



## UN Development Programme Turkey - Ankara

**Award ID:** 111614

**Award Title:** Increasing Employability for Syrian Refugees and Turkish Host Communities in the Renewable Energy Sector

**Start Year:** 01 January 2020

**End Year:** 31 December 2021

**Implementing Partner** Ministry of National Education - MoNE

**Revision Type:** Extension of the Project Duration with additional cost and activities

### Brief Description:

Increasing Employability for Syrian Refugees and Turkish Host Communities in the Renewable Energy Sector Project has been implemented with Ministry of National Education (MoNE) and focusses on the delivery of vocational training and skills certification for Syrians and Turkish host communities in the renewable energy sector – including solar power and wind energy. The project will benefit minimum 500 Syrians under Temporary Protection and Turkish host community members by increasing their employability through vocational trainings and skills certification in this sector. The vocational training and certifications are expected to increase employability of the beneficiaries and access to available job opportunities in the renewable energy sector.

The activities designed for the project were grouped under 2 result areas where some activities under result 1 are partially completed due to the unexpected impact of COVID -19 pandemic while the preparatory studies for the rest of the activities are ongoing. As Result 2 depends on the outputs of the Result 1, the activities to be carried out under result 2 is also delayed.

As the successful implementation of the project activities to reach out the expected targets by eliminating the impact of COVID-19 required more time than the original project duration, newly emerged needs of the project discussed primarily with the Implementing Partner as well as the donor and cost and time extension for the “Increasing Employability for Syrian Refugees and Turkish Host Communities in the Renewable Energy Sector” Project until 31 December 2021 which has been approved by all partners on First Steering Committee Meeting dated 21 October 2020.

Considering the declaration of COVID outbreak as pandemic by WHO has emerged as a new challenge affecting the global society and uncertainty of the situation, new activities has been introduced to the project which are committed to be achieved through utilization of additional \$ 700,000.00 which was granted by Republic of Korea. Therefore, in line with the decision taken during Steering Committee Meeting, the project has been proposed to have six months of cost and time extension from June 2021 to December 2021 and the substantive changes have been reflected to the revised Project Document. The supporting documents for this request are enclosed.

**Agreed By: Ministry of National Education (MoNE)**

Yusuf Büyük  
Director General  
18.02.2021

**Signature:**

**Agreed By: Ministry of Foreign Affairs (MoFA)**

Rauf Alp Denктаş  
Deputy General Director  
18.02.2021

**Signature:**

**Agreed By: United Nations Development Programme (UNDP)**

Sukhrob Khojimatov  
Deputy Resident Representative  
18.02.2021

**Signature:**

**Annex 1:** Revised Project Document

**Annex 2:** SC Meeting I - Meeting Minutes

**Annex 3:** Revised AWP for 2021

Budget (USD) as of Last Revision on December, 2020		
Donor	Fund	Amount (USD)
00204- The Government of the Republic of Korea	3000 – Programme Cost Sharing	1,000,000.00
<b>Additional Fund (Republic of Korea) Total</b>		700,000.00

<b>Award (USD)</b>	<b>\$ 1,700,000.00</b> <b>(\$ 1,000,000.00 + \$ 700,000.00)</b>
<b>Total Spent as of 31 December 2020 (USD)</b>	<b>\$ 71,170.85</b>

  
  
**Rauf Alp DENKTAŞ**  
Deputy Director General  
Deputy Directorate General for  
Multilateral Economic Affairs

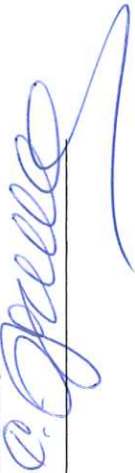

**2021 - REVISED ANNUAL WORK PLAN**  
**Increasing Employability for Syrian Refugees and Turkish Host Communities in the Renewable Energy Sector Project**

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET				
		2020	2021		Fund	Donor	Budget Description	Description	Amount (USD)
Output 1: Delivery of vocational training and skills certification for Syrian refugees and Turkish host communities in the renewable energy sector	Output 1.1. Baseline Study on the Current Situation/Demand Analysis of Renewable Energy Sector Act 1.1.1. Stakeholder Consultation Meetings Output 1.2. Development of a Renewable Energy Training Programme Act 1.2.1. Identification of the Location for the Training Programme and the Beneficiaries Act 1.2.2. Review and Development of the Curricula and Training Materials Act 1.2.3. Training of Trainers Act 1.2.4. Launch of the Renewable Training Programmes Act 1.2.5. Supply of Equipment Act 1.2.6. Transfer of RE Vocational Energy Training Modules to Online Platforms Act 1.2.7. Communications and Visibility	\$ 65,903.03	\$ 1,433,171.04	30000	Gov. of Korea	71400 Contractual Services- Individuals	UNDP and MoNE Staff directly responsible for the implementation of the project and execution of its activities	\$ 204,500.00	
				30000	Gov. of Korea	71300 Short Term Consultants	Consultancy services for the provision technical support	\$ 45,000.00	
				30000	Gov. of Korea	71600 Travel	Budget allocated for travel expenses directly related with the project.	\$ 42,000.00	
				30000	Gov. of Korea	64300 UNDP Support Services	UNDP staff whom will provide administrative support	\$ 60,000.00	
				30000	Gov. of Korea	73100 Rental and Maintenance Premises	procurement, administrative and activities related with the project		
				30000	Gov. of Korea	74500 Sundries	Rent and consumables	\$ 24,000.00	
				30000	Gov. of Korea	72100 Contr. Services- Companies	Budget allocated for sundries such as essential equipment for UNDP and MoNE office amount obligated to	\$ 15,000.00	
				30000	Gov. of Korea	72100 Contr. Services- Companies	procurement of services such as publishing, visibility materials, training and awareness raising activities	\$ 199,074.07	
				30000	Gov. of Korea	72100 Contr. Services- Companies	Stipends to the participants of the trainings	\$ 180,000.00	
				30000	Gov. of Korea	72200 Equipment and Supplies	Equipment/material required for the applied trainings	\$ 459,500.00	
				30000	Gov. of Korea	75700 Learning Costs	Consultation Meetings for and Stakeholder	\$ 60,000.00	
				30000	Gov. of Korea	72100 Contr. Services- Companies	Consultancy Meetings	\$ 90,000.00	
				30000	Gov. of Korea	72100 Contr. Services- Companies	Delivery of the Trainings Platform RE Vocational Trainings to Online Platforms	\$ 120,000.00	
Output 2: Feasibility Report for existing training/vocational training centers, vocational and technical high schools.	Output 2.1. Development of a Feasibility Report	\$ -	\$ 75,000.00	30000	Gov. of Korea	72100 Contr. Services- Companies	Consultancy services for the Feasibility Study	\$ 75,000.00	
<b>Sub-Total</b>		\$ 65,903.03	\$ 1,508,171.04					\$ 3,574,074.07	
<b>General Management Support (% 8)</b>		\$ 5,267.82	\$ 120,658.11					\$ 125,925.93	
<b>Total</b>		\$ 71,170.85	\$ 1,628,829.15					\$ 1,700,000.00	

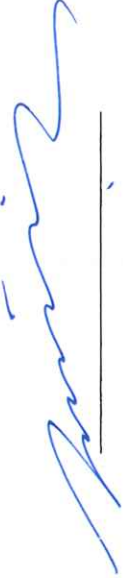
Signed by UNDP :

Sukhrob Khojimatov - Deputy Resident Representative

Date: January 2021



Signed by Government :







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## Increasing Employability for Syrians and Turkish Host Community Members in the Renewable Energy Sector Project 1<sup>st</sup> Steering Committee

### Meeting Minutes

21 October 2020  
(Virtual Meeting)

- 1) UNDP Assistant Resident Representative Seher Alacacı Ariner conducted the opening remarks by emphasizing the outputs to be obtained from the project which will provide very important contributions in the future and thanked all partners for their support.
- 2) Following the opening remarks of Ms. Ariner, meeting participants introduced themselves and Project Coordinator Özlem Tengilimoğlu; representing Ünal Akyüz, Head of Research, Development and Projects Department of the Ministry of National Education, informed participants regarding the Project. By underlining their satisfaction with the progress of the Project which have been carried out together with the UNDP, Ms. Tengilimoğlu expressed their activity suggestions regarding the utilization of additional budget. They proposed increasing visibility activities, establishing an advisory board consisting of new academics, carrying out awareness studies with the participation of UNDP goodwill ambassadors, and holding an international conference as additional activities.
- 3) Following the opening speeches, UNDP Projects Coordinator Tuğçe Söğüt conducted a presentation on the Project progress along with the proposed new project activities, additional budget and potential extension for the Project duration. Details highlighted in the presentation are given below:

*(Please kindly see the ANNEX-2 for detailed information)*

- a) As a result of the stakeholder analyses conducted within the scope of the Project; the number of Project provinces will be increased from 2 to 5, and trainings are planned to be delivered in Vocational and Technical Anatolian High Schools in Kocaeli, Bursa and Konya, and Public Education Centers in Mersin and Hatay provinces.
- b) Training curriculums to be prepared and implemented within the scope of the Project are as follow:
  - Photovoltaic Solar Panels Installation Maintenance and Repair Course Program and
  - Hybrid (Wind and Solar) Energy System Installation and Monitoring Training.





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- c) As additional Project activities;
- Installation of solar panels and wind turbines in the training venues in 5 provinces,
  - Establishing additional renewable energy laboratories in 3 provinces,
  - Transferring theoretical training modules of the RE vocational training programs to an online platform
  - Additional consultancy services from academicians
  - Piloting delivery of blended vocational training programs on RE
  - Field trips, business fairs, documentaries, creative awareness-raising campaigns with UNDP goodwill ambassadors as visibility activities and
  - An international conference with the participation of academics working in the field of renewable energy is planned.
- d) Within the scope of additional project activities, it is proposed to increase the current 1,000,000 USD budget of the project to 1,700,000 USD and to extend the 18-month project duration to 24 months.
- e) Related project activity proposals and the request for extension of time/budget were welcomed by the Project donor, the Republic of Korea.
- 4) After the presentation, participants shared their comments, suggestions, and questions about the project activities:
- a) Coordinator Dr. Muhammed Necip Erim from the Ministry of Energy and Natural Resources asked whether there is an age limit for trainings or not. Ms.Söğüt stated that considering the work safety, working at height, etc. the lower age limit can be increased from 15 to 18, but the upper limit of 35 is not binding and might be changed according to the participation status. In this context, Mr.Erim stated that the absence of an upper limit and the increase of the lower limit due to security measures were received as positive changes from the Ministry. Mr.Erim asked for the budget allocated for the equipment, as a result of the market analysis conducted within the scope of the Project, it was stated by Ms. Söğüt that a budget of \$ 400,000 was allocated for the procurement of equipment for solar energy systems, wind energy systems, work safety and automatization.
- b) Specialist Elif Demirezen Cancı from the Presidency of Strategy and Budget stated that the establishment of RE workshops and their subsequent use in formal education was a very important and exciting development. Ms. Cancı commented that it would be a positive adjustment to increase the age limit to 18, considering the work safety and the young labour definition between the ages 15 to 18.
- It was asked whether the approval of the Vocational Qualifications Authority (VQA) will be obtained regarding the vocational qualification certificate to be given after the trainings, and it was stated by UNDP Technical Consultant Yalçın Yılmaz that the training programs were prepared and developed in accordance with VQA regulations. In addition, Ms. Söğüt stated that since it is not possible to fulfil the minimum 465 hours course completion requirement of VQA within the timeframe of the project, a " Course Completion Certificate " will be given.







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However, certificates taken within the scope of this project will be valid and the courses completed successfully will be substituted for the training programs accredited by the VQA.

Ms. Cancı emphasized the importance of practical trainings in the acquisition of professional skills, and asked whether there is a study is being conducted to provide practical training in a digital environment (Virtual Reality etc.) if the COVID-19 process continues. Another UNDP project implemented with MoNE was given as an example by Tuğçe Söğüt by indicating that distance learning study is already being conducted. It was emphasized that the learning models that came to the fore in the digitalization period will be evaluated, and that the training programs, mostly theoretical, are planned to be delivered on the online platform by considering innovative practices. UNDP Syria Crisis Response and Resilience Portfolio Manager Arda Köstem stated that if the blended learning model is successful, it will be a pioneering Project in this field.

- 5) Proposed new project activities and additional budget of USD 700.000 were mutually agreed by all parties. It was decided to extend the duration of the project until December 31, 2021. The Project Document which will be revised through necessary adjustments will be shared with the parties. In addition, the Stakeholder Analysis Report, the presentation of the project and the Steering Committee meeting minutes will be disseminated with the parties shortly.

