



**Project Title:** NEET Women Project

**Award Number:** 00135795 / **Project Number:** 00126946

**Implementing Partner:** Ministry of Family and Social Services

**Start Date:** 22/10/2021

**End Date:** 22/10/2024

**PAC Meeting date:** 18/08/2021

**Brief Description**

The unemployment rate of the young population between the ages of 15-24 is 22.7%<sup>1</sup> and the rate of young people who are neither in education nor in employment (NEET)<sup>2</sup> is 29%<sup>3</sup>, making Turkey one of the countries with highest NEET figures among OECD members. 35.7% of young women in Turkey are NEET<sup>4</sup>. The number of women between the ages of 15-24 who have graduated from vocational high school at least two years ago and who are not looking for a job, exceeds one million<sup>5</sup>. It is estimated that young women are more likely to be NEET than men with a gap of 14.4 percentage points in the case of Turkey<sup>6</sup>. Family responsibilities in Turkey, the burden of care (children, elderly, etc.), social roles, social structure and inequalities, marriage at an early age, women's education being less than men are the major factors leading to women's unemployment. Labour market inequalities between men and women have deepened during the pandemic.

The project aims to provide grounds to make the problems and needs of NEET women visible, put them on the local/national agenda, and establish mechanisms to address these problems and needs. With the implementation of the Project, the problems and needs of the NEET women raised in national fora to activate the relevant stakeholders and institutions; awareness-raising and empowerment of invisible NEET women ensured; reachable NEET women's skills and employment opportunities improved. The Project will achieve this through capacity building and awareness raising activities in close cooperation with national and local level key stakeholders. The coordination mechanism will be operationalised to create a sustainable tool for empowerment and increase awareness on NEET Women. Moreover, a grant programme will be designed and managed by Sabancı Foundation to strengthen and complement the project in the selected pilot provinces.

Draft UNSDCF (2021-2025) Outcome (under signature) #2.1: By 2025, public institutions and the private sector contribute to more inclusive, sustainable, and innovative industrial and agricultural development, and equal and decent work opportunities for all, in cooperation with the social partners. CPD Output(s) with gender marker <sup>7</sup> : Gen3 Output 2.3 Capacities strengthened to raise awareness on and to fight structural barriers to women's economic empowerment.	<b>Total resources required:</b>	2,225,000 USD	
	<b>Total resources allocated:</b>	1,000,000 USD	
		<b>Sabancı Foundation (SF):</b>	1,000,000
		<b>SF: Grant + In-kind</b>	1,000,000
		<b>UNDP in kind</b>	225,000
	<b>Unfunded:</b>	N/A	

Agreed by (signatures):

Ministry of Foreign Affairs (on behalf of the Government)   Deputy Director General Deputy Directorate General for Multilateral Economic Affairs Print Name:	UNDP   UNDP Representative in Turkey Print Name:	Ministry of Family and Social Services   Print Name:	Ministry of Labour and Social Security   Print Name:
Date:	Date:	Date:	Date:

<sup>1</sup> Turkstat, June 2021.

<sup>2</sup> The estimations and calculations regarding NEET varies in terms of age ranges, regions and definition. The Project document refers various data sources.

<sup>3</sup> OECD (2020), Education at a Glance 2020: OECD Indicators, OECD Publishing, Paris, <https://doi.org/10.1787/89096873-en>

<sup>4</sup> By the end of 2020 (Turkstat, 2021).

<sup>5</sup> The World Bank, 2021. Turkey Economic Monitor (p 36)

<sup>6</sup> 2021 Q1 (Turkstat, 2021).

<sup>7</sup> Note: Adjust signatures as needed

<sup>8</sup> The UNDP Gender Marker measures how much a project prioritizes achieving gender equality and women's empowerment results. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality);

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## I. DEVELOPMENT CHALLENGE (1/4 PAGE – 2 PAGES RECOMMENDED)

NEET concept is used for young population Not in Education, Employment, or Training; a category used to draw attention to situations where the young population is excluded from employment, education, or any other means of training. On the other hand, information on the details and needs of the category is limited and there is scarcely any comprehensive research. Youth unemployment in the world and Turkey has gradually increased, many young people have lost their jobs or training opportunities due to Covid-19 Pandemic. The literature surveys show that there are two main risk factors, when it comes to NEETs: disadvantage and dissatisfaction<sup>8</sup>. Educational disadvantage and dissatisfaction, when associated with social factors such as family, school and personal characteristics, affects youth attitude towards education negatively. Both educational disadvantage and dissatisfaction relate to domestic disadvantage and poverty such as having unemployed parent(s), living in a region with high unemployment, needing special education or having a chronic illness or a disability. Education is seen as one of the main factors influencing the probability of being a NEET; young people with lower education levels are twice as likely to be NEET than those with secondary education and three times more than those with higher education.

Covid-19 crisis in Turkey and the world further deepened the risks in the area of disposable income, employment, mental health, education for young people, and especially vulnerable young people. The disruptions in their access to education and employment opportunities as a result of the economic downturn put young people on a much more volatile trajectory in finding and maintaining quality jobs and income. The economic impacts of the pandemic increase the current vulnerability of young people in the labour markets, as young people who are more likely to work in non-standard employment, such as temporary or part-time work, have a higher risk of loss of jobs and income. In sectors most affected by the crisis (e.g. food, tourism) low-wage and temporary employment is often held by young people, who are now at higher risk of job and income loss. Moreover, short time working allowances and unpaid leaves were mostly used for young people, which caused employment with less than minimum salary levels. In addition to the economic difficulties, the lack of physical learning opportunities for young people increases the risk of dropping out of education and training.

Being a result of long-standing structural problems in Turkey, youth unemployment, has been deepened since access to decent jobs became more difficult due to the pandemic. However, not only youth unemployment is increasing; also the group that gives up looking for a job by losing hope of working is growing (discouraged workers). One of the factors of low youth employment and education is assessed to be limited access to vocational training in Turkey. The unemployment rate of the young population between the ages of 15-24 is 22.7%<sup>9</sup> and the rate of young people who are neither in education nor in employment is 29%<sup>10</sup>. 35.7% of young women in Turkey are NEET<sup>11</sup>. According to the Turkey Economic Monitor Report prepared by the World Bank a total of 363 thousand young people left the labour force in the 12 months leading to November 2020, adding to significant youth employment losses since 2018. The share of NEET young people has increased by nearly 2 million people relative to a year ago, with the rate being considerably higher among females than males (34 percent versus 20 percent). At all education levels, around 60 percent of NEET are female, and the bulk of NEET youth have less than a high school education. Within the report of OECD<sup>12</sup>, "Education at a Glance 2020", the share of NEET (for the age group of 15-29) is indicated as 28.8%, making Turkey ranking second among OECD countries. It is estimated that young women are more likely to be NEET than men. TurkStat indicates the gender gap in Turkey is 14.4 percentage points for NEET, which is among the worst performer OECD member countries. Family responsibilities in Turkey, the burden of care (children, elderly, etc.), social roles, inequalities and discrimination against women, social structure, marriage at an early age, women's education being less than men are the major factors leading to women's unemployment. Furthermore while 56% of the NEET men manage to exit this status in the long run but this likelihood is only 23.5 per cent for women<sup>13</sup>. There are several factors contributing to stickiness of the status for women, in addition to those applicable for

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GEN0 (No contribution to gender quality)

<sup>8</sup> Public Health England, 2014. Reducing the number of young people not in employment, education or training (NEET).

<sup>9</sup> Turkstat, June 2021.

<sup>10</sup> OECD (2020), Education at a Glance 2020: OECD Indicators, OECD Publishing, Paris, <https://doi.org/10.1787/69096873-en>

<sup>11</sup> By the end of 2020 (Turkstat, 2021).

<sup>12</sup> OECD (2020) Education at a Glance 2020: <https://www.oecd-ilibrary.org/docserver/69096873-en.pdf>

<sup>13</sup> ILO (Jan 2021) Beyond unemployment: The impact of the pandemic on hours worked in Turkey. [wcms\\_766572.pdf](https://www.wcms_766572.pdf) (ilo.org)

both NEET women and men: early marriages and pregnancies, establishment of the role of homemaker, difficulties for adjudicating between requirements of family and work. Stickiness of the status also hints at the shortness of the period of time that can be put into use for pulling women out of the NEET category, therefore high marginal value of time and necessity of urgent and timely action.

During the pandemic, inequalities faced categorically by women deepened since women work more in informal economy and in services sector. Women were one of the first groups that were suspended from the workplace on short-time work allowance and unpaid leave. Overall, the proportion of women who lost their jobs (18.8%) is higher than that of men who lost their jobs (14.2%). Due to the pandemic containment measures, it became difficult for women to access solidarity networks, and support mechanisms, which were already inadequate. Education inequality and poverty, which have increased during the pandemic, continue to affect girls more deeply. In addition, young women constituted the main group who experienced employment losses, reaching up to 25,5 percent at the peak of the pandemic in May 2020 and could not recover at the same pace with either adult or young male work force in Turkey<sup>14</sup>. The Turkey Economic Monitor Report underlines that Covid-19 Crisis is expected to have negative impact on the low-income households and non-native Turkish speakers<sup>15</sup>. Turkey's share of NEET, 26 percent, is already higher than other countries with a comparable Human Capital Index value. Female labor force participation, at 34 percent, is also far lower than other countries that are in the very high human development group<sup>16</sup>, amongst females.

The most critical break for the NEET category is experienced after high school. During this period young people face two kinds of risks: i- attending a university and becoming unemployed upon graduation or ii- not attending university and becoming unemployed. Early marriages similarly pose a risk for becoming NEET for young women.

