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The Ministry of Foreign Affairs of the Republic of Turkey presents its compliments to the Office of the Resident Representative of the United Nations Development Programme in Turkey and with reference to the Latter's Letter No:UNDP-TUR-201909-0007128, has the honour to enclose herewith four of the five signed copies of the revised cover page and with minor modificationon the document of the project titled "Support to the Piloting Phase of SDG Impact Accelerator".

The Ministry of Foreign Affairs of the Republic of Turkey avails itself of this opportunity to renew to the Office of the Resident Representative of the United Nations Development Programme in Turkey the assurances of its high consideration.

Ankara, 7 October 2019

Encl: As stated

**The Office of the Resident Representative of the UNDP in Turkey
ANKARA**





UN Development Programme

Turkey - Ankara

Award ID: 118638
Award Title: Support to the Piloting Phase of SDG Impact Accelerator ¹
Start Year: April 2019
End Year: 31 March 2020

Donor(s)	Fund	Amount in USD
00012 UNDP	30084	200,000.00
13356 ECZACIBASI	30000	75,000.00
12704 LIMAK	30000	50,000.00
00037 WFP (additional fund)	30000	100,000.00
10012 BMGF (additional fund)	30000	100,000.00
Total Project Budget (2019)		525,000.00
Total Expenditure (as of 31 August 2019)		118,960.28
Remaining Budget (as of 31 August 2019)		406,039.72

RESPONSIBLE PARTIES

(Executing Agency): UNDP

(Implementing Agency): Ministry of Foreign Affairs

Revision Type: Substantive and Cost Extension

Brief Description:

In line with the agreement of the Project Board dated 01 August 2019, the project total budget will be increased with additional funding from WFP and Bill and Melinda Gates Foundation (BMGF). Revised Multi Year Workplan and related Project Board meeting minutes are attached.

The revision will amend the (i) budget of the Project, the (ii) scope of selected project component with additional activities and the (iii) project board as below. The revised Project Document is attached:

- Increase of the project budget USD 325,000.00 to USD 525,000.00 with additional WFP (USD 100,000.00) and Bill & Melinda Gates Foundation funding (USD 100,000.00).
- Following activities are added to components of the project:
 - Component 1.
 - 1.10 Selected entrepreneurs will be supported with additional grant.
 - Component 2.
 - 2.5 Supporting future steps of the project
 - Component 3.
 - 3.5 Contribution of new project partners to the process and lessons learned.
- Project Board composition has changed with additional membership of WFP and BMGF.

Agreed by the Ministry of Foreign Affairs

7/10/2019

Mustafa Osman TURAN
Minister Plenipotentiary
Deputy Director General for
Multilateral Economic Affairs
Ministry of Foreign Affairs
Republic of Turkey

Agreed by the United Nations Development Programme (Executing Agency)

Claudio Tomasi
Resident Representative

17/09/2019

Agreed by the World Food Programme (Partner Agency)



I. DEVELOPMENT CHALLENGE

1.1. Situational analysis

For the 8th year in a row, Turkey has been the world's largest refugee hosting country with over 4 million externally displaced persons, including 3.6 million Syrians under temporary protection. The Government of Turkey provides a rights-based legal framework through the temporary protection regulation, which offers access to education, health care, employment and social security to Syrians. Currently, out of the 3.6 registered Syrians under temporary protection (46% women and 54% men) more than 3.5 million Syrians live amongst Turkish host communities. 40 % of the 3.6 million Syrians under temporary protection are concentrated in 4 provinces in the South East. However, substantial populations are also found in Izmir, Ankara and other large cities of Turkey. It is estimated that over 500,000 refugees are living in Istanbul making it the largest refugee hosting city in Turkey.

Considering the protracted nature of the refugee situation, there is a progressive shift from humanitarian to resilience and development assistance. This includes increased efforts to reduce the reliance on external cash assistance and enhance self-reliance through support to sustainable jobs and livelihoods opportunities. For Syrians under temporary protection to access new opportunities created in the private sector remains highly dependent on accessing work permits. Since the issuance of the Work Permit Regulations in January 2016, the Government has issued over 68,000 work permits to Syrians (both under temporary protection and under regular residence permits).

The Government of Turkey has not only been very active in the global discussions on migration and displacement but has also led the way in demonstrating how such principles can be implemented in practice. For instance, both national institutions and affected municipalities have served as an example on the implementation of the New Way of Working and of key principles agreed in the New York Declaration for Refugees and Migrants (September 2016). As a result, Turkey is now the largest humanitarian donor per capita globally, and has spent over 37 billion USD on the Syria response over the last 8 years within a conducive legislative protection framework. This includes the principles to allow refugees to: i) benefit from national services and integrate them into national and local development plans, ii) strengthen inclusion, ensure more predictable support in protracted refugee situations; and iii) decrease refugee dependency on aid. As such, Turkey provides a privileged setting to reflect with municipalities and local authorities from the region and beyond on their experiences of responding to migration and displacement which will be a crucial contribution to the global conversation related to the implementation of the New Way of Working.