## ANNEXES:

### Annex 1. Participants List

#### T.R. Presidency of Strategy and Budget

- Erhan Sirt (Head of Multilateral Development Cooperation Department)
- Mehmet Tarık Eraslan (Coordinator)
- Murat Altınsoy (Expert)
- Seda Cebeci (Expert)
- Elif Demirezen Cancı (Expert)
- Süleyman Tıgıcı (Assistant Expert)
- Büşra Üçgül (Assistant Expert)
- Gülüzar Güleç (Assistant Expert)

#### T.R. Ministry of Foreign Affairs

- Nur Alkış (Multilateral Economic Affairs – Head of Department)
- Asiye Nurcan İpekçi (Deputy General Directorate of Migration, Asylum and Visa; Head of Asylum Department)
- Çiğdem Alp (Asylum Department, Second Secretary)





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#### **T.R. Ministry of Energy and Natural Resources**

- Muhammed Necip Erim (General Directorate of Energy Affairs, Coordinator of Solar Panel Group)

#### **T.R. Ministry of National Education**

- Özlem Tengilimoğlu (General Directorate of Life-Long Learning- Project Coordinator)

#### **United Nations Development Programme (UNDP)**

- Seher Alacacı Arıner (Assistant Resident Representative-Programme)
- Philippe Clerc (Resilience Development Adviser)
- Arda Saygın Köstem (SCRRP Portfolio Manager)
- Tuğçe Söğüt (Projects Coordinator-Social Cohesion)
- Öykü Uluçay (M&E Analyst)
- Serap Öztürk (M&E Advisor)
- Gizem Bal (Project Associate)
- A. İlke Gürbüzler (Project Assistant)
- Yalcın Yılmaz (Project Individual Consultant)

#### **Interpreters:**

- Mine Tepe
- Çağlayan Sayhan Soyhan

#### **Annex 2. Presentation**





## UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT  
TURKEY

**Project Title:** Increasing Employability for Syrian Refugees and Turkish Host Communities in the Renewable Energy Sector

**Project Number:** 00111614

**Implementing Partner:** Ministry of National Education (MoNE) Directorate General for Life-Long Learning

**Start Date:** 31 December 2019      **End Date:** 31 December 2021 (24 months) **LPAC Meeting date:** 26.09.2019

## Brief Description

This project focusses on the delivery of vocational training and skills certification for Syrians and Turkish host communities in the renewable energy sector – including solar power and wind energy. The project will benefit an estimated minimum 500 Syrians under Temporary Protection and Turkish host community members by increasing their employability through vocational trainings and skills certification in this sector. The vocational training and certifications are expected to increase employability of the beneficiaries and access to available job opportunities in the renewable energy sector. The project will consist of two outputs:

- **Output 1- Enhanced employability through vocational training and skills certification, in the renewable energy sector (solar and wind energy in particular), for an estimated minimum 500 Syrians and Turkish host communities (men and women).** The training will primarily focus on unskilled labor in this sector (i.e. including beneficiaries with some vocational or high school training), in particular the manufacturing, installation and maintenance of equipment and systems in power plants using renewable energy in Konya, Bursa, Kocaeli, Mersin and Hatay. In addition to the delivery of trainings, this output will also require provision of equipment for the existing training centers to provide support for the applied training sessions in the relevant sectors as well as development of online blended learning modalities
- **Output 2- Feasibility report for the existing training/vocational training centers/ Vocational and technical anatolian High Schools.** The feasibility report will look into the specific demands of training/ vocational training centers/ vocational and technical anatolian high schools, such as possible locations, capacities, job creation potential, required equipment, budget, sustainability and private sector demand in the selected five provinces regarding vocational training needs for renewable energy.

The project is **innovative** in its focus on the renewable energy sector- which is largely uncovered by other 3RP partners and IFIs in Turkey in response to the Syria crisis. In addition to that, the outcomes of the project will form a critical basis (both in terms of experiences as well as deliverables) to scale up efforts with additional funding. Additional activities foreseen (pending additional funding) are development and enhancing the capacity of the existing centers serving for renewable energy.

<p><b>Contributing Outcome (UNDCS/CPD, RPD or GPD):</b></p> <p>COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #1.3: By 2025, people under the Law on Foreigners and International Protection are supported towards self-reliance CPD Output(s):</p> <p>Output 1.1. Displaced populations are equipped with the knowledge and skills to engage in the socioeconomic life of their host community Gen Marker: 2</p>	<b>Total resources required:</b>		USD 1,700,000	
	<b>Total resources allocated:</b>	General Management Support (GMS) (%8)	USD 125,925.93	
		<b>UNDP TRAC</b>		
		<b>Donor</b>		
		Government of Korea (Including 700.000 USD additional fund)	USD 1,700,000	
		<b>Government</b>		
	<b>In-Kind</b>			
<b>Unfunded</b>				

	technical assistance on relevant software and entrepreneurship trainings, development of laboratories	<p>as reference baseline documents during the implementation of this project.</p> <ul style="list-style-type: none"> <li>▪ Support for study visits</li> <li>▪ Network support (universities, trainees, private sector, etc.)</li> <li>▪ Collaboration for new project opportunities</li> <li>▪ Invitation to the workshops</li> <li>▪ Use and improvement of already developed curricula and training materials previously developed</li> </ul>
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As a result of discussion with MoNE, private sector companies and sectoral NGOs and the online survey which has been held to be able to better understand the demands/needs of the private sector in the RE; considering the duration of the project, the demand/ need of the private sector and the restrictions of the minimum hours of the training programmes, it has been decided that one hybrid programme covering both solar and wind energy will be implemented in the scope of the project. Therefore, the training modules will be selected according to the employability potentials that are mostly required in the RE sector now and in the near future, the capacity of the Vocational and Technical Anatolian High Schools and the availability of the potential trainers.

The specific objectives of this project are:

- increasing employability of Syrians and Turkish host community members for the renewable energy sector, by providing the required vocational training and skills certification,
- challenging traditional gender roles by supporting women to gain skills non-traditional jobs,
- increasing awareness of jobs available in the renewable energy sector,
- reducing reliance on cash assistance and provide opportunities for self-reliance,
- supporting the renewable energy sector (equipment manufacturers, plant installers, etc.) by providing them with intermediate workforce,
- providing the required information through a feasibility study for renewable energy training centers to further expand opportunities and training capacities beyond this project with additional funding, and
- developing/enhancing a strong network between private sector and Vocational and Technical Anatolian High Schools/training centers, NGOs, academics and government institutions that are active in renewable energy sector for the sustainability of the project and development of future projects.

As far as the vocational training is concerned, it is known that the educational institutes and universities are increasingly focusing on research and development and vocational education in renewable energy. However, the sector is still in need of a qualified intermediate workforce for both equipment manufacturing and plant installation as well as post-commissioning services.

For this purpose, in early phases of the project, a needs analysis will be conducted in order to provide a basis to further expand the vocational education and training capacity in Turkey, actual need for qualified intermediate workforce in the renewable energy sector. Based on the outcomes of the assessment a pilot training center(s) may be developed pending availability of resources in cooperation with the relevant public and private entities. The details of the strategic activities and results of the current project are explained in the following section.

Activities and awareness raising campaigns will be designed to challenge traditional gender roles; flexible online training opportunities will be offered; and tailored communication strategies and child-friendly facilities and safe transportation will be designed and offered to respond to the constraints of women, young mothers and youth with special needs in particular. Job fairs, gatherings with the high-level representative of RE companies as role models (Women Role Models) will also be conducted. Additional communication activities to increase the awareness about the project activities as well as the renewable energy such as; documentaries, featured human stories through digital storytelling, creative awareness raising campaigns with UNDP Goodwill Ambassador, celebrities and etc. are the details of these awareness raising campaigns.



The project is also aligned with the overall strategies of Turkey and the EU with regard to increasing the employment and supporting the burden on the Emergency Social Safety Net (ESSN). As of November 2020, the ESSN supports 1.7 million individuals<sup>34</sup>. It is a GoT and EU priority to gradually reduce reliance on ESSN cash assistance and increase self-reliance. Youth's increased access to the labor market is key to achieve this, requiring support in terms of language training, skills development, work-placements and entrepreneurship support. An estimated 84% of Syrian households have a working member<sup>35</sup>. This is similar for ESSN beneficiaries (who cannot work formally if they want to keep ESSN benefits). Only 3% have a work permit, consistent with statistics from the Ministry of Family, Labor and Social Services (MoFLSS) indicating that 132,497 work permits have been granted to Syrians by the end of 2020<sup>36</sup>.

The project will support the integration of refugees and host communities by facilitating job opportunities for the members of both Syrian and host communities, in particular current ESSN beneficiaries with "high capacity" through vocational education in an area that is rapidly developing in Turkey in the last couple of years. Thus, the Project will help eventually to overall self-reliance of ESSN beneficiaries and assist to reduce dependency on the current cash assistance and support social integration.

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<sup>34</sup> ESSN Monthly Report October 2020-<https://media.ifrc.org/ifrc/document/emergency-social-safety-net-essn-monthly-report-october-2020/>)

<sup>35</sup> (Atlantic Council and UNDP (July 2020), Turkey's Refugee Resilience: Expanding and Improving Solutions for the Economic Inclusion of Syrians in Turkey)

<sup>36</sup> (MoFLSS- DGILF data as of October 2020)

### III. RESULTS AND PARTNERSHIPS

#### *Expected Result(s) and Indicators*

#### **Output 1: Delivery of vocational training and skills certification for Syrian refugees and Turkish host communities in the renewable energy sector**

The component will provide the intermediate qualified workforce needed by the renewable energy sector through supporting the vocational training and skills certification support for both Syrian refugees and Turkish host communities. This component thereby directly supports refugees and Turkish host communities to increase their employability and up their chances to find sustainable employment in this sector taking into consideration the impact of the COVID-19 Pandemic.

During the implementation of the project, the project team will also be looking for potential collaboration opportunities with private sector companies to provide internship, applied training opportunities to the trainees as well as to find existing potential facilities for training purposes. In this sense, UNDP will bring in its experience, tools and network with the private sector through different platforms in order to provide a referral path to graduates of the trainings.

#### ***Output 1.1 – Baseline Study on the Current Situation/Demand Analysis of the Renewable Energy Sector***

##### **Activity 1.1.1. Stakeholder Consultation Meetings**

During the inception phase of the project, several virtual stakeholder consultation meetings aiming to reveal the major demand and needs of the private sector serving in RE sector with different actors will be held. The meetings will be repeated throughout the project duration when needed. The stakeholders may include the followings amongst others;

- Presidency of the Republic of Turkey, Presidency of Strategy and Budget
- Ministry of Energy and Natural Resources (MoENR)
- Ministry of Industry and Technology (MoIT)
- Ministry of Trade (MoT)
- Ministry of National Education (MoNE)
- Turkish Employment Agency (İŞKUR)
- Vocational Qualification Institute<sup>37</sup>
- Active associations/foundations in renewable energy sector and/or vocational training services
  - o International Solar Energy Society-Turkey Section (GÜNDER)<sup>38</sup>
  - o Turkish Wind Energy Association (TWEA-TÜREB)<sup>39</sup>
  - o Vocational Education and Small Industry Support Foundation (MEKSA)<sup>40</sup>
  - o Association of Solar Energy Manufacturers and Solar Industry (GENSED)<sup>41</sup>
  - o Solar Energy Investors Association (GÜYAD)
- Universities, vocational high schools and research institutes
- Other relevant INGOs/NGOs/CSOs
- Representatives of private sector companies serving in RE sector
- Representatives from Academia

The project will also lead to establishment of an **Advisory Committee (AC)** as a result of the stakeholder consultations which will include representatives from abovementioned potential stakeholders.

<sup>37</sup> Official webpage available at: <https://www.myk.gov.tr/>

<sup>38</sup> Official webpage available at: <https://www.gunder.org.tr/>

<sup>39</sup> Official webpage available at: <https://www.tureb.com.tr/>

<sup>40</sup> Official webpage available at: <http://meksa.org.tr/>

<sup>41</sup> Official webpage available at: <https://www.gensed.org/>



The AC will be established with the aim of;

- receiving technical feedback and inputs regarding the scope of the vocational trainings,
- receiving feedbacks during workshops aiming to develop new or to improve existing curricula used for RE trainings,
- receiving input while determining the **selection criteria** of the potential trainees and trainers,
- receiving feedback/support regarding potential labor demand in private sector,
- receiving support regarding the bottleneck of the projects – when required,

The AC is expected to be composed of representatives from UNDP, MoNE, MoENR, NGOs, private sector and to have regular meetings during the implementation of the Project.

Specifically, the needs and demands of the private sector companies will be taken into consideration as they would be the actors to employ beneficiaries after the completion of the training sessions. The sector need analysis and training analysis will be provided in parallel manner. The information/data collected during the meetings will be compiled in a Stakeholder Analysis Report.

In addition to these meetings, the project team will utilize the survey results, reports and statistics developed by different authorities such as; Emergency Social Safety Net (ESSN), Directorate General of Migration Management (DGMM) and other INGOs/NGOs/CSOs.

The outcomes provided in the Stakeholder Analysis Report will also form the basis of the curriculum and training materials to be developed for the vocational training. The stakeholder analysis report will also identify possible challenges and opportunities to ensure the trainings provided are gender sensitive and allow for both women's and youth participation. This includes the development of an **appropriate curriculum** as well as needs to create an environment that allows trainings to be accessible for women such as safe transportation and childcare opportunities.

### *Output 1.2 – Development of a Renewable Energy Training Programme*

#### **Activity 1.2.1. Identification of the Location for the Training Programme and the Beneficiaries**

The outcomes of the stakeholder consultations will provide a general framework for determination of the target implementation locations; which then will be confirmed by the project team in cooperation with governmental and private sector stakeholders.

The training programmes are planned to be provided in Konya, Bursa, Kocaeli, Mersin and Hatay provinces which are eligible for solar and wind energy sectors. However, the stakeholder consultations will be searching for the most eligible provinces for the trainings and the precise provinces will be determined after the completion of stakeholder consultations. The priority will be given to the cities where (i) solar and wind renewable energy investments/private sector demand can be maximized together (as it is the case of Konya and Bursa) (ii) Syrian population and its ratio to the host community members is high (iii) no duplication of vocational training in renewable energy and intense project implementation targeting Syrians and host community members (e.g. İzmir, Gaziantep, Balıkesir and Çanakkale are not preferred in order to avoid duplication due to the recently completed/ongoing projects addressing Syrians and vocational trainings in the renewable energy sector). UNDP already has strong collaborations with the Public Education Centers in **Konya and Bursa** within the scope of Turkey Resilience Project in response to the Syria Crisis and the centers in these provinces have capacity to provide additional trainings in solar and wind energy sector.

As of November 2020, Hatay with the second highest number of registered Syrians in Turkey hosts 435.427, Mersin hosts 220.990, Konya hosts 117.671, Bursa hosts 177,967 and Kocaeli host 55.170 registered Syrians<sup>42</sup>. All provinces except for Kocaeli are thereby in top ten provinces hosting the largest numbers of refugee in Turkey per capita.

During the selection of provinces several criteria will be considered; i.e. i) the number of Syrian refugees including ESSN beneficiaries with high capacities; ii) the number of Syrian compared to host community members; iii) the capacities of local partners; iv), the job creation potential; and v) the availability of strong ecosystem actors for renewable energy sector.