The policies implemented or suggested to be implemented on NEET in the world can be classified into 4 groups with some common aspects:

1. Measures to prevent early school leavers: Forms of "support" that can be provided through holistic measures which can increase students' chances of remaining in education or training.
2. Measures to reintegrate early school leavers: Practices that provide timely support to those who have just decided to drop out, by encouraging and enabling them to continue their education or to find more suitable educational alternatives.
3. School-to-work transition policies: Establishing a higher quality and employment-friendly education system (vocational high schools, etc.) and policies to facilitate the transition to employment including apprenticeship, public employment, and corporate scholarship programmes.
4. Measures to increase employability and remove systematic barriers to employment: Policies to increase job-specific skills and competences and remove barriers faced by particularly vulnerable young people. Referring to the studies in Turkey; Academics working on youth draw attention to the gap in the field and the limited knowledge of the field. The fact that TURKSTAT has started to compile NEET data since 2018 also points to the importance of this category. However, although TURKSTAT provides NEET data, the data consists of the compilation of TURKSTAT's employment, education and population data and the training part is collected based on declaration. On the other hand, the European Union and other funders make calls for grants, whose target group is directly defined as NEET. Customized funding programs are designed to reduce NEET rates in European Union countries. Women constitute the priority category of the United Nations and the EU in NEET Programmes. Especially projects / programs where women can acquire new skills are supported.

In Turkey, many studies have been carried out for years on the economic and social empowerment of girls, young women and adult women under the umbrella objective of empowering women and fighting unequal structures and discrimination against women. These studies could be divided into two groups:

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14 ILO (Jan 2021) Beyond unemployment: The impact of the pandemic on hours worked in Turkey. [woms\\_766572.pdf \(ilo.org\)](#)

<sup>15</sup> The World Bank, 2021. Turkey Economic Monitor Report

<sup>16</sup> Turkey is ranked #54 in 2020 Human Development Report and among "very high human development" group.

before NEET (prevention) and after NEET (participation in employment or training). NEET prevention projects are mostly supported by scholarships for girls with financial difficulties, scholarships given to young women studying in more disadvantaged schools such as vocational high schools, as well as 21st century skills and vocational training supports and foreigners to contribute to the employability of young women. It offers internship and employment opportunities with trainings such as language, personal development and social skills. Projects aiming to empower women economically and socially after they become NEET are carried out to support women by developing digital literacy, digital marketing-technology training, creating platforms where they can sell handmade products they make at home, and developing their entrepreneurial skills. Such studies generally target women of all age groups, not just young women.

Although projects and programs that aim to contribute to employment and employability skills do not directly target NEETs, most programs also include NEET men and women except for the European Union supported project titled "Labour Market Support Programme for NEETs", in which İŞKUR is among the partners that exclusively focuses on NEET.

İŞKUR from time to time prioritizes women but generally provides support such as vocational training courses, on-the-job training, job and vocational counselling that everyone can benefit from. It also offers application mechanisms where job seekers can view job opportunities. In addition, there are vocational and social skills trainings that everyone can benefit from at the Lifelong Learning Directorate. In addition, municipalities offer professional development, personal development and trainings aimed at increasing the employability of trainees through their own employment offices and lifelong learning centers in every city such as İSMEK and ASMEK. Under such structures; in addition to physical learning environments, platforms and mentoring supports are provided online, which connect job seekers with employers.

11<sup>th</sup> National Development Plan targets to support practices aimed at increasing the participation of young women in education in different fields and levels, ensuring their continuity and increasing their employment. In line with the National Development Plan (NDP), Outcome 2 of the draft United Nations Sustainable Development Cooperation Framework (UNSDCF) 2021-2025 has a specific indicator to measure UN contribution to SDG 8.6.1 - Proportion of youth (aged 15-24 years) not in employment, education or training

According to its Country Programme Document 2021-2025, UNDP will deploy the three most effective instruments at its disposal – namely, skills formation, social cohesion and the design and implementation of inclusive social policies, including social care services – to address the specific needs of people with disabilities and the elderly, youth unemployment and women's unpaid work and ensure the economic and social empowerment of disadvantaged groups. The use of digital transformation and the enhancement of the digital skills of young people will support UNDP work on productivity and competitiveness. While promoting economic transformation models, poor rural areas will be prioritized for inclusive social development. Disadvantaged groups will be supported with financial / non-financial assets to improve their livelihood opportunities and engage in economic activities.

As in the UNDP Strategic Plan, Sustainable Development Goal (SDG #5) is dedicated to gender equality. Gender equality is also a cross cutting issue, as empowerment of women and girls makes crucial contributions to the progress across all the SDG's and targets.

The Project is planned to contribute to the following SDGs:

- SDG #5 Gender Equality: Achieve gender equality and empower all women and girls. (5.5)
- SDG #8 Decent Work and Economic Growth: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. (8.6)
- SDG #10 Reduced Inequalities: Reduce inequality within and among countries. (10.2)
- SDG #16 Peace and Governance
- SDG #17 Partnership for the Goals.

Youth Employment National Strategy Document will be prepared by the MoLSS and implemented in order to increase youth employment. Furthermore, NEET Strategy Framework is planned to be prepared by SBO. The project contributes to the 11<sup>th</sup> National Development Plan, Youth Employment National Strategy Document, NEET Strategy Framework and UNDP Country Development Plan by facilitating governance mechanisms for NEET Women as well as women empowerment through trainings and creating employment opportunities.

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## II. STRATEGY

The project will be implemented considering following principles:

**Holistic Programming:** Project design is based on a holistic approach and aims to create solutions that will increase the effectiveness and efficiency of the system with a participatory approach, without duplicating the influences and roles of other relevant institutions.

**Development of Models/Tools for Implementation at the National Level:** Capacity development modules/tools such as a portal will be designed and operationalised in the pilot implementation areas.

**Developing Effective Governance Mechanisms:** It is envisaged that a Project Steering Committee (PSC) will be formed, which will consist of the relevant public, private sector, academia and non-governmental organizations, in order to ensure institutional inclusion in both the design and implementation phases of the project.

**Interaction and Complementarity Between Programs and Projects:** It is aimed to make maximum use of the field experiences of the UNDP country office and the methods and tools previously applied. In addition, collaborations that will create synergy will be realized within the framework of joint activity, activity and support programs in the projects carried out by public institutions and organizations, United Nations Organizations and other international organizations regarding the sector in the relevant province and country. The databases of local institutions will be used by establishing partnerships and strong collaboration with the partners as the project will also be beneficial for their own agendas.

**Capturing the Diversity in the Category of NEET Women: Promoting Man and Women Equality Lens, Multiple-Disadvantages, and Life-Course Perspectives on the phenomenon of and in combating "Women NEET" (leave no one behind):** Young women are more prone to fall into NEET category and be trapped in it permanently; furthermore, consequences of being NEET tend to be more severe and getting multiplied over the life-course for women. The life period corresponding to 18 – 29 age range is critical for formation of human and social capital; and people live continuously and most possibly increasingly the positive or negative impact of those grounding years later in their progressive life stages (ref.). Experiences of isolation from public life and human development environment, dropping out of education, unemployment, missing on learning and training opportunities in that period will generate human and social capital loses hard to compensate later and serve as a pathway of increasing disempowerment for the individual. In the case of women, NEET experience would make them susceptible to vulnerabilities as well as defining a sticky and hard-to-change situation with far reaching, and long-lasting impacts. In that respect, along with early marriages and harmful practices like FGM, being a NEET constitutes a serious early life predictor of life-long powerlessness for women, by Kabeer's definition, inability to effectively make strategic life decisions for herself (and for her children). A **communication strategy**, drawing upon life course perspective and gender analysis on NEET will help women, their families, and communities to be more alert to the risks of young women's staying in NEET status and to take timely action to remedy the situation. For the policy makers and implementors, it is critical to know/profile of the target group by the NEET history, multiple vulnerabilities/disadvantages, and specific conditions imposed by the life course. This is because, for example, the interventions targeting a group of NEET women between 18-22 age would vary based on whether the target group women are married, they have children or other dependent in the family; and/or whether they have any disabilities; and/or suffering from extreme poverty; and/or whether they have completed high school or university education or not, and other factors. Similarly, policies targeting women in 18-20 and 24-29 age groups would ideally differ or do the policies targeting the 20-24 age group on the basis of the NEET history as those who become NEET in early ages and later ages would present crucial differences in life conditions. Developing policies for all the sub-groups, not

neglecting/excluding any fraction (in line with the leave no one behind principle), and gearing the policies to the needs of specific sub-groups will be possible, if an analytical perspective based on life course framework, multiple-disadvantages, and man and women equality lens is upheld, rather than sole use of blanket approaches relying on overgeneralizations. Seeing the issue from a wholistic perspective would provide an additional motivation and guidance for them to develop special policies and programmes customized according to the specific drivers of, and risk and vulnerabilities accompanying, the NEET status and the specialities of the life course / age group for different target groups in the NEET women category. **White paper** on women NEET will be instrumental in mapping the diversity in the group of NEET women in Turkey and raising the political interests and providing guidance towards developing effective policy action inclusive of all the sub-groups in this category. **High level board** will constitute the platform for policy dialogue on the related efforts. Therefore, the first strategy this project will utilize to address man and women equality dimension of the NEET phenomenon is promoting use of "gender analysis" and "life-course perspective" in understanding and taking action against the issue and thus promoting due response to the needs of women NEET in their diversity.

