the basic human rights. Similarly, capacities of Employment Agency (İŞKUR) will be strengthened to specifically implement active labor market services targeting the Syrian population and host communities. This will lead to an equitable service delivery approach, mainstreaming human-rights based approach.

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

The project will help develop active labour market programmes targeting women, and will monitor progress through disaggregated figures.

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

N/A

Part B. Identifying and Managing Social and Environmental Risks

<p>QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p>QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>	<p>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)?</p>	
<p>Risk Description</p>	<p>Impact and Probability (1-5)</p>	<p>Significance (Low, Moderate, High)</p>	<p>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.</p>
<p>Risk 1: There is a risk that duty-bearers (including IŞKUR and local partners) do not have the capacity to meet their obligations in the Project.</p>	<p>I = 4 P = 2</p>	<p>Moderate</p>	<p>Considering the capacity of the local actors, there is a risk of meeting their obligations. The project will provide technical assistance to mitigate these risks as outlined in the project document. Additionally, protocols will be signed to ensure that the local parties accept their commitments and are accountable.</p>
<p>Risk 2 There is a risk that right-holders do not have the capacity to claim their rights due to lack of awareness or access to information.</p>	<p>I = 3 P = 3</p>	<p>Moderate</p>	<p>The project will also address the issues that relate to increasing of the outreach of service providers to the Syrian populations, to ensure that they can claim such services</p>
<p>QUESTION 4: What is the overall Project risk categorization?</p>			
<p>Select one (see SESP for guidance)</p>			<p>Comments</p>

	<p>Low Risk x</p>	<p>The project aims to reduce the risks and mitigate the impact of the Syrian crisis. The objective is to increase inclusiveness of the services as well as support sectors that provide a higher potential of labor absorption for the Syrian population. The interventions do not pose significant risk.</p>
	<p>Moderate Risk <input type="checkbox"/></p>	
	<p>High Risk <input type="checkbox"/></p>	
<p>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</p>		
<p>Check all that apply</p>		
	<p>Principle 1: Human Rights</p>	<p><input type="checkbox"/></p>
	<p>Principle 2: Gender Equality and Women's Empowerment</p>	<p><input type="checkbox"/></p>
	<p>1. Biodiversity Conservation and Natural Resource Management</p>	<p><input type="checkbox"/></p>
	<p>2. Climate Change Mitigation and Adaptation</p>	<p><input type="checkbox"/></p>
	<p>3. Community Health, Safety and Working Conditions</p>	<p><input type="checkbox"/></p>
	<p>4. Cultural Heritage</p>	<p><input type="checkbox"/></p>
	<p>5. Displacement and Resettlement</p>	<p><input type="checkbox"/></p>
	<p>6. Indigenous Peoples</p>	<p><input type="checkbox"/></p>
	<p>7. Pollution Prevention and Resource Efficiency</p>	<p><input type="checkbox"/></p>
<p>Comments</p>		



Final Sign Off

<p>Signature</p>	<p>Date</p>	<p>Description</p>
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QA Assessor: Bayazit Baran	Berna	3 June 2016	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		3 June 2016	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		3 June 2016	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

Checklist Potential Social and Environmental Risks		
Principles 1: Human Rights		Answer (Yes/No)
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? ⁹	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
Principle 2: Gender Equality and Women's Empowerment		
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

⁹ 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. 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.

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
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
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, commercial development)	N
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
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ¹⁰ 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

¹⁰ In regards to CO₂ '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.]

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
Standard 3: Community Health, Safety and Working Conditions		
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
Standard 4: Cultural Heritage		
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
Standard 5: Displacement and Resettlement		
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? ¹¹	N
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
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	N

¹¹ 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.

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	<p>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)?</p> <p><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></p>	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
Standard 7: Pollution Prevention and Resource Efficiency		
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	<p>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?</p> <p><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></p>	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