<sup>42</sup> Republic of Turkey Directorate General of Migration Management, Statistics as of November 2020.



The project will target Syrians (over the age of 18) identified as less vulnerable ESSN beneficiaries with ‘high’ or ‘some’ productive capacity (as per the analysis of ESSN beneficiaries’ vulnerability) as well as Turkish youth as members of the host communities (of which at least 25% women). The project will target to enable youth to access formal employment opportunities would make a more significant difference in the household income than if other members (older men working informally, women not looking for work) were targeted. Among Syrians, the proposed project will select target aged over 18 that live in target provinces from those 250,000 less vulnerable ESSN beneficiaries across Turkey who have some capacity to work.

The stakeholder consultations will also aim to identify;

- (i) demand/needs of private sector serving in renewable energy sector, in terms of provision of vocational trainings that will enable increased employment of the trainees after the completion of trainings,
- ii) the selection criteria of the beneficiaries in order to enable the project to reach out most eligible population that will ensure sustainability of the trainings in terms of accessing the job opportunities in the sector.

The training program will encourage women and youth participation, both in terms of the design of its curricula as well as by creating an environment to allow women’s and youth participation. Doing so will also contribute for women to be employed in a less traditional and innovative sector and thereby challenge traditional gender roles.

#### **Activity 1.2.2. Review and Development of the Curricula and Training Materials**

The MoNE already has 5 different curricula<sup>43</sup> on renewable energy vocational trainings; (i) Solar Energy Systems, (ii) Solar Panel and PV Installation, Maintenance and Repairment, (iii) Wind Farm Installation, Maintenance and Repairment, (iv) Solar and Wind Energy System Development Compatibility, (v) Composite Material Production. While developing the curricula and the training materials, the project team and the Advisory Committee will review the existing curricula of vocational high schools and technical high schools and/or available curricula of the private training centers on renewable energy sector to further develop the materials by adding or adjusting the renewable energy training components. In addition to that, the project team is already in contact with the directors and implementing partners of the previously implemented projects provided vocational trainings in renewable energy sector. While developing the curricula and training materials, previously developed versions (for different projects)<sup>44</sup> will be considered and used. Furthermore, the project team members of the previously implemented projects will be invited to the workshops to receive their comments.

In addition, specific training contents and training materials will be developed for training of the target beneficiaries of the project in cooperation with facilities of academia, industry, and related governmental officials. The curriculum and training material will be reviewed to ensure that it is gender sensitive and non-discriminatory and allows for women’s and youth participation. During the delivery of these trainings, there will also be Basic Safety training (Global Wind Organization), Basic Height Training and EKAT (Certificate of Permission to Work Under High Voltage in Electrical High Current Facilities) which will contribute to the technical level of the training programmes.

#### **Activity 1.2.3. Training of Trainers**

After completion of the curricula and training materials, the teachers/trainers will be trained to deliver effective and qualified vocational trainings to the participants, to the Syrians and host community members. The required number of the trainers will be determined as a result of the discussions held during the inception phase of the Project. The trainers who are already working for the Public Education Centers and Vocational and Technical Anatolian High Schools will be prioritized in order to ensure the sustainability of the project outcomes and increase the outreach of the curricula and the training materials developed within the scope of the Project.

#### **Activity 1.2.4. Launch of the Renewable Training Programmes**

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<sup>43</sup> For details in Turkish please visit:

<http://hbogm.meb.gov.tr/modulerprogramlar/?q=68&alan=Yenilenebilir%20Enerji%20Teknolojileri>

<sup>44</sup> For instance, With Sunny Days, The Youth Looking Hopefully to the Future Project which is implemented by GÜNDER together with Mimar Sinan Vocational and Technical High School between 2016-2017.

In-classroom trainings are planned through Public Education Centers, Training/Vocational Training Centers (PECs) and vocational/technical high schools of the MoNE which are administered by the Directorate General of Life-Long Learning (DGoLLL) and Directorate General of Vocational and Technical Education, respectively.

In Turkey, in total of 992 different locations, the training and vocational training centers/public education centers are the primary centers of adult non-formal education. A wide range of courses are offered at these centers, including language skills and vocational education and trainings<sup>45</sup>. The number and locations of the available public education centers and Vocational and Technical Anatolian High Schools in Bursa, Konya, Kocaeli, Hatay and Mersin are provided in Table 3.

**Table 3:** Number of Public Education Centers and Vocational and Technical Anatolian High Schools in relevant provinces

Province	District	Number of Centres/Schools	Type	Branches available in the Schools
Bursa	Büyükorhan, Gemlik, Gürsu, Harmançık, İnegöl, İznik, Karacabey, Keles, Kestel, Mudanya, Mustafa Kemal Paşa, Nilüfer, Orhaneli, Orhangazi, Osmangazi, Yenişehir, Yıldırım	18	17 Public Education Center 1 Vocational and Technical High School	Solar and Wind Energy
Konya	Ahırlı, Akören, Akşehir, Altınekin, Beyşehir, Bozkır, Cihanbeyli, Çeltik, Çumra, Derbent, Derebucak, Doğanhisar, Emirgazi, Ereğli, Güneysınır, Hadim, Halkapınar, Hüyük, Ilgın, Kadınhanı, Karapınar, Karatay, Kulu, Meram, Sarayönü, Selçuklu, Seydişehir, Taşkent, Tuzlukçu, Yalıhüyük, Yunak, Akşehir, Ereğli, Karapınar, Selçuklu, Ahırlı	35	31 Public Education Center 4 Vocational and Technical High School	Solar and Wind Energy
Kocaeli	Başiskele, Çayırova, Darıca, Derince, Dilovası, Gebze, Gölcük, İzmit, Kandıra, Karamürsel, Kartepe, Körfez	15	12 Public Education Center 3 Vocational and Technical High School	Solar and Wind Energy
Mersin	Akdeniz, Anamur, Aydıncık, Bozyazı, Çamlıyayla, Erdemli, Gülnar, Mezitli, Mut, Silifke, Tarsus, Toroslar, Yenişehir	19	15 Public Education Center 4 Vocational and Technical High School	Solar and Wind Energy

<sup>45</sup> <http://mtegm.meb.gov.tr/kurumlar/?ara>



Hatay	Altınözü, Antakya, Arsuz, Belen, Defne, Dörtyol, Erzin, Hassa, İskenderun, Kırıkhan, Kumlu, Payas, Reyhanlı, Samandağ, Yayladağı	16	15 Public Education Center 1 Vocational and Technical High School	Solar and Wind Energy
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Upon the approval of newly developed Photovoltaic Solar Panels Installation and Integration of Hybrid (Solar-Wind) System Course Program by MoNE Department for Curriculum and Educational Materials, the project will deliver the training programme for the first group of participants from the Syrian refugees and Turkish host communities both in the selected provinces. This training programme will be delivered by using the curriculum and training materials developed by the project. In addition to theoretical and applied modules of the training programmes at the Vocational and Technical Anatolian High Schools and Public Education Centers as training venues and several field visits to the renewable energy sites and private sector companies' factories/complexes will be conducted during the delivery of the trainings under this activity.

The overall Component will be built on collated learning modalities. The training courses, for instance, will combine applied learning with traditional in-classroom training. Especially during the delivery of applied trainings, it requires the physical presence of teachers and trainees, to make optimal use of existing physical capacity and provision of quality educational content.

#### **Activity 1.2.5. Supply of Equipment**

Based on the feasibility study to be conducted in 5 provinces in coordination with MoNE, 5 RE Laboratories will be established in 3 Vocational and Technical Anatolian High Schools and 2 Public Education Centers including installation of solar panels and wind turbines as a part of the supply of equipment.

The goods to be purchased will ensure the participants of the trainings to receive sufficient knowledge and practical experience which will increase their employability in the field. Therefore, any procurements conducted under this activity will focus on skills improvement of both Syrians under Temporary Protection and Turkish Host Community Members to ensure easy access to labour market.

Considering the sustainability of the investments to establish RE laboratories, Vocational Schools, PEC's and venues of Chambers will be considered. UNDP will ensure the necessary procurement process and delivery of the goods to each province for the use of future training programs going to be conducted under the scope of this project.

#### **Activity 1.2.6. Transfer of RE Vocational Energy Training Modules to Online Platforms**

Taking into consideration COVID-19 pandemic and restrictions imposed to eliminate its impact, a blended learning modality which represents the combination of online and face-to-face trainings to the vocational trainings will be adapted as a pilot under this activity. As COVID-19 entails distance learning modalities, blended learning modality could be an efficient tool to improve and strengthen the vocational trainings provided by MoNE while engagement of private sector is fully ensured. A pilot of an innovative online/distance learning programme will be developed under this activity where physical presence of the teachers and trainees will not be required. This blended learning model in the age of digitalization will ensure innovative practices by aiming to be a pioneering activity in the field.

#### **Activity 1.2.7. Communications and Visibility**

UNDP will draw up a comprehensive visibility and communication plan for this project.

Within the scope of the visibility activities different communication tools such as short videos, project progress briefs, infographics, etc. will be designed and shared with wider audience including policy makers to demonstrate the value adding contribution of the project interventions for enhanced social cohesion among Syrians and host community members. In addition, an international conference with the participation of public bodies, INGOs, NGOs, academia and private sector in the field of RE will be organized for experience sharing globally.

### ***Output 2 – Feasibility Report***



The project will carry out a feasibility study for the existing public education centers and vocational education institutions (vocational education centers and vocational education schools). Training Centers / Vocational and Technical Anatolian High Schools. The feasibility study will look into the specific demands for public education centers and vocational education institutions (vocational education centers and vocational education schools.), including potential locations, capacities, job creation potential, required equipment, budget and sustainability.

The scope of the feasibility study is expected to include amongst others below issues;

- Identify whether there are existing centers that can be refurbished and assess if there is a need for the establishment of new centers;
- Identification of partners with the aim to cover multiple sub-sectors (i.e. solar power, wind energy, wave energy);
- Estimated job creation potential per region based on market demand;
- Assessment of existing and available curricula of the vocational schools and apprenticeship centers (vocational high schools, technical high schools and apprenticeship training centers, etc.) operated by the MoNE to identify to what extent the renewable energy related topics are included; and
- Assess and identify entry points to ensure trainings provided are gender sensitive.

The final state of the feasibility report which will be executed in line with the above mentioned (or further developed) issues will form the basis for the development of a ToR for potential future projects.

The activities of Output-1 and Output-2 will be implemented concurrently within 24 months.

### **Resources Required to Achieve the Expected Results**

The project will be financed by the Government of Korea (1,700,000.00 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 (i.e. National Implementing Model with full Country Office support).

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. Provision of qualified individual and/or corporate expertise support, access to national and international knowledge and cooperation networks
- ii. Transferring field level implementation experience into the project gained in other countries where UNDP operates,
- iii. Using the analysis and planning tools developed/supported by UNDP within local/regional development areas in planning, implementation and monitoring of project activities,
- iv. Synergy with Climate Change and Environment Portfolio;
- v. 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, and
- vi. 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 different completed and/or on-going projects of UNDP.

### **Partnerships**

The main stakeholders in addition to the implementing partner are private sector companies, universities, local governorates/municipalities, research institutes, development agencies, vocational high-schools, associations/foundations related to renewable energy sector and NGOs in Konya, Bursa, Kocaeli, Mersin and Hatay and other potential provinces where the activities will take place.



## Risks and Assumptions

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

- Relevant Government stakeholders continue their support to project activities;
- RE industries (PV, wind, etc.) are motivated enough to cooperate with the Project,
- Number and geographic distribution of Syrians remain stable during the implementation period so that local company needs and skills supply can match without need for people to move, and
- Host communities remain open to socio economic integration of Syrians.

Identified risks for smooth implementation of the project are listed below in Annex 2.

## Knowledge and Visibility

The project will produce several knowledge products which are listed below in Table .

**Table 4:** List of Deliverables

Knowledge Products	Timing	Expected Content
Baseline Study on the Current Situation/Demand Analysis of Renewable Energy Sector (Stakeholder Analysis Report)	After the completion of the meetings with all relevant parties	Information/data collected during the meetings from different stakeholders; Suggestions/recommendations on the basis of the curriculum and training materials to be developed for the vocational training.
Curriculum and Training Materials	After the completion of the stakeholder meetings	Curriculum and training materials that provide the scope of the courses to be provided, implementation strategies and time plans.
Report on Vocational Training in RE sector	After the completion of the all training sessions <i>Draft versions will be submitted while the training sessions are being applied and comments will be received from UNDP and the implementing partner before finalization.</i>	Details of the applied vocational trainings, <i>including locations, number of beneficiaries, content, challenges experienced during the implementation of the trainings, lessons learned, recommendations for the future trainings.</i>
Feasibility Report	After the completion of the all field visits <i>Draft versions will be submitted, and comments will be received from UNDP and the implementing partner before finalization.</i>	Provide guidance and scope for the future potential projects will be produced

In addition to the above listed deliverables, the reports and implemented activities will take a snapshot of the relevant sectors in Turkey with gaps and opportunities also will be providing relevant recommendations for improvement.

The project's visibility and communication strategy will be in line with UNDP's and the Government of Korea's visibility rules. All visibility and communication materials of the Project will be designed and developed by the Communication Team of the UNDP Syria Crisis Response and Resilience Portfolio and will be submitted to approval of the Government of Korea before public use.

The communication logic will be based on 360-degree strategic communication and will in a strong, tailored, targeted and positive tone. However, a more detailed project communication strategy will further be developed

during the project implementation period, effectively highlighting of the donor's contribution to the project and of the activities the project will implement.

The publications, knowledge and visibility materials produced will also be shared with UNDP's relevant global teams and units as well as during relevant local, national and international events around displacement.

### **Stakeholder Engagement**

The main stakeholders in the project are the Ministry of National Education (MoNE) Directorate General for Life-Long Learning; which will be the implementing partner, Directorate General for Vocational and Technical Education General Directorate and also local institutions such as; public education centers, Vocational and Technical Anatolian High Schools and vocational training centers in Konya and Bursa, local private sector actors, NGOs/ INGOs and academia.