**Facilitating NEET Women's Access to and Effective Use of the Opportunities for Training, Learning and Employment:** Tailoring the existing **labour market programmes** to the needs of women NEET is essential to help women get out of this status through human capital development and labour market engagements. This requires overcoming some of the general problems of the programmes aiming for socio-economic empowerment of youth. As agreed by the broad range of stakeholders active in this field, there are a plethora of initiatives in the form of permanent and temporary programmes for hard and soft skills training, mentorship, job search support, apprenticeship and others. On the other hand, the programmes and services in this field are scattered and they cannot be easily filtered by the audience groups based on their needs and searches (geographical coverage, specificities like the target groups, skill set, specialization level, and the like). This makes navigating this rich opportunity area difficult for youth. This difficulty is targeted to be overcome through a portal systematically presenting and updating opportunities as well as useful knowledge for learning and employment to young people seeking jobs. This portal will consider man and women equality in its design in terms of contents and messages conveyed, and the needs and issues that are going to be tackled. In addition, young women will be reminded that the spectrum of jobs and occupations women can access are wider than popularly imagined and be encouraged to seek opportunities in **non-traditional fields**. Issues of sex discrimination and women's motivation and leadership, inclusive business models and rights of employees will be among thematic focuses of the content covered. Another gap in the field of labour market services for youth stems from lack of man and women equality perspective in service provision. Gearing transportation, physical environment, location of the venue and calendar of events to the preferences of young women and organizing women-only training and guidance services especially in the fields of non-traditional sectors and jobs, offering childcare services parallel to trainings may be counted among the progressive measures which could enhance women's participation and benefit from the services. Last but not the least, in response to the multi-layered nature of the phenomenon of women NEET and to conduct a cellular approach effectively customized to the diversity of the cases, a robust **mentorship** programme will be launched.

**Reaching out to and empowering invisible NEET women through multipurpose local action:** With its grants component, the project target to reach women NEET who are not active in the labour market as job seekers. Named as invisible NEET women in the preparatory research conducted prior to the project proposal, some groups of NEET women do not seek jobs or education, training and learning opportunities and they define a hard-to-reach group. Although some segments of the group have not been totally or permanently distanced from the labour market or training programmes, the majority need additional support or further social empowerment to be able to demonstrate an effort to get out of NEET category. In order to understand **individually and locally specific conditions** which had dragged them into becoming NEET and keeping them in this category, and develop **multi-purpose programmes** of empowerment, cooperation with local stakeholders is indispensable. Grant component of the programme will help mapping the diversity among the invisible NEET in terms of the main factors limiting their socio-economic mobility and develop the multi-purpose and tailored programmes catering to their needs. Taking into consideration their challenging conditions, a levelled approach will be adopted aiming for first socially and then socio-economically empowering the women in this target group.

Leveraging on UNDP's long-lasting thematic experience and know-how on local socio-economic development accumulated in Southeast Anatolia Region of Turkey and nationwide in the area of women empowerment and youth employment is critical.

Fostering youth empowerment has been a growing priority for UNDP. Between 2012 and 2017, UNDP implemented over 600 youth-related projects in more than 120 countries dealing with civic engagement and political inclusion that included support to young people and their organizations, decent employment, and economic empowerment, and fostering peacebuilding and resilience.

The UNDP Country Programme (2021-2025) has been designed in consultation with key stakeholders including the public and private sectors, civil society, local authorities and disadvantaged populations. To uphold the principle of leaving no one behind, priority will be given to those with special needs including the poor, migrants, women, youth, the unemployed, people with disabilities and those worst affected by climate change and disasters. Partnerships across government, the private sector and civil society and action through inclusive platforms will be at the centre of UNDP work. Communication about the development work will help to shortcut solutions and partnerships and mobilize resources for the identified programmatic areas. Innovative and policy-oriented partnerships will be explored with thought institutions to strengthen the collective intelligence of UNDP. Partnerships with international financial institutions (IFIs) in areas like Sustainable Development Goal financing, rural development and green industrial development will be reinforced. Moreover, The empowerment of women and girls via equal access to resources, opportunities and the right to be free from violence and discrimination will be formulated as a cross-cutting dimension. Economic development initiatives will be designed with an eye towards increasing women's participation in the labour market by addressing structural barriers in education and the burden of unpaid care work. Additional priorities will include access to decent jobs, including in the technology and digital sectors, support for entrepreneurship, addressing the pay gap and increasing women's presence at decision-making levels in the public and private sectors. Environmental interventions will consider the different impacts of climate change and environmental hazards on the lives of men and women. Importantly, the capacities of public institutions will be improved to address all forms of violence against women, and to improve the use and collection of data, and access to services. Cooperation with strong women's rights advocacy groups will provide opportunities to strengthen and disseminate UNDP results in the above areas. The involvement and

empowerment of young men/women will also be prioritized. Partnerships with ILO, the United Nations Population Fund (UNFPA), United Nations Volunteers programme and United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) will be strengthened to these ends.

In Turkey, UNDP focuses on youth empowerment through various initiatives in partnership with the private sector.

- A long-term program established in 1996 at the UN Habitat Summit in Istanbul enabled active youth participation in local decision-making processes. UNDP Turkey also partnered with Vodafone in the International Entrepreneurship Initiative which set up a multi-stakeholder international platform in Istanbul for research and capacity building on socially responsible and inclusive entrepreneurship. In five years, over 10,000 people have participated in this project.
- Dreams Academy is another Vodafone supported project run by Alternative Life Association and it focuses on the integration of disabled young people to economic, social and cultural life. Up until now, the project established 2 facilities for workshops and training in cooperation with local municipalities and governorates.
- The financial literacy program of UNDP Turkey, I Can Manage My Money, is implemented by the local NGO Habitat Association in partnership with Visa, Experian and Credit Bureau of Turkey, and achieved the inclusion of financial education in the 10th National Development Plan and development of a relevant national strategy paper. The project is still ongoing and so far, provided face-to-face training on personal budget management to over 1,300,000 young men and women.
- Turkey's Engineer Girls is another project of UNDP CO, which has been implemented since 2016 with Limak Foundation and the Ministry of Family and Social Services. The project intends to develop a private sector-led support program to promote female students' participation in engineering professions and empowering female engineering students. UNDP initiates an

awareness-raising program targeting high school students for encouraging of engineering profession among young female students.

- UNDP is implementing a project together with the Ministry of Youth and Sports and other partners to empower Syrian and Turkish youth through a wide range of training, entrepreneurship support and social cohesion activities. Within the scope of this project, five youth centres will be selected for the delivery of the training and other support which will be directed towards encouraging entrepreneurship, employment and self-reliance among youth. In the meantime, UNDP and ILO build upon the recent assessment conducted by the ILO Turkey Office which provides a comprehensive analysis of the impact of COVID-19 on NEET population among the host and refugee communities.
- The event series started with a live stream 'Access of youth to decent jobs in the age of digitalization.' on November 30, 2020, and a workshop 'The Impact of Covid-19 Crisis on Youth Unemployment' on December 2, 2020, and with a live stream 'The role of digital-based rural development solutions on alleviating youth unemployment' on 21 December 2020 and a workshop 'The Impact of COVID-19 on Young Women and NEET Youth in Rural Areas' on 23 December, 2020. In 2021 live streams have continued with 'Show must go on: How theatres survive the pandemic?' February 24, 2021 and 'Those who are on the stage in sickness and health'. With all events, more than 4000 people have been reached.
- Under Covid-19 Resilience and Response Project, 3072 unemployed youth has benefitted from E-commerce, Foreign Trade, Social Media Marketing and Communications trainings besides developing digital program skills in the fragile sectors.
- UNDP has successfully implemented three projects on women's socio-economic empowerment and social cohesion/inclusion namely: (i) Innovations for Women's Empowerment in Southeast Anatolia (Phases I and II); (ii) Adaptation of Syrian Women Living in Southeast Anatolia to Social and Economic Life Project (ASW), iii) Social Cohesion Between Syrian and Host Communities Through Women's Empowerment Project.

UNDP is well equipped to deliver high quality services in a timely, cost-effective manner. UNDP's unparalleled operational and technical capacity to mobilize the needed resources for the implementation of the foreseen tasks at global, regional and national level is another parameter that renders UNDP as the "development partner" for the mentioned project.

UNDP Turkey, as a member to the global UNDP community, enjoys access to the worldwide knowledge and resources in the field of youth empowerment and social integration. UNDP has capacity to rapidly mobilize the top-notch international expertise in the given subjects, as well as resort to the regional theoretical and practical experience where needed through its well-established rosters of consultants. UNDP, as part of the greater UN system in Turkey, can also draw upon the specialized knowledge and experience of other UN agencies as needed.

For the purposes of this intervention, two categories of NEET women are identified/targeted namely **invisible NEET women** who are harder to reach and transform and **reachable NEET women** with more accessible profiles and with a potential to transition to work, education and training. A two-tiered approach is going to be employed for these two categories of NEET women: "raise the invisible NEET women issue at the national level" and "empower women with more accessible NEET profiles to facilitate their transition to the labour market".

*Table 1: Differences between Invisible NEET women and Reachable NEET Women with accessible profiles<sup>17</sup>*

<i>"Invisible" NEET Women's Profiles</i>	<i>"Reachable" NEET Women's Profiles</i>
<i>Stopped looking for a job, out of the workforce</i>	<i>Job seeker (unemployed)</i>
<i>Maintenance etc. unable to continue or interrupted their education due to burdens</i>	<i>Those who have taken the exam who have not been able to gain their desired place (school / job) or who need to prepare for the exam again due to insufficient education</i>

<sup>17</sup> The transitivity between "invisible" and "reachable" NEET Women Profiles will be considered during implementation of the activities.

Because of problems such as violence, early marriage, who are not aware of their rights and have no future expectation

Under pressure but want to escape from this pressure and participate in employment or education

The project activities will be designed and implemented targeting both the "Invisible" and "Reachable" NEET Women's Profiles.

**The target group will be reached** through networks of UNDP, ILO, UN Women, Line Ministries, Sabancı Foundation and local authorities as well as project partners. Close communication will be established with municipalities, provincial directories of MoFSS, MoLSS, MoYS, MoNE, development agencies, NGOs and contractor's existing centres/networks. The Field Administrators/Coordinators will have close cooperation with all related stakeholders at the field level.

The assumption is that resilience is strengthened when individuals, communities and institutions are better able to improve their employment conditions, awareness on their rights, capacity building for their prosperity and can sustain their development efforts.

**The project at hand aims** to provide grounds to make the problems and needs of NEET women reachable, put them to forefront on the local/national agenda, and establish governance mechanisms and digital portal to address these problems and needs. Strategic approach of the project fosters "invisible" and "reachable" NEET Women to get involved to employment, training, and education with respect to their needs; eliminate the barriers to do so and design tools and policies. In line with this goal, three main outputs are expected to be achieved:

- 1) The problems and needs of the NEET women raised in national fora to activate the relevant stakeholders and institutions.
- 2) Raising awareness and empowerment of Invisible and Reachable NEET women ensured.
- 3) Reachable NEET women's skills and employment opportunities improved.

**The target group of the project is** NEET Women aged between 18-29 in broader sense in the selected pilot provinces, nevertheless the priority will be given to age group between 18-24.

The project will be implemented in selected pilot provinces for better mobilisation of resources and accelerate the achievement of project results. Pilot Province Selection Criteria are as follows:

- **Female Population:** The number of youth, number of young women and number of NEET Women is considered.
- **Socio-Economic Development Level of the Region:** In order to achieve project targets, one of the less developed regions is included as a pilot area.
- **UNDP Turkey Country Office's and Sabancı Foundation's Cooperation Level in the Region:** This project is designed to be implemented in an innovative way. In this regard strong UNDP and Sabancı Foundation presence and cooperation will accelerate the implementation of the project at local level i.e. UNDP's strong presence in GAP region over 25 years; Syria crisis response programming, Sabancı Foundation's previous grant programmes, project implementation etc.
- **Availability of Experienced Local Partners in the Region:** Building a platform/network is a relatively new instrument. Thus, it is crucial to have experienced NGOs, institutions as local partner in the selected pilot area.

According to the above selection criteria, pilot working areas for the project could be Adana, Ankara, Bursa, Diyarbakır, Erzurum, İstanbul, İzmir, Konya, Mardin, Trabzon, Van. The final decision on the pilot selection will be made in the inception phase of the project bearing in line with the above listed criteria. The project

activities will be implemented in three selected pilot provinces (possible candidates are Adana, Izmir and Diyarbakır) while the Grant Programme will be implemented in eleven selected pilot provinces.

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### III. RESULTS AND PARTNERSHIPS

#### **Expected Results**

#### **Output I. The problems and needs of the NEET women raised in national fora to activate the relevant stakeholders and institutions**

Following activities will be conducted to achieve this output. The activities will be implemented both considering demand and supply side of the employment.

**1.1 Designing, Establishing and Operationalization of High-Level Board:** A multi-stakeholder approach will be adopted to conduct high-level board meetings. The board will have a participatory structure open to all related/key international, governmental institutions as well as NGOs, private sector umbrella institutions i.e. federations, confederations and stakeholders which promotes thinking together, learning and working together. Executives of the referred stakeholders will be invited to the related board meetings. The board secretariat and coordination will be handled by the project team. The objective of the board is to raise awareness on the issue; create a policy tool for broader discussion of social, economic, environmental, and political measures and funding opportunities for policy implementation to improve the conditions for NEET women. Following activities will be planned, detailed and implemented within this phase:

- 1.1.1 Design of the High-Level Board: The high-level board will be established, and the participants will be determined. The board will be comprised of the President of board of trustees and general manager of Sabancı Foundation, Resident Representative and Assistant Resident Representative of UNDP; and Ministers / Deputy Ministers / general directors of MoFSS and MoLSS, Director of ILO and UNWomen. Moreover, in accordance with the specific needs, other representatives from stakeholders could attend as well.
  - 1.1.2 Plan and implementation of the Board Meetings: Meetings and related events will be planned and organized accordingly. High-level board is expected to gather twice per year.
  - 1.1.3 Implementing decided actions: Decisions taken by the high-level board will be attuned to action plans and implementation of the actions will be conducted.
  - 1.1.4 Reporting and communicating the meetings: Relevant communication actions of the high-level board will be practiced, and systemic reporting activities will be undertaken.
- 1.2 Preparation, Design and Operationalization of a Digital Portal:** There is need for collecting information on NEET, Statistics, Academic Works and Trainings. This portal will bring together this related information and provide demanded services based on the roadmap. An action framework/roadmap will be prepared including the steps such as; identification of priority areas, best practice examples, identification of design of the digital portal, sustainability strategy of the digital portal, preparation of supporting guidelines etc. The portal will also be designed as a toolkit for collecting data including digital surveys for target groups or representing bodies such as universities, graduate communities, professional unions and chambers. The portal will be operationalised based on the steps defined in the roadmap.
- 1.2.1 Preparing and implementing a Roadmap for Portal including logo, address, sustainability strategy etc: A detailed roadmap will be prepared as a basis for the portal.
  - 1.2.2 Provision of the digital services for portal mobilisation: Required services for portal mobilization such as web design, user panels, domain, hosting and server will be outsourced.

- 1.2.3 Developing and incorporating portal content: Contents of the portal namely, data, library, dashboards, site tree and relevant information will be prepared.
- 1.2.4 Up-dating portal content, maintaining cooperation with related partners for up-to-date data and content: A systemic process will be defined to ensure sustainability of the portal. Users will be defined from relevant stakeholders and required authorisation and calendar for updating will be planned. Following the completion of the project, the portal will be administered by Sabancı Foundation.
- 1.3 Strengthening Social Dialogue, Policy Dialogue, Visibility, Awareness Raising about NEET Women:** In order to reach the target group, a series of outreach, visibility and communication actions and materials will be designed and disseminated. These activities will be implemented in cooperation with all stakeholder's involvement. Field level awareness raising activities including rights-based employment, will be organized as well as a project launch event and a closure event. These activities will be designed and implemented in consultation and cooperation with ILO and UNWomen as well as workers' and employers' organisations. The policy level activities and capacity development activities will be conducted in cooperation with the related UN Agency based on the agencies' specialization. The following activities will be planned, detailed and implemented throughout the Project needs.
- 1.3.1 A Sustainability, Communication, Outreach and Visibility Plan: The Plan will be prepared and implemented throughout the Project. The plan will be covering strategies on outreaching the target group. Project identity materials will be developed and disseminated.
- 1.3.2 Awareness Raising Campaign: A campaign on NEET Women will be designed and implemented complementing the High-Level Board and Social Dialogue activities. Additional activities for awareness rising will be covered from the communications budget of Sabancı Foundation.
- 1.3.3 A White Paper Development: Based on the project activities a white paper will be developed and advocated by guidance of High-Level Board. UNDP will provide technical contribution to the white paper. The white paper will be covering literature studies, evaluation of best-practices, advocacy and guidance of High-Level Board and will be designed as a policy dialogue reference tool for policy makers.
- 1.3.4 Symposium Organization: One International symposium will be organized to discuss best practices in the area and to share experience. All related activities will be covered by financial contribution of Sabancı Foundation.
- 1.3.5 Round-table Discussions: Two round-table discussions will be conducted in each pilot province with high level participation from Sabancı Foundation, UNDP, relevant Ministries, workers' and employers' organisations and CSOs and local authorities. The discussions will focus on developing mutual measures at local scale for increasing integration of NEET Women to employment or education which will be utilized by Project Team within project activities.
- 1.3.6 Design, Implementation and Monitoring of an Innovative Competition on awareness rising and empowerment of NEET Women: In-line with the awareness campaign, a competition will be designed and implemented in cooperation with project key stakeholders, namely ILO and UNWomen.
- 1.3.7 Advisory Committee: An Advisory Committee will be formed including NGO leaders, social scientists and relevant public authorities. This Committee will be planned and organized by the project team and will be expected to gather when needed but at least 2 times a year. The objective of the Advisory Committee will be to collect opinions and suggestions on the project activities and ensure that specialized needs of NEET women are dually considered and addressed in policy related actions of the Project.

***Output II. Awareness-raising and empowerment of Invisible and Reachable NEET Women Ensured.***

**2.1 Conducting Required/Related Assessments:** A baseline study will be conducted in selected pilot provinces and A needs assessment will be prepared to finalize tailor-made technical, blended and hybrid learning training programmes and contribute to the grant programme design. The impact of Covid-19 pandemic on “invisible” NEET Women will also be evaluated. Furthermore, evaluation of the progress will be tracked.

**2.1.1 Baseline Study:** A baseline study will be conducted in the selected pilot provinces. The baseline analysis specifically will focus on status of invisible NEET women since there is no reliable data for comparisons. The methodology for baseline study will cover literature researches, statistical analyses, benchmarking and surveys on pilot provinces in coordination with relevant parties. This baseline study results will be used both for consistent design of project activities and as a tool for monitoring by comparing data with project result report which will be conducted after the project activities completed.

**2.1.2 Needs Assessment:** A needs assessment will be completed in the selected pilot provinces to design tailor-made technical, blended and hybrid learning training programmes.

**2.1.3 Conducting/completing evaluation/progress:** The progress will be tracked and evaluated following finalization process. The decision and details of impact assessment will be discussed throughout the project by the project management team.

**2.2 Implementation of the Capacity Development Activities:** Based on the needs assessment set of trainings, mentorship programmes will be designed, implemented and monitored for NEET Women, Public Institutions, Umbrella Institutions, NGOs, private sector and other related key stakeholders.

**2.2.1 Design, Implementation and Monitoring of Training/Mentoring Programmes:** Based on the specific needs, trainings on increasing self-confidence; knowing about options for creating future plans and fundamental rights issues will be mobilised and provided to the invisible NEET Women. These trainings will benefit from training module prepared by “ILO”, “Anne ve Çocuk Eğitim Vakfı”, “RET International”, “Önemsiyoruz”, “Kodluyoruz”, “Re-Coded” etc. The training and mentorship programmes will be complemented by awareness rising activities for NEET Women, public institutions, employers and the community in accordance with the needs assessment.