The Project will be implemented for the benefit of minimum 500 Syrians and host community members (of which at least 25% women) who are over 18 years old, in terms of vocational training. In addition to the individual beneficiaries, the Project will establish relationships and work closely with local unions, vocational training centers and associations in renewable energy sector. The already established centers delivering vocational trainings on renewable energy or those which have potential to deliver (both governmental and private) are planned to be active stakeholders, as they are directly engaging or have potential to engage in vocational trainings in their respective provinces/regions.

### **Sustainability and Scaling Up**

The project is **innovative** in its focus on the renewable energy sector- which is largely uncovered by other 3RP partners and IFIs in Turkey in response to the Syria crisis. In addition to that, the outcomes of the project will form a critical basis (both in terms of experiences as well as deliverables) to scale up efforts with funding from other donors.

The project is also a **pilot project** through the feasibility assessments and the stakeholder meetings to be executed it will provide a basis for delivery of training at scale with additional resources. The project will also focus on blended training modalities as much as possible; for instance, online training for technical parts.

The project outputs and knowledge products will establish the necessary enabling environment for promotion of vocational training in renewable energy sector in Turkey. Therefore, the project is designed as a feasibility and demo application activity.

### **UNDP's added value**

Over the past 20 years, globally UNDP has mobilized around US\$2 billion in grant financing for sustainable energy projects in addition to 4,000 community-level small grant projects, with a total of more than US\$130 million in grant financing. This 20-year track record has created a unique base of institutional knowledge. UNDP Turkey has been implementing larger scale projects in close collaboration with both international and national partners on renewable energy and energy efficiency projects including industry, house appliances, buildings, and photovoltaic sectors.

UNDP Turkey currently implements the UNDP's Syria Crisis Response and Resilience Programme. The current project will be implemented in complementarity with other projects under the Programme and built on UNDP's global and country specific expertise on renewable energy and sustainable development. The UNDP Syria response programme has a current budget of 76M USD for 2018-2019 and is funded by the Governments of Japan, USBPRM, KfW and the EUTF MADAD (FRIT I). This integrated programme includes support to strengthening the capacities of municipalities for service delivery (including waste management), value chain development and livelihoods and decent job opportunities (including the establishment of a vocational training center operated with EU Funds-Instrument for Stability) and its longstanding work in the SEA region on social and economic empowerment. These will all be designed in a complementary manner, strengthening the response capacities at all level. In this sense, cooperation among different portfolios of UNDP and sharing the lessons learned in the field is very significant to ensure better implementation. Energy ecosystem in the world and Turkey is shifting towards a more sustainable approach. This also requires an integrated response to the energy related development challenges, in particular to renewable energy. Climate Change and Environment (CCE) Portfolio find solutions, works closely with a number of government agencies, municipalities, private sector partners and NGOs, to integrate environmental and sustainable development principles into national



and regional development policies and plans. In this sense, Syria Crisis Response and Resilience Portfolio has built a continuous communication with the Climate Change and Environment (CCE) Portfolio representatives and consultants. It evaluates the already existing strategies, principles and actions in the field and ensures the linkage with this project. Knowledge sharing, communication with the relevant actors and UNDP are the added values that will enhance coordination and ensure effective implementation of the project.

In addition to cross portfolio synergy, UNDP Turkey has also implemented large scale projects in close collaboration with both international and national partners on renewable energy and energy efficiency projects including industry, house appliances, energy sustainable buildings and photovoltaic sectors.

UNDP has a strong commitment to gender equality and women's empowerment- UNDP put gender equality and women's empowerment as a core issue in every stage of its projects. UNDP is a lead agency on the achievement of SDG 5 and considers gender as a core component cross cutting all other SDGs through a gender sensitive approach to all its support provided, including project and policy design as well as implementation. The project also aligns with the thematic objectives of Turkey for the implementation of the Gender Action Plan 2016-2020 on access to quality education and TVET, and empowerment.

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## **IV. PROJECT MANAGEMENT**

### **Cost Efficiency and Effectiveness**

The Project will build on existing national and local structures and capacities in Turkey especially those of the MoNE DGoLLL, Directorate General (DG) for Energy Affairs under MoENR and existing Public Education Centers and vocational education institutions (vocational education centers and vocational education schools) in project implementation provinces. This will enable the project implementation unit to have an efficiency in project management in terms of cost efficiency and effectiveness. Moreover, UNDP will adopt a programmatic 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.

The project will be implemented as part of UNDP's Syria Crisis Response and Resilience programme and will thereby leverage on existing management and staff capacities as well as projects funded under the programme by other donors. This includes, for instance, projects focusing on the facilitation of job creation and support to enhance the capacities of ISKUR on job placements, funded by the EU and KfW respectively. The project will also build on existing experience under the programme with the delivery of vocational training. Following a programmatic approach will also be relevant for procurement and other administrative issues, increasing cost efficiency of the project.

The current project is based on UNDP's resilience-based development approach, which has been UNDP's flagship response in several countries affected by the Syria crisis, including Jordan, Lebanon and Iraq. UNDP Turkey works in close partnership with its partner offices in those countries to share lessons learned.

### **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, with oversight of the Syria Programme Manager and the UNDP Senior Resilience Advisor.

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.



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## V. RESULTS FRAMEWORK

<b>Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:</b>					
<b>Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:</b>					
<b>Applicable Output(s) from the UNDP Strategic Plan:</b>					
<b>Project title and Atlas Project Number: Increasing Employability for Syrian Refugees and Turkish Host Communities in the Renewable Energy Sector / 00119651</b>					
EXPECTED RESULTS	OUTPUT INDICATORS	DATA SOURCE	TARGET		DATA COLLECTION METHODS & RISKS
			Year 1	Year 2	
<b>Component 1: Delivery of vocational training and skills certification for Syrian refugees and Turkish host communities in the renewable energy sector</b>	Indicator 1.1.1.1. Stakeholder Analysis Report Developed	Progress Reports	1	-	<i>In relation to project Monitoring and Evaluation (M&amp;E) tools</i>
	Indicator 1.1.1.2. Number of private sector company cooperated		50% of the registered private sector companies in respective provinces	50% of the registered private sector companies in respective provinces	<i>In relation to project Monitoring and Evaluation (M&amp;E) tools</i>
	Indicator 1.2.1 Number of training center (s) supported		-	5	<i>In relation to project Monitoring and Evaluation (M&amp;E) tools</i>
	Indicator 1.2.2.1 Number of Curricula Reviewed		5	-	<i>In relation to project Monitoring and Evaluation (M&amp;E) tools</i>
	Indicator 1.2.2.2. Number of Curricula Developed		1	-	<i>In relation to project Monitoring and Evaluation (M&amp;E) tools</i>



	Indicator 1.2.3 Number of trainers trained	-	41	<i>In relation to project Monitoring and Evaluation (M&amp;E) tools</i>
	Indicator 1.2.4. Number of trainees trained at the vocational training center(s) supported (at least 25 % are women)	-	500	<i>In relation to project Monitoring and Evaluation (M&amp;E) tools</i>
	Indicator 1.2.5. Supply of Equipment	-	5	<i>In relation to project Monitoring and Evaluation (M&amp;E) tools</i>
	Indicator 1.2.6 Number of Online Platform developed	-	1	<i>In relation to project Monitoring and Evaluation (M&amp;E) tools</i>
	Indicator 1.2.7 One international conference	-	1	<i>In relation to project Monitoring and Evaluation (M&amp;E) tools</i>
<b>Component 2: Feasibility Report</b>	2.1. Number of Feasibility Assessment Reports on Renewable Energy Sector	-	1	<i>In relation to project Monitoring and Evaluation (M&amp;E) tools</i>
				<i>Progress Reports</i>

## 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:

**Table 7: Monitoring Plan**

<b>Monitoring Activity</b>	<b>Purpose</b>	<b>Frequency</b>	<b>Expected Action</b>
<b>Track results progress</b>	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.	Yearly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.
<b>Monitor and Manage Risk</b>	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.	Once a year.	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.
<b>Learn</b>	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.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.
<b>Annual Project Quality Assurance</b>	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.	At the design and closure stage of the project	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
<b>Review and Make Course Corrections</b>	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.
<b>Project Report</b>	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)	
<b>Project Review (Project Board)</b>	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	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.



## VII. MULTI-YEAR WORK PLAN

Table 8: Multi-Year Work Plan

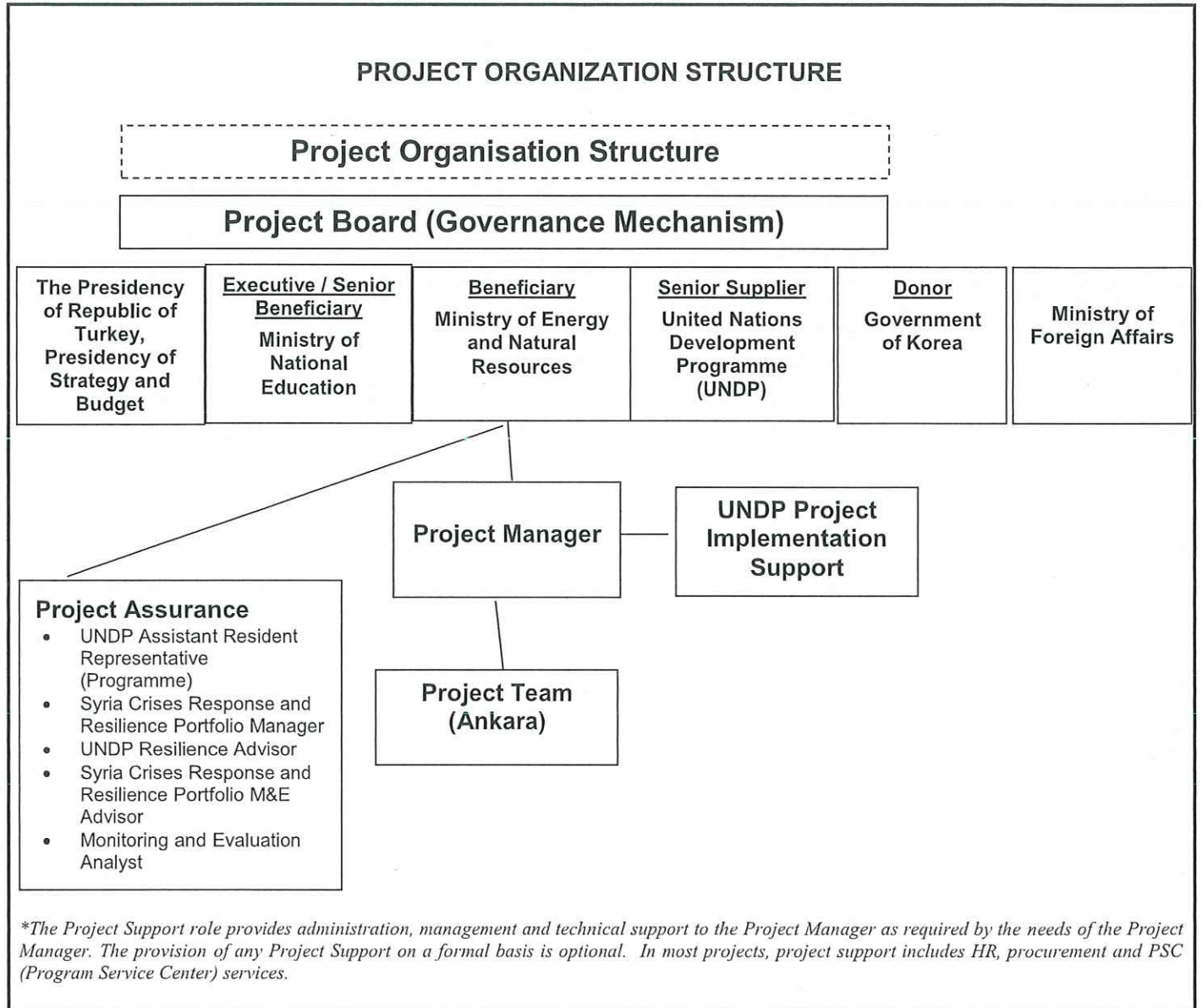
EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET				
		2020	2021		Fund	Donor	Budget Description	Description	Amount (USD)
Output 1: Delivery of vocational training and skills certification for Syrian refugees and Turkish host communities in the renewable energy sector	Output 1.1. Baseline Study on the Current Situation/Demand Analysis of Renewable Energy Sector				30000	Gov. of Korea	71400 Contractual Services – Individuals	UNDP and MoNE Staff directly responsible for the implementation of the project and execution of its activities	\$ 204,500.00
	Act 1.1.1. Stakeholder Consultation Meetings				30000	Gov. of Korea	71300 Short Term Consultants	Consultancy services for the provision technical support	\$ 45,000.00
	Output 1.2. Development of a Renewable Energy Training Programme				30000	Gov. of Korea	71600 Travel	Budget allocated for travel expenses directly related with the project.	\$ 42,000.00
	Act 1.2.1. Identification of the Location for the Training Programme and the Beneficiaries		\$ 65,903.03	\$ 1,433,171.04	UNDP & MoNE	30000	Gov. of Korea	64300 UNDP Support services	UNDP staff whom will provide administrative support procurement, administrative and activities related with the project
Act 1.2.2. Review and Development of the Curricula and Training Materials					30000	Gov. of Korea	73100 Rental and Maintenance Premises	Rent and consumables	\$ 24,000.00
	Act 1.2.3. Training of Trainers				30000	Gov. of Korea	74500 Sundries	Budget allocated for sundries such as essential equipment for UNDP and MoNE office	\$ 15,000.00
	Act 1.2.4. Launch of the Renewable Training Programmes				30000	Gov. of Korea	72100 Contr. Services-Companies	Amount dedicated to procurement of services such as publishing, visibility materials,	\$ 199,074.07





## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

This project will be implemented through a national implementation modality (NIM), with Ministry of National Education (MoNE) as the implementing partner. UNDP’s rules and regulations for programme management will apply throughout the project and UNDP will also provide direct project management support including procurement, financial management and strategic support.



**Figure 3 Project Organization Structure**

*\*The Project Support role provides administration, management and technical support to the Project Manager as required by the needs of the Project Manager. The provision of any Project Support on a formal basis is optional. In most projects, project support includes HR, procurement and PSC (Program Service Center) services.*

During the implementation phase of the Project, an Advisory Committee (AC) (composed of representatives of UNDP, MoNE, academicians, MoENR, NGOs (including GÜNDER, TWEA, MEKSA, GENSED, GÜYAD and private sector) will be established in order to receive technical input and guidance regarding the project activities, to follow-up the implementation process and prompt support for the bottlenecks of the Project (if any). The AC will be a platform meeting for the RE sector and other project partner representatives

and will form a basis for the design of future projects. The meeting frequency of the AC will be determined during the establishment period; however, it is expected that the AC can have ad hoc meetings in line with the needs of the Project, if required.

A Project Board (PB, also called Project Steering Committee) with representation from MoNE, Presidency of Strategy Budget, Ministry of Foreign Affairs, Ministry of Energy and Natural Resources, Government of Korea and UNDP will be set up to guide and oversee the implementation of the project. The PB will jointly decide on the critical aspects of the project, including possible synergies with other ongoing initiatives in the region. PB will also be monitoring the results achieved with the project.

The Donor, which is the Government of Korea for this project, becomes a natural member of the Project Board. In addition to the donor of the Project, the Presidency of the Republic of Turkey, the Presidency of Strategy and Budget (PSB) & Ministry of Foreign Affairs are also natural members of the Project Board. PSB is the Government coordinating agency of the UNDP in Turkey and ensures that all UNDP programmes are designed/implemented in line with national priorities. Ministry of Foreign Affairs gives final approval to all UNDP implemented projects, hence has an overall oversight function under each project.

In case consensus cannot be reached within the Board, the UNDP Resident Representative (or their designate) will mediate to find consensus and, if this cannot be found, will take the final decision to ensure project implementation is not unduly delayed.

The Project Board will:

When project is initiated:

- Provide general, high-level, strategic oversight to the project activities including financial oversight
- Agree on the Project Manager responsibilities, as well as the responsibilities of the other members of the Project team
- Delegate any Project Assurance function as appropriate.
- Review and appraise detailed Project Plans and AWP, including the risk log and the monitoring and communication plan.

During the implementation / running of the project, specific roles of the PB will include:

- Provide project and policy implementation oversight
- Provide overall guidance and direction to the project, ensuring it remains within specified constraints
- Approve annual work plans and budgets; and based on the approved annual work plans (AWP) authorize any major deviation from the approved work plans and budgets.
- Conduct meetings at least twice a year to review Project Progress Reports and provide direction and recommendations to ensure agreed deliverables are produced satisfactorily according to plans.
- Approve changes and amendments to the existing project document
- Consider recommendations from the Technical Working Group (if any).
- Monitor progressive achievement of project objectives and provide guidance on long term sustainability of the project's achievements
- Provide high-level quality assurance for project results and input and advice to on-going risk analysis.
- Undertake mobilization of funding for the project and consider funding for emerging issues.
- Invite representatives of other project beneficiaries to inform on their specific activities and needs.
- Provide overall guidance and direction to the project.
- Address project issues as raised by the Project Manager
- Provide guidance and agree on possible management actions to address specific risks.
- Agree on Project Manager's tolerances within the AWP.
- Conduct regular meetings to review the Project Annual Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner.



- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded.
- Assess and decide on project changes through revisions.

When the project is being closed:

- Review and approve the Final Project Review Report, including lessons learned.
- Commission project evaluation when required.
- Assure that all Project deliverables have been produced satisfactorily.
- Review and approve the Final Project Review Report, including Lessons-learned.
- Make recommendations for follow-on actions to be submitted to the Outcome Board.
- Commission project evaluation if it is required.
- Notify operational completion of the project to the Outcome Board

The PB will meet annually throughout project period. One of the quarterly meetings of the Project Board will be held together with the Advisory Committee to elaborate the initial results of the activities and meetings executed under Output 1.

The implementing partner (IP), which is MoNE – DGoLL for this project, will ultimately be responsible for the project implementation and will be supported by UNDP in terms of technical implementation. The IP's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The main responsibilities of MoNE are as follows;

- to ensure that there is a coherent management organization structure and logical set of plans,
- to set tolerances in the AWP and other plans as required for the Project Manager,
- to monitor and control the progress of the project at a strategic level,
- to ensure that risks are being tracked and mitigated as effectively as possible,
- to brief relevant stakeholders about project's progress, and
- to organize and chair Project Board meetings.

### **UNDP (Senior Supplier)**

The Senior Supplier, who is UNDP for this project, represents the interests of the parties which provide funding and/or technical expertise to the development project. UNDP's primary function within the Project Board is to provide guidance regarding the technical feasibility of the project. The main responsibilities are as follows;

- to make sure that progress towards the outputs remains consistent from the UNDP's perspective,
- to promote and maintain focus on the expected output(s)
- to ensure that the UNDP resources required for the project are made available,
- to contribute UNDP opinions on PB decisions on whether to implement recommendations on proposed changes, and
- to arbitrate on, and ensure resolution of, any UNDP priority or resource conflicts.

### **Project Assurance**

The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

Project Assurance has to be independent of the Project Manager; therefore, the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. At UNDP Project Assurance function belongs to

ARR/P, Portfolio Manager, M&E Analyst and M&E Advisor of Syria Crisis Response and Resilience Portfolio with a clear mandate for oversight and monitoring functions.

Project assurance can also include key staff in Beneficiary institutions that have a stake in the quality execution of the project. However, project assurance function cannot be assumed by Senior Executive since assurance function is to be carried out by an impartial party.

The Project will be led by a project manager who will be responsible for the day-to-day management of project implementation including administration and project finance. The Project Manager will be responsible for overall team management and supervision in both Ankara and field locations. The Project Manager will be the first responsible for project level reporting and support project specific donor engagement. Project Managers are also focal points for respective national level Government implementing partner.

Project's day-to-day implementation will be carried out by the Project team as well as UNDP staff providing direct project support. The indicative/tentative staffing arrangements for the Project along with the duty stations are demonstrated below, not including the UNDP staff providing support to the project:

**Table 9:** Project Staff

<u>Project Personnel</u>	<u>Duty Station(s)*</u>
<i>Project Manager</i>	Ankara
<i>Project Associate</i>	Ankara
<i>1 Project Assistant</i>	Ankara
<i>1 Project Assistant</i>	Ankara (at the MoNE)

UNDP has received total budget (USD 1,700,000) from the donor, Government of Korea, and will be responsible of making payments according to the needs of project activities (as outlined in budget section). 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 Micro Assessment study for the Ministry of National Education (MoNE) Directorate General for Life-Long Learning has been completed on -December 2019.



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## **IX. LEGAL CONTEXT**

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 Ministry of National Education (MoNE) (“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.

## X. RISK MANAGEMENT

### Government Entity (NIM)

1. Consistent with the Article III of the SBAA *[or 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/aa\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aa_sanctions_list.shtml).
4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

(a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

(b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.
5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:
  - i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
  - ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;
  - iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;



- iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
- v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

- 6. 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>).
- 7. 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.
- 8. 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.
- 9. 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.
- 10. 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).
- 11. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. 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.
- 12. 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.

- 13. 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.

14. 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.
15. 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.
16. 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.

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## **XI. ANNEXES**

- 1. Social and Environmental Screening Template**
- 2. Risk Analysis**
- 3. TORs of Key Management Positions**
- 4. Standard Letter of Agreement for Provision of Services Provided by UNDP**



## ANNEX [I]. SOCIAL AND ENVIRONMENTAL SCREENING TEMPLATE

## Project Information

<b>Project Information</b>	
1. Project Title	Increasing Employability for Syrian Refugees and Turkish Host Communities in the Renewable Energy Sector
2. Project Number	00111614
3. Location (Global/Region/Country)	Konya, Bursa, Kocaeli, Mersin and Hatay

## 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 focuses on the delivery of vocational training and skills certification for Syrians and Turkish host communities in the renewable energy sector and will benefit an estimated minimum 500 people. The vocational training and certifications are expected to increase employability of the beneficiaries and access to available job opportunities in the renewable energy sector. Besides, the project also aims to strengthen the social cohesion between the Syrians and host community members. Within the framework of this project, in line with UNDP's resilience-based development approach, the project is designed to benefit individuals from both communities and to provide institutional support through the assessment and development of training materials.

The project will target Syrians (over the age of 18) identified as less vulnerable Emergency Social Safety Net (ESSN) beneficiaries with 'high' or 'some' productive capacity (as per the analysis of ESSN beneficiaries' vulnerability) as well as Turkish youth as members of the host communities (of which at least 25% women). Due attention will be given to proper outreach, awareness raising around the Project and selection criteria. The selection criteria will be determined in line with the information and views received through the stakeholder meetings.

The project will apply a human rights-based approach, in its aim to improve access to basic services for all and ensure that Syrians under Temporary Protection have access to same quality of services and opportunities as Turkish host community members.

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

The Project will provide trainings to and facilitate job replacement of minimum 500 Syrian and host community members over the age of 18 and of which at least 25 % will be women. The Project includes specific measures targeting women and providing gender sensitive support and gender sensitive monitoring. During the life of the project, monitoring study service and gender advice of a gender expert will be received.



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

The resilience-based development approach complements, but is distinct from humanitarian support by focusing, amongst others, on: i) creating a basis to transition towards sustainable development and support self-reliance for the refugees wherever possible. This includes labor supply and demand side to strengthen self-reliance and socio-economic integration; ii) cooperation with and delivery through local partners, particularly municipalities; and iii) all activities are environmentally friendly, some of which contribute actively to environmental sustainability.

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

<p><b>QUESTION 2: What are the Potential Social and Environmental Risks?</b>  <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><b>QUESTION 3: What is the level of significance of the potential social and environmental risks?</b>  <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>	<p><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></p>	
<p><b>Risk Description</b></p>	<p><b>Impact and Probability (1-5)</b></p>	<p><b>Significance (Low, Moderate, High)</b></p>	<p><b>Comments</b></p>
<p>Risk that duty-bearers 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.</p>
<p>Risk that rights-holders do not have the capacity to claim their rights</p>	<p>I= 4 P= 2</p>	<p>Moderate</p>	<p>The project will work in close collaboration with the Ministry of National Education, a trusted partner for UNDP.</p> <p>The project will also address the issues that relate to increasing of the outreach of service providers to the</p>



		rights and services provided by the public service providers.	Syrian populations as well as their awareness, to ensure that they can claim such services.
<b>QUESTION 4: What is the overall Project risk categorization?</b>			
Select one (see <u>SESP</u> for guidance)			<b>Comments</b>
<i>Low Risk</i>	<input checked="" type="checkbox"/>		The project aims to reduce the risks and mitigate the impact of the Syrian crisis. The objective is to increase inclusiveness of the services provided as well as support sectors that provide a higher potential of labor absorption for the Syrian population. The interventions do not pose significant risk.
<i>Moderate Risk</i>			
<i>High Risk</i>			
<b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</b>			
Check all that apply			<b>Comments</b>
<i>Principle 1: Human Rights</i>			<input checked="" type="checkbox"/>
<i>Principle 2: Gender Equality and Women's Empowerment</i>			<input type="checkbox"/>
<i>1. Biodiversity Conservation and Natural Resource Management</i>			<input type="checkbox"/>
<i>2. Climate Change Mitigation and Adaptation</i>			<input type="checkbox"/>
<i>3. Community Health, Safety and Working Conditions</i>			<input type="checkbox"/>
<i>4. Cultural Heritage</i>			<input type="checkbox"/>
<i>5. Displacement and Resettlement</i>			<input type="checkbox"/>
<i>6. Indigenous Peoples</i>			<input type="checkbox"/>

	<i>7. Pollution Prevention and Resource Efficiency</i>	<input type="checkbox"/>	
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**Final Sign Off**

<i>Signature</i>	<i>Date</i>	<i>Description</i>
QA Assessor <i>Arda Saygın Köstem</i>	18/02/2021	<i>Arda Saygın KÖSTEM, UNDP Portfolio Manager</i>
QA Approver <i>Öykü</i>	18/02/2021	<i>Öykü ULUÇAY, UNDP M&amp;E Analyst</i>
LPAC Chair <i>Seher Alacaci</i>	18/02/2021	<i>Seher ALACACI ARINER, UNDP Assistant Resident Representative - Programme</i>

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

Checklist Potential Social and Environmental <u>Risks</u>	Answer (Yes/No)
<b>Principles 1: Human Rights</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?	No
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>46</sup>	No
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
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?	No
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	Yes
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	Yes
7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
<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?	No
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?	No
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?	No
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>	No

<sup>46</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. 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.



<b>Principle 3: Environmental Sustainability:</b> <i>Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below</i>		
<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>		
1.1	<p>Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?</p> <p><i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i></p>	No
1.2	<p>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?</p>	No
1.3	<p>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)</p>	No
1.4	<p>Would Project activities pose risks to endangered species?</p>	No
1.5	<p>Would the Project pose a risk of introducing invasive alien species?</p>	No
1.6	<p>Does the Project involve harvesting of natural forests, plantation development, or reforestation?</p>	No
1.7	<p>Does the Project involve the production and/or harvesting of fish populations or other aquatic species?</p>	No
1.8	<p>Does the Project involve significant extraction, diversion or containment of surface or ground water?</p> <p><i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i></p>	No
1.9	<p>Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)</p>	No
1.10	<p>Would the Project generate potential adverse transboundary or global environmental concerns?</p>	No
1.11	<p>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?</p> <p><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></p>	No

<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1	Will the proposed Project result in significant <sup>47</sup> greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
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>	No
<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?	No
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)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
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)?	No
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?	No
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)?	No
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)?	No

<sup>47</sup> In regard 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.]



<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)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
<b>Standard 5: Displacement and Resettlement</b>		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
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)?	No
5.3	Is there a risk that the Project would lead to forced evictions? <sup>48</sup>	No
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?	No
<b>Standard 6: Indigenous Peoples</b>		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
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>	No
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?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No

<sup>48</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.