**2.2.2 Provision of the services and delivery of the training modules in the selected pilot provinces:** In order to increase the impact of the capacity development programmes complementing dissemination activities will be conducted.

**2.2.3 Design and implementation of the mentoring programmes in selected pilot provinces:** Advisory services will be conducted and monitored. Internship opportunities will be facilitated for young women.

### ***Output III. Reachable NEET women’s skills and employment opportunities improved.***

Following activities will be conducted to achieve this output.

**3.1 Conducting Required/Related Assessments:** A baseline study for “reachable” NEET Women will be conducted in selected pilot provinces and needs assessment will be prepared to finalize tailor-made technical, blended and hybrid learning training programmes and contribute to the grant programme design. The impact of Covid-19 pandemic on “reachable” NEET Women will also be evaluated. Furthermore, evaluation of the progress will be tracked.

**3.1.1 Baseline Study and Needs Assessment:** A baseline study will be conducted in the selected pilot provinces. The baseline analysis specifically will focus on status of “reachable” NEET women. Following the baseline study and labour demand analysis will be prepared covering demands of employers and sectors in the pilot provinces in accordance with existing researches of the stakeholders. Additionally, baseline study and needs assessment will be covering the situation and expectations of the NEET Women in pilot provinces. The methodology for baseline study will cover literature researches, statistical analyses, benchmarking and surveys on pilot provinces in

coordination with relevant parties. Based on the assessments tailor-made technical, blended and hybrid learning training programmes will be designed considering future of work concepts.

3.1.2 Conducting/completing evaluation/progress: The progress will be tracked and evaluated following finalization process.

**3.2 Implementation of the Capacity Development Activities:** Based on the needs assessment set of trainings, mentorship programmes will be designed, implemented and monitored for NEET Women, Public Institutions, Umbrella Institutions, NGOs and other related key stakeholders.

3.2.1 Design, Implementation and Monitoring of Training/Mentoring Programmes: Based on the specific needs, training modules will be designed with national and local stakeholders.

3.2.2 Provision of the services and implementation of the modules in the selected pilot provinces: In order to increase the impact of the capacity development programmes coordination and dissemination activities will be conducted.

3.2.3 Design and implementation of the mentoring programmes in selected pilot provinces: Advisory services will be conducted and monitored. Internship opportunities will be facilitated for young women.

**3.3 Design and Development of Grant Programme:** A grant programme will be designed and implemented to support the NEET Women through NGOs and Umbrella Organization in the field level. The small grant will provide opportunities to connect NEET Women with umbrella institutions, NGOs and public institutions. The grant programme will also focus on creating job opportunities and enabling environment for NEET Women. A detailed application guideline will be prepared, applications will be evaluated by an evaluation committee consisting of representatives from Sabancı Foundation, Ministry of Family and Social Services (MoFSS), Ministry of Labour and Social Security (MoLSS), UNDP. In addition, mentoring programmes for the grantees will be implemented in the selected pilot provinces. The Grant Programme will be designed and developed within the scope of the project, however Sabancı Foundation will directly manage the programme. All relevant expenses for design and development of grant programme will be covered by Sabancı Foundation from the external budget allocated for Grant Programme. 300.000 USD will be allocated by Sabancı Foundation for three years. Each year 100.000 USD is planned to be utilised through the grant programme.

3.3.1 Design and development of the Grant Programme Guidelines: Detailed application guidelines will be prepared based on needs assessment.

3.3.2 Designing and providing technical assistance services in selected pilot provinces: In order to facilitate the applications for grant programme and implementation of the programmes technical support will be provided.

3.3.3 Facilitating selected project implementation in the selected pilot provinces: Following the evaluation process, chosen projects will be in implementation phase.

3.3.4 Facilitating M&E activities in the selected pilot provinces: Each ongoing project will be periodically monitored in terms of expenditure and activities. Following the finalization phase, each project will be evaluated. The M&E activities will be held by Sabancı Foundation, yet the Project Team will support these activities throughout the project. The implementation phases of projects will be monitored by the Project Management Unit including representatives of UNDP, MoLSS and MoFSS.

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

The resources for achieving the expected results for the project, Sabancı Foundation will be allocating a financial contribution of USD 1.000.000. The total financial value of these in-kind contributions to be provided by the UNDP throughout the project are estimated to be around 225.000 USD. Apart from the financial contributions Sabancı Foundation will be implementing the grant programme, conducting

project-communication processes, employing project staff and carrying out other activities. Moreover, each partner will be providing their policy design and research capacities, networks, institutional communication channels, human resources and expertise for the success of the project.

To implement this project, UNDP will mobilize its international and local expertise and experience in the area of youth and women empowerment, vocational training, supply chain development, commercialization and also private sector engagement to support target groups such as women NGOs.

In terms of partnerships, UNDP will establish partnerships with relevant local NGOs working with the disadvantaged groups of women, youth including NEET women. Regarding project management, UNDP will deploy its in-house experience (CO staff and Inclusive Sustainable Growth Portfolio (ISG-PPI) staff, regional office and HQ staff/ expertise) as well as mobilize other capacities provincial directorates, private sector. For this project, UNDP will avail the capacities of a Projects Manager (part time), Project Assistant, Field Administrators/Coordinators (3). The positions will be remote/home based and if necessary, they could be based in target locations. Sabancı Foundation will also employ one project manager and one project assistant for project implementation and coordination.

Using Portfolio 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.

UNDP's in-kind contribution: Leveraging on UNDP's accumulated programmatic know-how on youth and women empowerment as well as its physical and network-based assets; UNDP proposes a set of in-kind contributions to improve the effectiveness, efficiency and impact of the Project as categorized below:

- Knowledge Products: Utilization of UNDP generated tools, M&E tools, needs assessment tools etc.
- International, Regional and National Networks: Expertise and know-how to be accumulated/transferred to the project through the UNDP's already existing and emerging national and international networks in the fields of Youth, innovation and technology, and south-south/triangular cooperation etc.;
- Additional Financial Resource Mobilization Activities: UNDP's programme level efforts to support/facilitate mobilization of additional/complementary financial resources to the project with external funding.
- Logistic, Facilities and Support Services: Utilization of UNDP's physical infrastructures as well as human resources for the project events throughout the project duration (UN meeting halls, moderation services, consecutive translation services etc. by the UNDP staff etc.).
- Additional and Complementary Expert Support: UNDP would mobilize additional and complementary expertise through UNDP's Regional Hub and International Centre for Private Sector in Development, both of which are established in Istanbul.
- Developing Contents for the Portal: Utilization of expertise of UNDP Turkey CO from related projects and global agenda for developing contents for the NEET Women Portal.
- Trainings on Women Empowerment: Conducting 3 comprehensive trainings on "equality of women and man" "gender gap", and "gender-responsive conduct/analysis" including terminologies, effects of women empowerment on social, economic and environmental issues, gender-responsive analyses, planning and budgeting.
- International Events: Organizing 3 international online events for dissemination and networking for the project with cooperation with UNDP Regional Bureau for Europe and CIS and UNDP Turkey Country Office. Agenda setting, invitation of speakers and related organizational aspects are to be undertaken by UNDP Turkey CO.

## ***Partnerships***

The Project will build on the long-standing and close partnership of UNDP with the key national/ central government agencies, private sector and local stakeholders such as Sabancı Foundation, Ministry of Family and Social Services (MoFSS), Ministry of Labour and Social Security (MoLSS), İŞKUR (Turkish Employment Agency), provincial directorates of both ministries, MoYS, MoNE, Regional Development Agencies, Chambers of Industry and Commerce and municipalities as well as Union of Municipalities of Turkey. These include UNDP's work on job creation for youth, women and vulnerable groups. These established partnerships and network, along with the strong institutional structure of MoFSS, MoLSS and Sabancı Foundation, will facilitate timely and effective implementation of the Project. Such partnerships and cooperation will also serve to ensure linkages with national priorities and complementarities with interventions funded by various other funding resources, including the national budget. Ensuring strong involvement of the local partners, namely regional development agencies, municipalities and provincial directorates, the project and its activities will be more adopted and disseminated in selected provinces,

International Labour Organization (ILO) and UNWOMEN will be key UN agency partners while implementing project activities. Moreover, İŞKUR, İhtiyaç Haritası, RET International, Kodluyoruz, Recorded, Development Agencies, AÇEV, KAGİDER, GAP RDA and HABITAT Association, Ministry of Youth and Sports, Ministry of National Education will also take part in the project activities in terms of cooperation and consultation.

Activities will be implemented in coordination and cooperation with the local directories of implementing partner and beneficiary institutions at the field level. Synergies will be utilized with on-going project in the field. Furthermore, Provincial Employment and Vocational Education Boards, Municipalities, Women Protection/Guest Houses etc. will be key platforms.

## ***Risks and Assumptions***

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

- Relevant Government stakeholders continue their support to project activities,
- NEET Women are willing to participate project activities.
- Enabling political, economic environment for job creation continues in 2021 (during recovery and building back period following COVID-19 pandemic).

Identified risks and their mitigation measures are already spelled out in the Annex 3. Risk Analysis

## ***Stakeholder Engagement***

NEET women aged 18-24 (18-29 in broader sense); job seekers, exam preps and young women who do not leave the house will be the target group of the Project. Other potentially affected groups will be NEETs in general as well as women. Especially, more disadvantaged segments such as disabled young women, young women with lower education levels will be among focal points of engagement, The NGOs working in the area of youth, women and NEET Women will be potential target groups while implementing the Project.