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?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
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?	No
<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?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
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>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

*NB Please note that comprehensive stakeholder consultations are planned as part of the project itself, as a basis for further adjust the design. This will include also consultations with individual and community level beneficiary representatives.*



## ANNEX III. RISK ANALYSIS

Award ID: 00111614						
Project Title: Increasing Employability for Syrian Refugees and Turkish Host Communities in the Renewable Energy Sector						
d #	Description	Date Identified	Type	Impact & Probability	Counter measures & Management response	Status
1	Not being able to reach out to desired number of participants to the vocational trainings	June 2021	Operational	P = 1 I = 5	Close collaboration with local institutions and relevant NGOs to reach out to the right profile of target groups through community centers and proactive announcements of training courses including online channels and social media means.  The project will target minimum 500 beneficiaries, including both Syrian and host community members. The	December 2020  Project Manager  Project Team  N/A

					project will aim for 50-50%. The trainings will primarily focus on unskilled labor (i.e. including beneficiaries with some vocational or high school training) and population over 18 years old. The selection criteria will be further defined during the inception phase.						
3	Low level engagement in vocational trainings	February 2021	Operational	P = 1 I = 5	Development of curricula which is convenient to all participants from different backgrounds, age groups and capabilities.	Project Team	Project Manager	December 2020	N/A		
4	Delays in mobilization of trainers and scheduling of trainings	December 2020	Operational	P = 1 I = 5	Ensure regular coordination with MoNE at headquarters and provincial levels through establishing a joint coordination group composed of UNDP project	Project Team	Project Manager	December 2020	N/A		



5	Official procedures for the approval of the curriculums by MoNE (if required) may take long time	December 2020	Organizational	P = 1 I = 4	Close follow up and early/timely inclusion of MoNE to the project and incorporate their inputs.	Project Team and MoNE	Project Manager	December 2020	N/A				

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**ANNEX[III] TORS OF KEY MANAGEMENT POSITIONS**

**TERMS OF REFERENCE OF PROJECT MANAGER**

<b>JOB DESCRIPTION</b>	
<b>Agency</b>	UNDP
<b>Title</b>	Project Manager
<b>Practice Area - Job Family</b>	Crisis Prevention and Recovery
<b>Duty Station</b>	Ankara, Turkey
<b>Education &amp; Work Experience</b>	G-Bachelor's Level Degree - 12-year(s) experience I-Master's Level Degree - 10-year(s) experience
<b>Languages</b>	English, Turkish
<b>Grade</b>	SB5
<b>Vacancy Type</b>	Service Contract (SC)
<b>Posting Type</b>	External
<b>Bureau</b>	Europe & the CIS
<b>Contract Duration</b>	24 months (Maximum 24 months, based on the satisfactory performance and availability of funding.)
<i>Turkish Nationals only</i>	
<p><b>Background</b></p> <p>Turkey is the country with the highest number of refugees in the world. The current number of registered Syrians under temporary protection is almost <b>3.6 million</b> (<i>DGMM, September 2019</i>). Around <b>97 percent</b> of the refugees live outside the camps, majority concentrated around the border provinces, with significant impact on national/local labor market. This creates additional demand for services to be delivered by service providers, i.e. national and local governments. Syrians are mainly located in <b>Southeast Anatolia region</b> bordering Syria, but as the crisis is prolonged, the population expands to other regions as well.</p> <p>Within the scope of Syria Crisis Response and Resilience Programme of UNDP Turkey CO, two projects will be implemented in line with the UNDP strategic objectives and national development strategies and policies. One project focuses on the delivery of vocational training and skills certification for Syrians and Turkish host communities in the renewable energy sector – including solar power and wind energy. that will be financed by Government of Korea and implemented in partnership with Ministry of National Education. Second project aims to improve local solid waste management and waste segregation operations with community involvement and income generation activities that will be financed by United States Bureau of Population Refugees and Migration and implemented in partnership with Ministry of Environment and Urbanization.</p> <p>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. Projects will be implemented in Bursa and Konya (can be updated in line with the requirements of the Projects).</p>	



**Overview of assignment**

Under the supervision of UNDP Syria Crisis Response and Resilience Portfolio Manager, the Project Manager, duty-stationed in Ankara, coordinates administrative, operational and financial aspects of the concerned projects with a view to ensure full compliance with the terms and conditions of concerned agreements signed with the donors and implementing partners.

S/he is responsible for organizing and facilitating the work of the technical assistance teams and managing support staff of the projects with a view to ensure that the technical assistance teams are provided with timely and high quality operational and managerial support. S/he is also expected to contribute to establishment and maintenance of inter-institutional networks and development of cluster and project-based knowledge building/management tools.

The Project Manager is responsible for implementing projects activities in a timely manner according to the projects plans and UNDP's programme procedures and delivering high-quality outputs in a variety of project implementation processes.

The Project Manager works in close collaboration with the other sections to ensure smooth and timely management of inputs as well as other Project and Programme staff to coordinate activities and seek synergies.

**Duties and Responsibilities**

The SC is expected to assume the following tasks

<b>Measurable Outputs</b>	<b>Key Results Expected/Major Functional Activities</b>	<b>% of time</b>
1. Implementation and quality assurance of project activities, in line with donor regulations and UNDP programme procedures and agreed timelines for the Project.	<ul style="list-style-type: none"> <li>• Day to day project management and timely implementation of project activities;</li> <li>• Efficient and effective implementation of the agreements between UNDP and the contracting authorities and other signatories (such as governmental bodies etc.);</li> <li>• Quality assurance of the Project activities in line with donor regulations and UNDP programme procedures and agreed timelines for the Project.</li> </ul>	40
2. Coordinating administrative, operational and financial aspects of the project with ensuring full compliance with the terms and conditions of concerned agreements signed with the donors and implementing partners;	<ul style="list-style-type: none"> <li>• Ensure sound financial/ budget management with the assistance of the related support staff of the Project and/or other the UNDP staff designated for financial/administrative issues</li> <li>• Procurement oversight of the Project, with assistance of the related Project support staff and in cooperation with the UNDP procurement unit. The Project Manager will specifically focus on quality control of the content and technical aspects of the procurement process;</li> <li>• Monitoring of Project implementation;</li> <li>• Development of ToRs for national and international experts, relevant for the Project;</li> <li>• Participate in Project Steering Committee meetings and provide the representatives of the relevant members with progress and plans;</li> </ul>	20

	<ul style="list-style-type: none"> <li>Establish and maintain strategic partnerships with relevant national and local counterparts, in close cooperation with the ARR and Syria Crisis Response Portfolio manager.</li> </ul>	
3. Management and supervision of the technical team to ensure high quality operational and managerial support for the project;	<ul style="list-style-type: none"> <li>Supervision of the Project team, including project staff and short-term consultants with respect to project monitoring and implementation;</li> <li>Develop annual work plans and produce project progress reports, in consultation with the project team;</li> <li>Ensure project resources are planned and disbursed efficiently and effectively as per the approved timeframe of the Project;</li> <li>Management of individual consultancies of the Project, including development of ToRs and technical specifications, contract management etc., and quality assurance of deliverables.</li> </ul>	20
4. Component level reporting and support on specific donor engagement;	<ul style="list-style-type: none"> <li>Ensure timely and high-quality reporting by compiling required information and inputs from the Project team, incorporating financial data, following-up on comments of the Project partners, and finalizing the reports;</li> <li>Provision of managerial, operational, administrative and financial guidance to the Project team of the concerned projects;</li> <li>Provide inputs to the development reporting tools for the Project;</li> </ul>	10
5. Maintain relationships with national and local Government partners and contribute to the establishment of inter-institutional networks and knowledge management	<ul style="list-style-type: none"> <li>Follow the national debates on socio-economic development and the response to the Syria crisis in Turkey;</li> <li>Identification and synthesis of good practices and lessons learned directly linked to the Project</li> <li>Alignment of Project implementation with relevant Government policies and institutions;</li> <li>Establishment of advocacy networks at national level and linked to international networks.</li> <li>Provide inputs to the development of knowledge management tools for the Project.</li> </ul>	10
<p><b>Reporting Structure</b> The Project Manager reports to UNDP Syria Crisis Response and Resilience Portfolio Manager.</p> <p><b>Performance Indicators for Evaluation of Result</b></p> <ol style="list-style-type: none"> <li>Qualitative inputs provided for design, implementation and monitoring project activities in line with AWP and designated financial resources.</li> </ol>		



2. Project activities organized in a timely manner; qualitative inputs prepared to project reports; high-quality correspondence, briefs, reports prepared.
3. Provision of high-quality services for management and coordination of the project activities.
4. Conduct of inter-institutional networks

#### Competencies

- Minimum 5 (five) years of hands-on experience in management and implementation of development projects and/or coordination of initiatives,
- Minimum 3 (three) years of hands-on experience in local and/or regional socio-economic development projects,
- Prior experience with project management and/or implementation in the area of employment services;
- Prior experience in international organization or private sector

#### Assets

- Prior experience with project implementation related to the Syria response in Turkey
- Prior experience with project team management
- Prior experience with internationally funded projects

#### Required Skills and Experience

<b>Education</b>	Master's Degree in economics, social sciences, management, engineering or any other relevant discipline (In the absence of a Master's Degree, 2 additional years of working experience is required along with a Bachelor's degree.)
<b>Experience</b>	10 years of relevant working experience (SB5)
<b>Language requirements</b>	Fluent written and spoken English and Turkish
<b>Computer skills</b>	Microsoft Office, Windows-based applications, integrated web-based management systems, spreadsheets and databases
<b>Nationality</b>	Turkish

#### Disclaimer

##### *Important applicant information*

All posts in the SC categories are subject to local recruitment.

##### *Applicant information about UNDP rosters*

Note: UNDP reserves the right to select one or more candidates from this vacancy announcement. We may also retain applications and consider candidates applying to this post for other similar positions with UNDP at the same grade level and with similar job description, experience and educational requirements.

##### *Workforce diversity*

UNDP is committed to achieving diversity within its workforce, and encourages all qualified applicants, irrespective of gender, nationality, disabilities, sexual orientation, culture, religious and ethnic backgrounds to apply. All applications will be treated in the strictest confidence

##### *Scam warning*

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**TERMS OF REFERENCE OF PROJECT ASSOCIATE**

<b>JOB DESCRIPTION</b>	
<b>Agency</b>	UNDP
<b>Title</b>	Project Associate
<b>Practice Area - Job Family</b>	Crisis Prevention and Recovery
<b>Duty Station</b>	Ankara, Turkey
<b>Education &amp; Work Experience</b>	SB3-Bachelor's Level Degree - 12-year(s) experience I-Master's Level Degree - 10-year(s) experience
<b>Languages</b>	English, Turkish
<b>Grade</b>	SB3
<b>Vacancy Type</b>	Service Contract (SC)
<b>Posting Type</b>	External
<b>Bureau</b>	Europe & the CIS
<b>Contract Duration</b>	12 months (May be extendable based on performance and the project duration)
<i>Turkish Nationals only</i>	
<p><b>Background</b>  UNDP Turkey works for progress in four core areas:</p> <ol style="list-style-type: none"> <li>1) inclusive and democratic governance,</li> <li>2) inclusive and sustainable growth,</li> <li>3) climate change and environment,</li> <li>4) Syria crisis resilience and response.</li> </ol> <p>In addition to these core areas, UNDP Turkey is emphasizing the role of women, private sector, capacity development, and information and communication technology in its policies and programmes. To achieve progress in these areas, UNDP seeks to establish partnerships with the central government, local administrations, civil society, academia and private sector to strengthen its contribution to Turkey's development. UNDP works closely with line ministries to support the efficient implementation of development projects and programmes. UNDP Turkey also collaborates with other UN agencies present in Turkey to maximize the impact of the UN's activities in the country, including through joint initiatives on women, youth, internally displaced persons and the Sustainable Development Goals.</p> <p>As of March 2020, Turkey hosts around <b>3,5 million</b> Syrians under Temporary Protection.<sup>49</sup> Turkey currently hosts the largest refugee population in the world and continues to demonstrate strong national ownership of the response. The Government of Turkey provides a rights-based legal framework through the Temporary Protection regulation, which offers access to education, health care, employment and</p>	

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<sup>49</sup> Official data Directorate General for Migration Management, Turkey, March 2020.

social security to Syrians. It is estimated that by the beginning of 2019, the Government of Turkey (GoT) has spent USD 35 billion overall for its support to host the Syrians.

Currently, out of the 3,5 million registered Syrians, more than **97%** million live amongst Turkish host communities<sup>50</sup>. 45% of the Syrians are concentrated in 4 provinces in the South East. Within these provinces, there are four municipalities in Turkey, across or close to the Syrian border, each hosting more than 100,000 Syrians. In these cities, the ratio of the Syrian population to that of host communities is higher than 20%, including Kilis, Hatay, Gaziantep and Şanlıurfa<sup>51</sup>. In addition to that, cities like Istanbul, Konya, Bursa and Izmir are increasingly hosting large numbers of Syrians as well. The large concentration of Syrians in certain areas has increased competition over access to services as well as for instance jobs and livelihoods opportunities, which has affected social cohesion.

The renewable energy sector contributes, amongst others, to sustainable economic growth through the jobs they provide during the installation, operation and maintenance phases. Because renewable energy systems do not require to be connected to a transmission system (which is the case for oil for instance), energy can be provided in hard to reach locations. During the power generation from renewable energy resources, the negative contribution to the environment is relatively low due to their CO2 emissions which is much less than fossil fuels such as coal, oil and natural gas. As for the spatial dimension, renewable energy provides a benefit especially at the local level by meeting users with their own energy needs.

UNDP supports the Government of Turkey to respond to this large-scale displacement through its Syria Crisis Response and Resilience Programme in Turkey to strengthen the resilience of refugees, host community members, local municipalities and relevant national institutions to cope with and recover from the impact. UNDP's resilience response strategy is to invest in existing national and local systems to ensure they can adequately serve both host and refugee communities.