The project, by supporting the aforementioned target groups, will support awareness, capacity building, new job creation through grants, sustainability of the existing NGOs, businesses and cooperatives. The Project will engage NGOs, Umbrella Organizations, National and Local Governmental Organizations, Municipalities, Regional Development Agencies that have a broad network that are working with NEET Women. These networks will be fully utilized in terms of dissemination of the project and its activities. The databases of aforementioned local institutions will be used by establishing partnerships and strong collaboration with the partners as the project will also be beneficial for their own agendas. Apart from databases, bureaucratic processes will be used for announcements even to the village and neighbourhood scale. As social media is one of key elements among youth for networking, local social media networks will be used for reaching to the target groups.

## ***South-South and Triangular Cooperation (SSC/TrC)***

UNDP will establish/maintain networks and seek opportunities for inter-regional/inter-institutional collaboration and cooperation. The outputs of the Project will also be disseminated for the benefit of other countries through the networks to be established/maintained within the scope of the Project following approval of the project parties. The UNDP's Istanbul Regional Hub that serves for Eastern Europe and central Asia along with other regional bureaus and HQ will support the CO in such efforts.

### ***Knowledge***

The project will produce a number of knowledge products including training materials and toolkits for advocacy, skills development, grant materials, reports. The project will also have a media/communication strategy to communicate the achievements in the project as well as the services made available to the NEET women through the project.

All training content, assessment reports, grant guidelines, applicant list, application evaluation criteria, completion of deliverables will be reported in form of progress and final reports. All mentioned documentation and knowledge products to be prepared within the scope of the project will be shared with the MoFSS, MoLSS and Sabancı Foundation in soft copies.

Within the scope of the visibility activities short videos, project progress briefs and infographics will be prepared and shared with a wider audience including policy makers to demonstrate the value adding contribution of the project interventions for enhanced awareness of NEET women and women empowerment.

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.

UNDP also ensures the visibility of the Sabancı Foundation, MoFSS and MoLSS. All activities will be conducted, and UNDP will include staffs of parties as part of the project team. The visibility activities will focus on project impact and results through using different means of communication such as press releases, photo stories and short videos.

To ensure visibility of the Donor, single donor signboards on the project sites, donor visibility on project materials and events, donor impact human stories will be part of project visibility efforts. The Sabancı Foundation will be invited to attend regular donor briefings on a broad range of topics and will have the opportunity to visit project sites, M&E visits over the implementation period. All related publicity materials will acknowledge that the project is implemented with funding from the Sabancı Foundation.

### ***Sustainability and Scaling Up***

A sustainability strategy will be developed by the project partners at the beginning phase of the project. This strategy will be a section of Communication and Visibility Plan. The project will scale up and build on the support provided to the NEET women, NGOs, local enterprises, women entrepreneurs and cooperatives through UNDP's other programs and projects serving to achieve SDGs as well as the activities being conducted by MoFSS, MoLSS and Sabancı Foundation in target locations.

The high-level ownership of all parties involved (i.e. high level board) as well as the mechanisms and the capacities established at national and local level will serve for sustainability of the actions. Besides, the portal that aims to collect data about these target groups will also be helpful to develop evidence-based policies. The experiences gathered in the pilot provinces could be transferred nationwide.

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## **IV. PROJECT MANAGEMENT**

### ***Cost Efficiency and Effectiveness***

UNDP's workforce individually and collectively acts to consequentially promote the timely accomplishment of the organization's mission. With clear structural roles, policy manuals and guidelines

UNDP have institutional capacity on provision of high calibre implementation support services through its competent human resources, rapid mobilization capacity, and institutional regulations on procurement, administration, finance and accounting, and contract management that ensure full transparency and impartiality. The technical competency and experience that UNDP accommodate are key factors for effective and successful achievement of targeted outcomes.

UNDP also pursues the sustainability of its programmes and projects, through strong emphasis on local, regional and national cooperation, exchange and networking as well as great focus on monitoring, evaluation and reporting. Identifying best practices and lessons learned and disseminating experience for replication and scaling-up of the practices fall within the mandate of UNDP Turkey. To this end, UNDP Istanbul Regional Hub for Europe and Commonwealth of Independent States as well as UNDP Country Office are also well placed to support south-south and triangular cooperation in the field.

### ***Project Management***

The implementing partner of the Project will be the MoFSS and the MoLSS will be the beneficiary organisations. DG Women's Status and DG Labour will be the contact points of the ministries while implementing the project.

In addition to the proven experience of MoFSS, MoLSS, UNDP will deploy its in-house experience (i.e. relevant programme and operations staff) as well as mobilize outside expertise. For this project, UNDP will avail the capacities of Projects Manager and relevant administrative and operational support staff. A project team will be mobilised under the project consisting of Projects Manager, Project Assistant and 3 Field Coordinators UNDP Gender Specialist will be involved in project implementation and ensure the quality of the gender results of the Project. Moreover, Sabancı Foundation will mobilise one project manager and a project assistant for the implementation and coordination of the project.

A Project Steering Committee (PSC) will be established to ensure consistency and practicality of the activities. The steering committee will be evaluating and assessing project activities in advance and during implementation process. It will be consisted of representatives from Programs Team of Sabancı Foundation; project team, gender specialist, communication specialist and M/E specialist from UNDP and deputy general directors / head of departments from MoFSS and MoLSS. Ministry of Foreign Affairs and Presidency of Strategy and Budget Office. The PSC will be co-chaired by UNDP ARR (Programme) and implementing partner.

Project Management Team Meetings will be conducted bi-monthly to facilitate smooth implementation of the project. The Project Management Team includes Project Management Unit and General Manager of Sabancı Foundation; ARR (Programme) of UNDP and General Directors and or Deputy General Directors / Head of Departments from MoFSS and MoLSS.

A Project Management Unit will be established including UNDP, Implementing Partner, Beneficiary and Sabancı Foundation employees. The team will be working to design/implement and monitor the project activities.

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.

The project shall be subject to independent evaluation according to UNDP's standard evaluation procedures, if required. The organization, terms of reference and timing of such evaluation will be decided after consultation between the Government and UNDP. Finally, as the project follows UNDP's NIM

modality, audit will be made through the regular external (UN Board of Auditors) or internal audits (audits managed by UNDP's Office of Audit and Performance Review).

UNDP currently has offices in Ankara, Gaziantep, Şanlıurfa and Adana and field staff based in Izmir. The main project team will be based in Ankara serving under UNDP. These offices and staff will be contributing to the project activities in provincial level. On the other hand, if there is need at the later stages of the Project, a team that will work remotely to support the project implementation could be recruited to work for a number of projects in support of same programme, pro-rated across projects. The Accelerator Lab of UNDP will be contributing to the relevant project activities.

Regarding reporting period, track results progress will be shared with the Sabancı Foundation and implementing partner semi-annually prior to the PSC Meetings and one final report including financial expenditures will be submitted to the donor and project implementing partner.

## V. RESULTS FRAMEWORK<sup>18</sup>

EXPECTED OUTPUTS		OUTPUT INDICATORS <sup>19</sup>		DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
					Value	Year	Year 1	Year 2	Year 3	FINAL	
Output 1 The problems and needs of the NEET women raised in national fora to activate the relevant stakeholders and institutions.	1.1 Number of policy proposals produced by the high-level board	0	2021	0	0	1	1	Through project-based M&E tools and systems			
	1.2 Number of innovative projects for NEET Women within innovative competition	0	2021	0	25	0	25	Through project-based M&E tools and systems			
	1.3 Volume of the social media interaction mobilized through the use of digital platforms operationalised on NEETs	0	2021	10	25	25	60	Through project-based M&E tools and systems			
Output 2 Awareness-raising and empowerment of invisible and Reachable NEET Women Ensured.	2.1 Number of NEET Women directly reached through awareness raising campaign	0	2021	200	500	1000	1.700	Through project-based M&E tools and systems			
	2.2 Number of NEET Women in-directly reached through awareness raising campaign	0	2021	10000	15000	20000	45.000	Through project-based M&E tools and systems			
	2.3 Number of NEET women benefiting from rights-based capacity development trainings	0	2021	100	100	100	300	Through project based M&E tools and systems			
Output III. Reachable NEET women's skills and employment opportunities improved.	3.1 Number of small grants provided to municipalities, NGOs and umbrella institutions	0	2021	5	5	5	15	Through project based M&E tools and systems			
	3.2 Number of NEET women benefiting from skill formation opportunities	0	2021	100	150	200	450	Through project-based M&E tools and systems			
	3.3 Number of young women benefiting from internship opportunities	0	2021	0	15	15	30	Through project based M&E tools and systems			

**Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Frameworks: #2.1:** By 2025, public institutions and the private sector contribute to more inclusive, sustainable and innovative industrial and agricultural development, and equal and decent work opportunities for all, in cooperation with the social partners.

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

Output 2.3 Capacities strengthened to raise awareness on and to fight structural barriers to women's economic empowerment.

2...3.1 Number of partnerships raising awareness to remove barriers in front of women's economic empowerment (Baseline: 11 Target: 26)

**Applicable Output(s) from the UNDP Strategic Plan:** Outcome 1 – Advance poverty eradication in all its forms and dimensions.

**Project title and Atlas Project Number:** Neet Women Project - 00135795

<sup>18</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

<sup>19</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

## VI. MONITORING AND EVALUATION

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

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track progress</b>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Annually	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.	Annually	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 once a year	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 Design Stage and every other year	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 once a year	Performance data, risks, lessons and quality will be discussed by the project steering committee and used to make course corrections.		
<b>Project Report</b>	A progress report will be presented to the Project Steering Committee 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 Steering Committee)</b>	The project's governance mechanism (i.e., Project Steering Committee) 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 Steering Committee 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.	Bi-annually	Any quality concerns or slower than expected progress should be discussed by the project steering committee and management actions agreed to address the issues identified.		
<b>Project Advisory Committee</b>	In order to acquire academic and civil society vision and perspective an advisory Committee will be operationalised.	Bi-annually	The views and perspective of the academicians and NGO representatives will be reflected to the implementation.		