As a part of this programme, UNDP will implement the "Increasing Employability for Syrian Refugees and Host Communities in the Renewable Energy Sector" (hereinafter referred to as "the Project"), funded by the Government of Korea in response to the Syrian crisis. The project aims to deliver 2 main outputs:

**Component 1:** Enhanced employability through vocational training and skills certification, in the renewable energy sector (solar and wind energy in particular), for an estimated 500 Syrians and Turkish host communities (men and women)

**Component 2:** Feasibility report for the existing training/vocational training centers/ Vocational and Technical Anatolian High Schools. The overall budget for the Project is 1 million euros to be implemented in 2020-2021. UNDP will recruit a Project management team for the Project.

The implementing partner of the Project is the Ministry of National Education Directorate General for Life-Long Learning.

#### **Overview of assignment**

Under the supervision of the Project Manager the Project Associate will be based in Ankara and responsible for mid-level Project administration of the Project. Main responsibilities of the Project associate include day to day project monitoring, administration and reporting along with the organization of Project events (including coordination of events associated with communication and visibility of the Project). S/he is also responsible from providing administrative support to Projects implemented under Syria Crisis Response and Resilience Programme.

<sup>50</sup> Mostly in the South East, particularly Gaziantep, Kilis, Şanlıurfa, and Hatay.

<sup>51</sup> Republic of Turkey – Ministry of Interior Directorate General of Migration Management, Statistics – March 2020.



The Project Associate works in close collaboration with the Operations colleagues under the Project to ensure smooth and timely management of inputs as well as other Project Associates under the Syria Crisis Response and Resilience Programme.

#### Duties and Responsibilities

The SC is expected to assume the following tasks

Measurable Outputs	Key Results Expected/Major Functional Activities	% of time
<b>1. Project planning and AWP formulation supported</b>	<ul style="list-style-type: none"> <li>• Prepares inputs to formulation of AWPs, planning and sequencing of activities. Provides inputs to detailed implementation plans.</li> <li>• Assists in formulation of budgets.</li> <li>• Assists in periodic revision of AWPs and procurement plans, in cooperation with the Project procurement officers</li> </ul>	<b>20</b>
<b>2. Support provided to timely Project implementation according to AWP (one project or cluster of projects)</b>	<ul style="list-style-type: none"> <li>• Plans and organizes implementation of project activities according to AWP and project budget.</li> <li>• Prepares inputs and provides support to organization of Project Steering Committee meetings.</li> <li>• Organizes and coordinates project meetings, reviews and site visits.</li> <li>• Organizes project events (meetings, workshops, visibility events, seminars and training).</li> <li>• Supports monitoring of performance of contractors (consultants, companies etc.).</li> <li>• Prepares inputs to reports and compilation of Project reports according to the project document in line with donor requirements</li> <li>• Prepares inputs to ATLAS project management module.</li> <li>• Drafts correspondence, notes, briefs and other materials and documentation.</li> <li>• Implements project-specific communications plans by preparing materials and inputs for the website and organizing events.</li> <li>• Liaise with implementing partner to ensure proper communication for the implementation of the project activities</li> </ul> <p><b>ATLAS profile: General User</b></p>	<b>40</b>
<b>6. 3. Project inputs administered timely and</b>	<ul style="list-style-type: none"> <li>• Prepares inputs for the Project Procurement Plans</li> </ul>	<b>40</b>



<p><b>efficiently according to project plans and UNDP procedures</b></p>	<ul style="list-style-type: none"> <li>• Administer project inputs timely and efficiently according to project plans and UNDP procedures</li> <li>• Prepares inputs to ToRs, technical specifications, RFP/RFQ, bills of quantities</li> <li>• Assists in evaluation of bid and offers, compiles and prepares documentation (bid opening report, evaluation and selection reports).</li> <li>• Assists in selection of project experts and consultants and participates in selection process.</li> <li>• Prepares Request for Direct Payment (RDP) for signature with the guidance of the Budget/ Finance officer</li> <li>• Documents files for the Project.</li> </ul> <p><b>ATLAS profile: General User</b></p>	
<p><b>Reporting Structure</b> The Project Associate reports to Project Manager of the Project.</p> <p><b>Performance Indicators for Evaluation of Result</b></p> <ol style="list-style-type: none"> <li>1. Qualitative inputs provided for project formulation, AWP and budgets; timely LPACs organized.</li> <li>2. Project activities organized in a timely manner; qualitative inputs prepared to project reports; high-quality correspondence, briefs, reports prepared.</li> <li>3. Timely and qualitative inputs prepared to procurement process; canvassing carried out correctly according to UNDP rules; selection processes carried out in a timely manner; RDPs prepared correctly.</li> </ol>		
	<p><b>Minimum Requirements</b></p>	<p><b>Assets</b></p>
<p><b>Education</b></p>	<ul style="list-style-type: none"> <li>• Bachelors' degree in economics, management, engineering, social sciences or any other relevant discipline</li> </ul>	<ul style="list-style-type: none"> <li>• Master's Degree in relevant field is an asset.</li> </ul>
<p><b>Experience</b></p>	<ul style="list-style-type: none"> <li>• 6 (six) years of relevant working experience (SB3)</li> <li>• Minimum 3 (three) years of experience in project cycle management in the public or private sector or international organizations.</li> <li>• Experience in organizing and coordinating events and activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Prior experience with administrative and financial aspects of projects</li> <li>• Prior experience implementing project activities</li> <li>• Prior experience working with relevant governmental partners</li> </ul>

<b>Language Requirements</b>	<ul style="list-style-type: none"> <li>• Fluent written and spoken English and Turkish</li> </ul>	
<b>Computer Skills</b>	<ul style="list-style-type: none"> <li>• Microsoft Office, Windows-based applications, integrated web-based management systems, spreadsheets and databases.</li> </ul>	
<b>Nationality</b>	Turkish	

**Disclaimer*****Important applicant information***

All posts in the SC categories are subject to local recruitment.

***Applicant information about UNDP rosters***

Note: UNDP reserves the right to select one or more candidates from this vacancy announcement. We may also retain applications and consider candidates applying to this post for other similar positions with UNDP at the same grade level and with similar job description, experience and educational requirements.

***Workforce diversity***

UNDP is committed to achieving diversity within its workforce, and encourages all qualified applicants, irrespective of gender, nationality, disabilities, sexual orientation, culture, religious and ethnic backgrounds to apply. All applications will be treated in the strictest confidence

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## TERMS OF REFERENCE OF PROJECT ASSISTANT

<b>Prepared by:</b>	Host organization in coordination with the UNDP Country Office/UNV Field Units or UNV Focal Points
<b>VMC process:</b>	Request for the services of a UN Volunteer. The Description of Assignment (DOA) is provided on a standard UNV form which is available at any UNDP Country Office or from UNV Headquarters. This form should be completed in full, providing concise information on the project and a clear description of the UN Volunteer's assignment tasks as well as embedding volunteerism for development as per guidelines.
<b>Purpose:</b>	Provide UNV HQ and the UNV candidate with information on key elements of the UNV assignment, including required competencies, roles and responsibilities of the future UN Volunteer. Serve as basis for the identification, submission and interview of UN Volunteer candidates.
<b>Format:</b>	Description of Assignment
<b>Guidelines on embedding Volunteerism for Development into the standard Description of Assignment for UN Volunteers</b>	
<p>Promoting volunteerism for peace and development is an integral part of every UN Volunteer assignment. The Description of Assignment (DOA) needs to outline ways to promote volunteerism for development through and alongside the UN Volunteer assignment.</p> <p>Assignments in the fields of agriculture, HIV/AIDS, community mobilization, human rights, civil or humanitarian affairs should all provide ample opportunities for demonstrating that volunteerism contributes directly to development. For all these areas of specialization the promotion of volunteerism for development should not be expressed solely through a number of bullet points in the DOA template but should be clearly mainstreamed within the DOA. The promotion of volunteerism for development, engaging in volunteering activities, building volunteering-based partnerships, and/or mobilizing local communities needs to permeate UN Volunteer assignments and be carried out within the context of their duties.</p> <p>Volunteerism for development is a means to achieve the overarching objective of the assignment; therefore, the DOA should include specific tasks related to the promotion of volunteerism for development tailor-made to the specific position. UNV encourages the inclusion of volunteerism for development in all areas of UN Volunteers' work while, at the same time, recognizing that not all assignments easily lend themselves to the pursuit of volunteerism within their framework. For such DOA where the volunteerism for development cannot be mainstreamed, we suggest the inclusion of a number of bullet points that pursue the promotion of volunteerism for development throughout the assignment in addition to the bullet points indicated in the DOA template. Those bullet points could include:</p> <ul style="list-style-type: none"> <li>• Networking and building relationships with local organizations, groups or individuals and supporting and/or participating in local volunteering initiatives;</li> <li>• Encouraging, mobilizing and supporting co-workers, fellow UN Volunteers and members of the local community to play an active part in development on a voluntary basis;</li> <li>• Initiating and/or participating in local volunteer groups, including assisting them in submitting stories and experiences to the World Volunteer Web site;</li> <li>• Discussing with supervisors on how volunteerism for development can be mainstreamed through the assignment and integrating activities that promote volunteerism for development into work plans.</li> </ul> <p>Building on this DOA template will ensure further advocacy through the promotion of volunteerism within the programme/project and within the context of the assignment. Including in DOA gives greater recognition and legitimacy to this commitment with concerned host organizations and partners.</p>	



<b>DESCRIPTION OF ASSIGNMENT</b>	
<b>Preamble:</b>	
<p>The United Nations Volunteers (UNV) programme is the UN organization that promotes volunteerism to support peace and development worldwide. Volunteerism can transform the pace and nature of development and it benefits both societies at large and the individual volunteer. UNV contributes to peace and development by advocating for volunteerism globally, encouraging partners to integrate volunteerism into development programming, and mobilizing volunteers.</p> <p>In most cultures volunteerism is deeply embedded in long-established, ancient traditions of sharing and support within the communities. In this context, UN Volunteers take part in various forms of volunteerism and play a role in development and peace together with co-workers, host agencies and local communities.</p> <p>In all assignments, UN Volunteers promote volunteerism through their action and conduct. Engaging in volunteer activity can effectively and positively enrich their understanding of local and social realities, as well as create a bridge between themselves and the people in their host community. This will make the time they spend as UN Volunteers even more rewarding and productive.</p>	
<b>1. Type of Assignment:</b>	National UN Youth Volunteer
<b>2. Type of Assignment Place:</b>	Family Duty Station
<b>3. Assignment Title:</b>	Project Assistant
<b>4. Link with UNV Strategic Framework:</b>	National Capacity Development through volunteer schemes
<b>5. Duty Station, Country:</b>	Ankara, Turkey
<b>6. Expected contract end date:</b>	Until 31 May 2021 <i>Extendable based on performance and the project duration.</i>
<b>7. Expected Starting Date:</b>	As soon as possible
<b>8. Host Agency/Host Institute:</b>	UNV/UNDP
<b>9. Organizational Context/Project:</b>	
<p>UNDP Turkey works for progress in four core areas:</p> <ol style="list-style-type: none"> <li>1) Inclusive and Democratic Governance;</li> <li>2) Inclusive and Sustainable Growth;</li> <li>3) Climate Change and Environment; and</li> <li>4) Syria Crisis Response and Resilience.</li> </ol> <p>In addition to these core areas, UNDP Turkey is emphasizing the role of women, private sector, capacity development, and information and communication technology in its policies and programmes. To achieve progress in these areas, UNDP seeks to establish partnerships with the central government, local administrations, civil society, academia and private sector to strengthen its contribution to Turkey's development. UNDP works closely with line ministries to support the efficient implementation of development projects and programmes. UNDP Turkey also collaborates with other UN agencies present in Turkey to maximize the impact of the UN's activities in the country, including through joint initiatives on women, youth, internally displaced persons and the Sustainable Development Goals.</p>	

As of March 2020, Turkey hosts over 3,6 million Syrian refugees<sup>52</sup>. Syrian refugees are mainly located in the Southeast Anatolia region bordering Syria, but as the crisis continued, the population has expanded to other regions as well. Turkey hosts the largest refugee population 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, which offers access to education, health care, employment and social security to Syrians. According to the Government of Turkey, it spent 30 billion USD over the last 5 years on the response to the Syria crisis.

Currently, out of the 3,6 million registered Syrian refugees, more than 3,5 million refugees live amongst Turkish host communities<sup>53</sup>. 40% of the 3,6 million refugees are concentrated in 4 provinces in the South East. Within these provinces, there are four municipalities in Turkey that are particularly impacted, each hosting more than 100,000 Syrians. In these cities, the ratio of the Syrian population to that of host communities is higher than 15%, including Kilis, Hatay, Gaziantep and Şanlıurfa<sup>54</sup>. Populations have either reached or exceeded 2023 population projections. Kilis, for instance, hosts almost as many Syrian refugees as its local population.

UNDP supports the Government of Turkey to respond to this large-scale displacement through its Syria Crisis Response and Resilience Programme in Turkey to strengthen the resilience of refugees, host community members, local municipalities and relevant national institutions to cope with and recover from the impact. UNDP's resilience response strategy is to invest in existing national and local systems to ensure they can adequately serve both host and refugee communities.

Within the scope of Syria Crisis Response and Resilience Programme of UNDP Turkey CO, several projects have been implemented in line with the UNDP strategic objectives and national development strategies and policies.

The overall objective is to increase social stability and enhance the socio-economic integration of Syrian and Turkish youth through entrepreneurship, skills development and access to labour market. The specific objective of the project is to increase social stability and enhance the socio-economic integration of Syrian and Turkish youth through entrepreneurship, skills development, access to labour market and enhancement of social cohesion. The project will have special focus on young women.

The project will consist of three outputs:

**Output 1 - Increased Technical and ICT skills of Syrian and Turkish youth.** This output will provide Syrian and Turkish youth Technical and Vocational Education Trainings and other types of skills development, including ICT through Youth Centers (Ministry of Youth and Sports).