## VII. MULTI-YEAR WORK PLAN <sup>2021</sup>

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

Neet Women Project Multi-Year Work Plan (2021-2024)									
EXPECTED OUTPUTS	PLANNED ACTIVITIES (and actions)	TIMEFRAME			RESPONSIBLE PARTY	PLANNED BUDGET			
		Year 1	Year 2	Year 3		Fund	Donor	Budget Description	Amount (USD)
<b>Output 1:</b> The problems and needs of the NEET women raised in national fora to activate the relevant stakeholders and institutions  <b>Gender marker:</b> GEN3	<b>1.1 Activity: Designing, Establishing and Operationalization of High-Level Board Indicator 1.1.1: Number of High-Level Boards Established</b> Baseline: 0 / Target: 1 <b>Actions:</b> 1.1.1. Design of the High-Level Board 1.1.2. Plan and implementation of the Board Meetings 1.1.3. Implementing decided actions 1.1.4. Reporting and communicating the meetings				UNDP	30000	Sabancı Foundation	71100 ALD Employee Costs/Support Staff	\$ 39,000.00
						30000	Sabancı Foundation	71600 Travel	\$ 20,000.00
		X	X	X		30000	Sabancı Foundation	72100 Contractual Services - Companies	\$ 25,000.00
						30000	Sabancı Foundation	74596 Direct Project Cost	\$ 5,836.00

<sup>20</sup> Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

<sup>21</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project steering committee. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

<p><b>1.2. Preparation, Design and Operationalization of Digital Portal</b>  Indicator 1.2.1: Number of portal developed and operationalized specific to the NEETs.  Baseline:0 / Target: 1  <b>Actions:</b>  1.2.1. Preparing and implementing a Roadmap for Portal including logo, address, sustainability strategy etc.  1.2.2. Provision of the digital services for portal mobilisation  1.2.3. Developing and incorporating portal content  1.2.4. Up-dating portal content, maintaining cooperation with related partners for up-to date data and content</p> <p><b>1.3. Activity: Strengthening Social Dialogue, Policy Dialogue, Visibility, Awareness Raising and Sustainability for NEET Women</b>  Indicator 1.3.1: Number of partnerships raising awareness to remove barriers in front of women's economic empowerment  Baseline:11 / Target: + 1  Indicator 1.3.2: Number of NEET Women directly and in-directly reached through awareness raising campaign  Baseline:0 / Target: 46,700  Indicator 1.3.3: Number of policies recommended to the public institutions and suggestion of project / programme proposals to the stakeholders  Baseline: 0 / Target: 15  Indicator 1.3.4: Number of inclusive local economic development partnerships at scale for accelerating sustainable economic growth  Baseline:43 / Target: + 5  <b>Actions:</b>  1.3.1. Preparation of a Sustainability, Communication, Outreach and Visibility Plan  1.3.2. Development of awareness raising</p>	X	X	X	UNDP	30000	Sabancı Foundation	71100 ALD Employee Costs/Support Staff 71400 Contractual Services - Individuals 72100 Contractual Services - Companies 72800 Information Technology Equipment 74596 Direct Project Cost	\$ 39,000.00 \$ 5,000.00 \$ 20,000.00 \$ 3,300.00 \$ 5,836.00
					30000	Sabancı Foundation	71100 ALD Employee Costs/Support Staff	\$ 39,000.00
					30000	Sabancı Foundation	71200 International Consultants	\$ 10,000.00
					30000	Sabancı Foundation	71400 Contractual Services - Individuals	\$ 15,000.00
					30000	Sabancı Foundation	71600 Travel	\$ 10,000.00
					30000	Sabancı Foundation	71800 Contractual Services-Imp Partn	\$ 50,000.00
					30000	Sabancı Foundation	72100 Contractual Services - Companies	\$ 70,000.00
					30000	Sabancı Foundation	74200 Audio Visual&Print Prod Costs	\$ 13,000.00
					30000	Sabancı Foundation	74596 Direct Project Cost	\$ 5,836.00







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## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

This project will be implemented through a national implementation modality (NIM), with the MoFSS (DG Women's Status) as the implementing partner and MoLSS (DG Labour) as beneficiary. 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 in line with its rules and procedures. Moreover, all knowledge products (training materials and toolkits for advocacy, skills development, grant materials, reports, etc.) will be approved by MoLLS, MoFSS and SF prior to sharing with the third parties, disseminating and publishing.

A Project Steering Committee (PSC) with representation from MoFSS, MoLSS, Sabancı Foundation, Presidency of Strategy and Budget, Ministry of Foreign Affairs and UNDP will be set up to guide and oversee the implementation of the project. Project Steering Committee will be held bi-annually. Presidency of Strategy and Budget and Ministry of Foreign Affairs are natural members of all UNDP's Project Steering Committees and monitor the implementation of the Projects from Government side. ILO and UNWomen and other relevant actors may be invited to the Steering Committee, if and when needed.

The Project Steering Committee is the group responsible for consultation and consensus-based decision making and management for a development project/ when guidance is required by the Projects Manager (PsM), including recommendation for UNDP/Implementing Partner about approval of plans and revisions. The Project Steering Committee is co-chaired by the Senior Executive (Implementing Partner), and the UNDP. From UNDP side, the Assistant Resident Representative ARR-P co-chairs the PSC meetings as the Head of the UNDP programmes.

In order to ensure UNDP's ultimate accountability, Project Steering Committee decisions should be made in accordance with standards that shall ensure the best value for money, fairness, integrity, transparency and effective international competition. Reviews by this group are made at designated decision points during the running of the development project/initiation plan, or as necessary when raised by the PM.

Additional partners/stakeholders can be invited as Observers to share relevant information as and when required. The Project Steering Committee will meet at least annually to review and approve the annual work plan and budget and to monitor its implementation, among others.

Based on the approved annual work plan (AWP), the Project Steering Committee may review and approve the annual plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each annual plan as well as authorizes the start of the next annual plan. It ensures that required resources are committed and arbitrates on any conflicts within the development project/initiation plan or negotiates a solution to any problems between the PM and external bodies. In addition, it approves the appointment and responsibilities of the PM and any delegation of its Project Assurance responsibilities.

Specific responsibilities of the Project Steering Committee:

- Review and approve the Work Plan
- Agree on Projects Managers' responsibilities, as well as the responsibilities of the other members of the Project Management team;
- Delegate any Project Assurance function as appropriate;
- Review the Progress Report for the project;
- Review and appraise detailed AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log, M&E and communication plan.
- Provide overall guidance and direction to the project implementation, ensuring it remains within any specified constraints;
- Address issues as raised by the Projects Manager
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;

- Agree on Projects Manager's tolerances in the Annual Work Plan when required;
- Conduct regular meetings and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to acknowledgement by the Implementing Partner;
- Review and approve end technical reports, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project coordinator's tolerances are exceeded;
- Assure that all deliverables have been produced satisfactorily;
- Review and approve the Final Review Report, including Lessons-learned;

**Senior Executive (Executing/Implementing Partner):** Ministry of Family and Social Services (DG Women's Status)

The Executive is responsible for the project implementation on the Government side, supported by the Senior Supplier/UNDP. The Executive' role is to lead achievement of Project's objectives and delivering outputs on behalf of the Government that will contribute to higher level outcomes.

**Specific Authorities and Responsibilities:**

- Follow-up and maintaining of all kinds of activities to be carried out within the scope of the project, as indicated in the AWP and in consultation with UNDP, MoLSS and Sabancı Foundation through the Projects Managers.
- Ensure coordination with the local authorities and partners where the project activities will be carried out within the scope of the project.

**Senior Beneficiaries** (Ministry of Family and Social Services (DG Women's Status) and Ministry of Labour and Social Security (DG Labour).

These roles require representing the interests of the institutions who will ultimately benefit from the project. The Senior Beneficiaries' primary function within the Steering Committee will be to ensure the realization of project results from the perspective of project beneficiaries.

**Senior Supplier (UNDP)**

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the design, development and implementation of the project. The Senior Supplier's primary function within the Project Steering Committee is to provide support and guidance during the implementation of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required.

**Specific Responsibilities (as part of the above responsibilities for the Project Steering Committee)**

- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected output(s) from the point of view of supplier management
- Ensure that the supplier resources required for the initiation plan are made available
- Contribute supplier opinions on Project Steering Committee decisions on whether to implement recommendations on proposed changes
- Providing travel and accommodation costs only for the MoFSS, MoLSSs personnel within the scope of the project in ensuring coordination between provinces during the stages of project activities, monitoring, control and reporting etc.
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

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. UNDP will be responsible for finance and human resources management of the Project and will provide quarterly financial reports (CDR) to the MoFSS, for their acknowledgement that the funds are used for project purposes. UNDP will mobilize the Project team in line with its rules and procedures and in consultation with the Implementing Partner.

### **Donor (Sabancı Foundation)**

The Donor which is funding the project becomes a natural member of the Project Steering Committee. In addition to its donor role, Sabancı Foundation actively will be involved in design and implementation of the project activities in consultation with all parties involved. In addition, SF will directly manage the Grant Programme.

### **Presidency of Republic of Turkey, Presidency of Strategy and Budget (PSB) & Ministry of Foreign Affairs**

These two offices are natural members of each Project Steering Committee. SBO 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 provides final approval to all UNDP implemented projects and signs the project document on behalf of the Government.

### **ILO and UNWomen**

Some of the project activities will be implemented in cooperation with sister UN Agencies ILO and UNWomen. The nature of the activities will be identified during the inception phase of the Project. These agencies could be invited to the Project Steering Committee based on the implementation needs.

**Project Advisory Committee:** Project advisory committee will be operationalised to provide academic and NGO perspective through implementation of the Project. The committee meetings will be conducted bi-annually and based on project implementation needs. Members will be 2 National NGOs Focused/ Working on Women and 3 Universities. The working principles and meeting agenda will be detailed by the project management unit. Relevant parties such as ministries, municipalities, chambers, other universities, representatives of NGOs will attend the Advisory Committee meetings whenever needed.

Specific responsibilities of the Advisory Committee:

- Advise to contribute to the Work Plan and Project Activities based on academic and or subject knowledge

### **Project Assurance**

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

Project Assurance must be independent of the Projects Manager; therefore, the Project Steering Committee cannot delegate any of its assurance responsibilities to the Projects Manager. At UNDP Project Assurance function belongs to ARR (Programme), Portfolio Manager and M&E Analyst, Portfolio M&E Expert 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.

### **Project Management Team**

Project Management Team Meetings will be conducted bi-monthly to facilitate smooth implementation of the project. The Project Management Team includes Project Management Unit and General Manager of Sabancı Foundation; ARR (Programme) of UNDP and General Directors and or Deputy General Directors / Head of Departments from MoFSS and MoLSS.

### **Project Management Unit**

A Project Management Unit (PMU) will be established by UNDP comprising permanent staff including: **Projects Manager (PM)** and any other support staff appointed for successful completion of this project i.e. Project Assistant, Field Coordinators (3), Project Finance and Procurement Officer, Portfolio Administrator as well as **Project Support Unit**. Sabancı Foundation will also employ a project manager and a project assistant. The PMU will assist and support to the Senior Executive in performing its role as an implementing partner. PMI also includes any **technical expert/consultant** hired for the successful

implementation of the project. PM will be responsible for close surveillance of performance of technical experts if any. The PMU also includes any **technical teams in pilot provinces** which report directly to PM. The Project Management Unit will be preparing all activity related ToRs, Communication and Visibility Materials, Reports, Annual Workplans and critical documents for pre-approval of the Sabancı Foundation and MoFSS, MoLSS prior to the implementation.

### **i. Projects Manager (PM) and Team**

The Projects Manager recruited by UNDP has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner and work in close cooperation with the senior executive within the constraints laid down by the Steering Committee. The Projects Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The PM will be recruited in accordance with UNDP regulations and will be based in Ankara. S/he will report to the relevant UNDP Portfolio Manager. The PM will be responsible for overall project coordination and implementation, consolidation of work plans and project papers, preparation of quarterly progress reports, reporting to the project supervisory bodies, and supervising the work of the project experts and other project staff. The PM will also closely coordinate project activities with relevant Government institutions (if applicable) and hold regular consultations with other project stakeholders and partners. Under the direct supervision of the PM, the Field/Grant Administrator recruited by UNDP to work in close cooperation with project stakeholders at the field level. The Administrator reports to the Projects Manager. The Project Assistant will be responsible for administrative, financial and technical issues and will get support from UNDP CO administration. The PM will do the supervision of the Project Team in close coordination with the Implementing Partner.

### **ii. Project Support**

**Overall responsibilities:** The Project Support role provides administration, management and technical support to the Projects Manager as required by his/her needs. 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.

The Project oversight will be managed by the UNDP ISG-PPI Portfolio Manager. In addition, the Project will be led by a half-time Projects Manager who will be responsible for the day to day management of project implementation including administration and project finance. The Projects Manager will be responsible for overall team management and supervision in both Ankara and field locations in coordination with MoFSS, MoLSS and Sabancı Foundation. The PM and Field Administrator and local stakeholders will be in close coordination in day-to-day supervision of the staff work at the local level. The Projects Manager will be the first responsible for project level reporting and support project specific donor engagement.

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:

<b>Project personnel</b>	<b>Duty Station(s)*</b>
Projects Manager	Ankara
Field Administrators/Coordinators (3)	Adana, Izmir, Diyarbakır
Project Assistant	Ankara
A Project Manager and Project Assistant mobilised by Sabancı Foundation	Istanbul

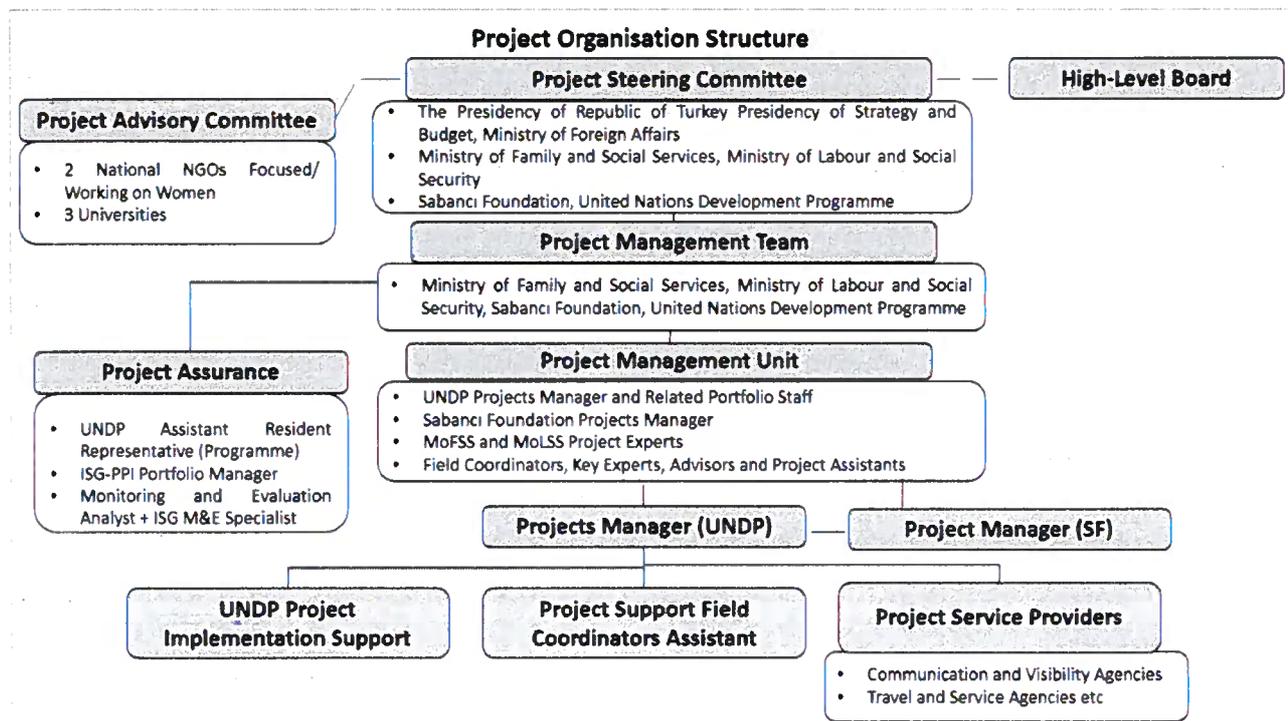
\* Duty stations are subject to change based on the requirements of the project.

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.

UNDP will be responsible to submit to the donor (Sabancı Foundation) interim, fiscal and final reports and the assessment of the project.

UNDP will ensure visibility of Donor including through issuing press releases, organizing launching ceremonies, making sure the donor logo is present on all equipment procured within the scope of the project with the donor and implementing partner agreement.

Any surplus budget remaining at the end of the implementation period should be returned to the Sabancı Foundation.



## IX. LEGAL CONTEXT

### Option a. Where the country has signed the **Standard Basic Assistance Agreement (SBAA)**

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 Oct 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 Family and Social Services 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

### Option a. Government Entity (NIM)

- 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:
  - 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;
  - assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.

3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml).

4. 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. *Option 2:* The Implementing Partner agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

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

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

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. **Project Quality Assurance Report**
2. **Social and Environmental Screening Template** [English] [French] [Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. (NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).
3. **Risk Analysis.** Use the standard Risk Register template. Please refer to the Deliverable Description of the Risk Register for instructions
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
5. **Project Steering Committee Terms of Reference and TORs of key management positions**

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## XII. LIST OF ABBREVIATIONS

ARR	Assistant Resident Representative
AWP	Annual Work Plan
DG	Directorate General
GAP RDA	South Anatolia Project Regional Development Administration
AÇEV	Mother Child Education Foundation
HR	Human Resources
ISG-PPI	Inclusive and Sustainable Growth Portfolio – Public Policies and Inequalities
ILO	International Labour Organization
İŞKUR	Turkish Employment Agency
M&E	Monitoring and Evaluation
MoFSS	Ministry of Family and Social Services
MoLSS	Ministry of Labour and Social Security
MoNE	Ministry of National Education
MoYS	Ministry of Youth and Sports
NDP	National Development Plan
NIM	National Implementation Modality
NGO	Non-governmental organization
NEET	Young People Who are Neither in Education nor in Employment
OECD	Organization for Economic Co-operation and Development
PM	Project Manager
PsM	Projects Manager
PSC	Project Steering Committee or Program Service Center
PMU	Project Management Unit
RR	Resident Representative
SBAA	Standard Basic Assistance Agreement
SF	Sabancı Foundation
SBO	Strategy and Budget Office
SDG	Sustainable Development Goals

<b>ToT</b>	<b>Trainer of Trainers</b>
<b>POPP</b>	<b>Programme and Operations Policies and Procedures</b>
<b>UNFPA</b>	<b>United Nations Population Fund</b>
<b>UN</b>	<b>United Nations</b>
<b>UNDP</b>	<b>United Nations Development Programme</b>
<b>UNSDCF</b>	<b>United Nations Sustainable Development Cooperation Framework</b>
<b>UNDP CO</b>	<b>United Nations Development Programme Country Office</b>
<b>UN Women</b>	<b>United Nations Entity Dedicated to Gender Equality and the Empowerment of Women</b>
<b>VET</b>	<b>Vocational Education and Training</b>