**Output 2 - Syrian and Turkish youth increased their access to employment and entrepreneurship.** The trainings will allow youth to develop their skills in business proposals writing, budgeting, marketing, and customer services. Complementary to these trainings, a mentorship programme will be established to provide both in-kind and small grants to entrepreneurs that have feasible business plan to establish or scale-up their businesses.

**Output 3 - Syrian and Turkish youth improved level of social cohesion.** To reduce risks of social exclusion, this output will organize activities and/or events for social cohesion through trained staffs of Youth Centers and youth focal points. The implementing partner of the Project is the Ministry of Youth and Sports.

#### 10. Description of tasks:

Under the direct supervision of Project Manager, the national UN Youth Volunteer will undertake the following tasks.

The key function (KF) of the Project Assistant is the provision of operational and administrative support for the smooth implementation of the Project's activities. In this sense, the Project Assistant is expected to perform the following tasks and duties as demonstrated below:

- He/she should assist the Project Team in carrying out their functions for the efficient and timely administration and implementation of the project activities.

<sup>52</sup> Official data Directorate General for Migration Management, Turkey, July 2019

<sup>53</sup> Mostly in the South East, particularly Gaziantep, Kilis, Sanliurfa, and Hatay

<sup>54</sup> DG of Migration Management, TURKSTAT (DGMM 2019)



- He/she will maintain high standards of service delivery, including adherence to deadline, quick response time, accuracy and completeness of information and sensitivity to project needs and UNDP rules and procedures.

**Specific Tasks and Responsibilities:**

Under the direct supervision of the Project Manager, the UN Youth Volunteer is expected to perform the following tasks;

- Support the project team in the administration and implementation of the daily project activities,
- Support the project team during procurement, contracting, financial and human resources processes as required,
- Provide support for organizing the events, workshops, meetings, trainings and conferences,
- Translate documents from English to Turkish and vice versa,
- Support to develop initial drafts of the reports/minutes of meetings in Turkish and in English with the supervision of Project Associate,
- Support to make the necessary program related travel arrangements (travel tickets, hotel reservations, DSAs, etc.),
- Provide assistance to the project team, in keeping related information, documentation and correspondences including filing and archiving purposes,
- Assist in keeping close contact with relevant consultants and experts,
- Perform any other administrative and logistical duties as requested by the Project Manager
- Travel to the fields may be requested.

Furthermore, UN Youth Volunteers are encouraged to:

- Strengthen their knowledge and understanding of the concept of volunteerism by reading relevant UNV and external publications and take active part in UNV activities (for instance in events that mark International Volunteer Day);
- Be acquainted with and build on traditional and/or local forms of volunteerism in the host country;
- Reflect on the type and quality of voluntary action that they are undertaking, including participation in ongoing reflection activities;
- Contribute articles/write-ups on field experiences and submit them for UNV publications/websites, newsletters, press releases, etc.;
- Assist with the UNV Buddy Programme for newly arrived UN Youth Volunteers;
- Promote or advise local groups in the use of online volunteering or encourage relevant local individuals and organizations to use the UNV Online Volunteering service whenever technically possible.

**11. Results/Expected Output:**

- The Volunteer is expected to provide support on creating a database for ongoing project activities for reporting, monitoring and evaluation purposes,
- The Volunteer is expected to provide support on administrative tasks, and
- The Volunteer is expected to assist to organize events, workshops, meetings, trainings and conferences by taking care of the necessary logistic and administrative arrangements.

**12. Qualifications/Requirements:**

- University degree (BA/BS) in social sciences, administrative sciences or other relevant field is required,
- Full proficiency in Turkish and a good command of written and spoken English is required,
- Analytical skills and ability to coordinate numerous ongoing initiatives is required,
- Previous experience as a volunteer and/or experience of another culture, (i.e. studies, volunteer work, internship) would be highly regarded,
- Familiarity to UN and UNV rules and procedures is an asset,



- Computer skills: Microsoft Office, Windows-based applications, integrated web-based management systems, spreadsheets and databases. Knowledge of Adobe CS programs are a great asset,
- Willingness and able to travel frequently,
- Motivated to contribute towards peace and development and to serve others;
- Good interpersonal, networking and communication skills;
- Willingness to contribute and work as part of a team;
- Flexible and open to learning and new experiences;
- Respect for diversity and adaptability to other cultures, environments and living conditions.

**Language**

- English (Mandatory) , Level - Working Knowledge
- AND - Turkish (Mandatory) , Level - Fluent

**Area of Expertise**

- Development programme/project administration Optional

**Area of Expertise Requirement**

- Analytical skills and ability to coordinate numerous ongoing initiatives is required

**Need Driving Licence** No

**13. Learning Expectations**

Learning and development are a central part of the UN Youth Volunteer's assignment and take place before, during and after his or her assignment in the field. Ideally, offering diverse opportunities for learning and development aim to strengthen the volunteer's skills and competences, improve the quality of the assignment and keep the volunteer's motivation high.

Learning elements for the UN Youth Volunteer include the development of:

- Professional skills: including specific competencies and reflection on assignment-related abilities; and on-the-job skills such as time management, problem solving, team building; and career preparedness such as interview skills, CV preparation, job searching.
- Inter-personal skills: including communication and listening skills; multi-cultural awareness and cultural competency; and conflict and stress management.
- Volunteering-related skills: including leadership; civic responsibility; and engagement and active participation.

Beyond the learning opportunities provided by UNV, UNDP will support knowledge and capacity development in the technical areas that are relevant to the UN Youth Volunteer's assignment. UNDP will provide, at its expense, UN Youth Volunteers with equal opportunity to participate in training courses and workshops offered to its personnel.

**14. Living Conditions:**

Ankara is the capital of Turkey and the country's second largest city following Istanbul with the population of 4.5 million people. Centrally located in Anatolia, Ankara is an important commercial and industrial city. It is the seat of the Turkish government and houses all foreign embassies. The city is strategically located at an important crossroads for trade in proximity of Turkey's highway and railway networks. Visas are required for entry into Turkey. It is therefore strongly recommended to check with the local Turkish Embassy or Consulate before traveling (<http://www.mfa.gov.tr/visa-information-for-foreigners.en.mfa>). Nationals of EU member states and a limited number of nations are eligible for visas-on-arrival at international air termini and certain border crossing points.

- Security: The current security level in Ankara is minimal – 1. Ankara is considered a generally a safe city, where normal use of common sense and acting responsibly takes one a long way. The public transport is safe to use. There are no direct threats towards United Nations and its staff in Turkey.
- Medical Services: No special vaccinations are required for a travel to Ankara. Medical services available are of high quality, and health care services are available also in English.
- Housing: Apartments and flats are easily available and generally of good condition, with well working services (gas, electricity, water). The cost of housing is reasonable, although smaller apartments and certain locations close to foreign embassies and the UN House tend to be more expensive. Some UN Volunteers opt for house sharing. Upon arrival, UN Volunteers will reside in a hotel until they find permanent housing. UNV Field Unit can provide assistance to UN Volunteers in identifying suitable housing.
- Cost of living and services: Housing is the largest monthly expense, and the cost of living is otherwise very affordable. Daily food and products are inexpensive, as are many services.
- Imported goods and many non-essential services and products tend to be more expensive. The provision of goods and services in general is very good. Local transportation ranges from buses, minibuses called “dolmuş” to taxis, which are all affordable. The subway lines are very limited in the scope. ☐ Weather: The city has a mean elevation of 938 meters. It has cold, often snowy winters due to its elevation and inland location, and hot, dry summers. Because of Ankara's high altitude and its dry summers, nightly temperatures in the summer months can be cool.
- Language: Turkish is the only official language. English is widely spoken in touristic areas, but less commonly in Ankara. In supermarkets and shops, few Turkish words are useful. There are Turkish language schools and tutors available in Ankara.

**15. Conditions of Service for International UN Youth Volunteer**

The duration of your assignment is 12 months

A volunteer receives a Volunteer Living Allowance (VLA) per month and is paid at the end of each month to cover housing, utilities, transportation, communications and other basic needs. The VLA can be computed by applying the Post-Adjustment Multiplier (PAM) to the VLA base rate of (choose from the drop down menu the appropriate rate here): Choose an item. The VLA base rate is a global rate, while the PAM is country-specific and fluctuates on a monthly basis according to the cost of living. This method ensures that international UN Volunteers have comparable purchasing power at all duty stations irrespective of varying costs of living. The PAM is established by the International Civil Service Commission (ICSC) and is published at the beginning of every month on the ICSC website (<http://icsc.un.org>). For example, if the PAM for the current month is 54.6%, then the VLA for that month will be (choose from the drop-down menu here: Choose an item).

In non-family duty stations that belong to hardship categories D or E, as classified by the ICSC, international UN Volunteers receive a Well-Being Differential (WBD) on a monthly basis.

Furthermore, UN Volunteers are provided a settling-in-grant (SIG) at the start of the assignment (if the volunteer did not reside in the duty station for at least 6 months prior to taking up the assignment) and also in the event of a permanent reassignment to another duty station.



UNV provides life, health, permanent disability insurances as well as assignment travel, annual leave, full integration in the UN security framework (including residential security reimbursements).

UN Volunteers are paid Daily Subsistence Allowance at the UN rate for official travels, flight tickets for the final repatriation travel (if applicable). A resettlement allowance is paid for satisfactory service at the end of the assignment.

UNV will provide, together with the offer of assignment, a copy of the Conditions of Service, including Code of conduct, to the successful candidate.

#### **16. Conditions of Service National UN Youth Volunteer**

Note on novel coronavirus – COVID-19.

The rapidly changing nature of novel coronavirus COVID-19 has placed significant and increasing restrictions on the freedom of movement of people, even within countries. Such restrictions may affect the ability national UN Volunteers to begin their assignments at their assigned duty station or limit the ability to enter UN premises. Thus, UNV cannot guarantee assignments will proceed as normal.

Candidates for national UN Volunteer assignments requiring travel to the duty station may be exceptionally granted during this period alternative working arrangements to work from their place of recruitment until restrictions are lifted. Candidates for national UN Volunteer assignments may also need to begin their assignments remotely in cases where access to UN premises is restricted. These are decisions at the discretion of the host entity. Candidates proceeding to interview are recommended to discuss travel requirements, any restrictions, and possible alternative arrangements with the host entity. If selected, candidates should carefully consider the circumstances before accepting UNV's offer.

The contract lasts for the period indicated above with possibility of extensions subject to availability of funding, operational necessity and satisfactory performance. However, there is no expectation of renewal of the assignment. Travel to duty station (if applicable) and a Settling-In-Grant will be provided in the event the duty station is not within commuting distance from the place of recruitment. The applicable Volunteer Living Allowance is provided monthly to cover housing, utilities and normal cost of living expenses. Life, health and permanent disability insurance are included ) and final repatriation (if applicable). Furthermore, in non-family duty stations that belong to hardship categories D or E, as classified by the ICSC, a Well-Being Differential (WBD) on a monthly basis will be provided. For UN Volunteer entitlements, kindly refer to the link <https://vmam.unv.org/calculator/entitlements>

#### **Supervision, induction and duty of care of UN Volunteers**

UN Volunteers should be provided equal duty of care as extended to all host entity personnel. Host entity support to the UN Volunteer includes, but is not limited to:

- Introductory briefings about the organisation and office-related context including security, emergency procedures, good cultural practice and orientation to the local environment;
- Support with arrival administration and official processes;
- Structured guidance, mentoring and coaching by a supervisor including a clear workplan and performance appraisal;
- Access to office space, equipment, IT support and any other systems and tools required to complete the objectives of the assignment including a host entity email address;
- Access to shared host entity corporate knowledge, training and learning;
- Any necessary security measures, ensuring that UN Volunteers are covered by the United Nations Security Management System (UNSMS) in line with the UNDSS Security Policy Manual;
- Leave management;
- DSA for official travel, when applicable;
- All changes in the Description of Assignment occurring between recruitment and arrival or during the assignment need to be formalized with the United Nations Volunteer Programme.

#### **Description of Assignment prepared by the UNV Field Unit/UN Agency:**

*Tuğçe Söğüt UNDP Syria Crisis Resilience and Response Programme, Projects Coordinator-Social Cohesion*

<i>Gözde Doğan UNDP Syria Crisis Resilience and Response Programme, Project Assistant</i>
<b>Date:</b> 23.07.2019
<b>Description of Assignment approved by UNDP/RR/CD or UNV Field Unit:</b> <i>(please indicate name and function)</i>
<b>Date:</b>
<i>United Nations Volunteers is an equal opportunity programme which welcomes applications from qualified professionals. We are committed to achieving diversity in terms of gender, nationality and culture.</i>

**ANNEX [IV] STANDARD LETTER OF AGREEMENT FOR PROVISION OF  
SERVICES PROVIDED BY UNDP**

This Annex ensures that information provided through the attachments of “*Standard Letter of Agreement Between the United Nations Development Programme and Republic of Turkey Ministry of Foreign Affairs to carry out activities when UNDP provides support services to the “Increasing Employability for Syrian Refugees and Turkish Host Communities in the Renewable Energy Sector”*” are contained in the Project Document.

In view of above and in the context of “*Standard Letter of Agreement signed on 22 January 2002 between the Turkish Government and the UNDP is ratified by the decision of Council of Ministries No. 2003/6090 dated 22 August 2003*”;

- i) The manner and the method of cost recovery by UNDP Country Office in providing the support services is stated in the project document “Section IV – Project management” in line with UNDP’s Executive Board approved Cost Recovery Policy.
- ii) The results to be achieved and works to be performed by the Ministry of National Education and inputs to be provided in the context of “Description of Activities” are available in the Project Document.
- iii) Information concerning “Outputs, Planned Activities, Timeframe, Planned Budget, Schedule of Payments (to be further agreed in the Project Board)” is provided in the Project Document.
- iv) Model UNDP Expenditure Report is presented as below:

**Period** \_\_\_\_\_

EXPECTED CP OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES <i>List all activities to be undertaken during the year towards stated outputs</i>	Planned Budget		Payments and Expenditures		
		Budget Description	Amount	Payments received	Expenditures	Balance



		<b>Total</b>				