In line with this, the Government of Turkey also has promoted approaches that respond to issues going beyond simply providing aid, but rather offer solutions that have the potential to generate exponential growth, have an impact outside of Turkey and explore innovative avenues to deal with the challenges faced by refugees and resulting from growing numbers of forced displacement. In this regard, the SDG Impact Accelerator initiative of the Government of Turkey (SDG IA) aims to accelerate “systems entrepreneurs” for market-creating innovations. It will do so initially for refugee populations.

The SDG IA initiative has been designed jointly by the UNDP's Regional Service Center in Istanbul with the Government of Turkey through a process that started in June 2018.² According to the feasibility study of the SDG IA, the first phase of which has been completed in March 2019, the SDG IA will consist of: a) a Systems Lab to provide access to insights and information, in particular through human-centred design techniques and systems tools, and a focus on specific challenges; (b) an accelerator with a cohort structure to bring different stakeholders together around specific challenges and provide challenge-focused – instead of generic – acceleration services towards systems change through lean enterprise methods; and (c) the Impact Investment Fund to provide its alumni with direct access to flexible funding to scale-up. The SDG IA is responding to the impacts (positive and negative) of large-scale displacement- an issue that affects Turkey and the world internationally. The SDG Impact Accelerator will accelerate “systems entrepreneurs” for market-creating

² Feasibility study for SDG Impact Accelerator was jointly funded by the Bill and Melinda Gates Foundation and UNDP. An initial draft concept note titled “Inclusive Business Incubator for SDGs” was prepared by Istanbul International Center for Private Sector in Development (IICPSD) upon the request of the Ministry of Foreign Affairs in July 2017 which was taken over by the UNDP RSC in Istanbul in 2018

innovations for the Syrians under temporary protection in Turkey. The Accelerator will act as a platform to breakdown siloes to mobilize different stakeholders to work together for systemic change to address complex challenges. The plan is for the innovations to be first used in Turkey but scaled upto other refugee/displaced populations. Turkey's strategic location and dynamic private sector provides fertile ground for ideas to have global impact.

The next phase of the feasibility study of the SDG IA is to test the assumptions and apply the concept SDG Impact Accelerator outlined in the feasibility study through this project. The following two pilot projects, which will target refugees in Turkey, will be carried out on the basis of the challenges jointly identified in consultation with the relevant Turkish institutions and international organizations dealing with refugees in Turkey.

- *The design and implementation of a new non-sewage portable toilet and sanitation systems.* This pilot will be designed based on the experience of Bill and Melinda Gates Foundation's (BMGF) WASH (Water Sanitation Health) team, which is working on a global non-sewage sanitation technology; and Eczacibasi Vitra, a major sanitation systems manufacturer based in Turkey working on local user design for non-sewage sanitation. This pilot initiative of the SDG IA will run a challenge to invite systems entrepreneurs to combine global and local technology and design, and test commercialization of user-friendly non-sewage toilet and sanitation systems in the seasonal agricultural worker camps, a significant portion of whom are refugees. BMGF will provide grant with an amount of up to USD 75,000 to the successful start-up/entrepreneur(s) in the field and also support the advocacy and communication of the results of the accelerator programme. The remaining amount of the BMGF's contribution will be used for GMS and other project costs.
- *The development of a digital identification system.* This pilot, to be co-owned by UNDP and WFP in close cooperation with the relevant Turkish institutions, will aim to provide access to basic services and enhance livelihood opportunities to a selected group of refugees through an accredited and verifiable digital ID. A scoping process that works at the national scale will be carried out to understand what existing players, tools, and frameworks could be harnessed, and at the international scale to understand what existing initiatives could be used as models for local work. This scoping would feed into a rapid implementation process in line with the approach and objectives of the SDG Impact Accelerator. WFP will provide grant with an amount of USD 75,000 to the successful start-up/entrepreneur(s) in the field and also support the advocacy and communication of the results of the accelerator programme. The remaining amount of the WFP's contribution will be used for GMS and other project costs.

The current Project will address the design and implementation of the pilots that form the second phase of the SDG IA Feasibility Study, managed by UNDP Turkey in close coordination and cooperation with the Government of Turkey Ministry of Foreign Affairs and the Strategy and Budget Department of the President's Office as well as Directorate General of Migration Management. Based on its leading role as the SDG integrator, UNDP Turkey will utilize the regional and global expertise in the field, also aligning it to its global interventions on Migrant Nations, SDG Acceleration Lab and SDG impact as well as its piloting in Turkey. UNDP co-leads the overall coordination of the Syria response in Turkey at strategic level- UNDP is the lead agency on resilience, including the mainstreaming of resilience across the overall response. UNDP is also leading the 3RP Livelihoods Sector. Another important initiative that can feed into this Project is the SDG Accelerator for SMEs. This initiative is also a UNDP programme aiming to accelerate business solutions with the Sustainable Development Goals (SDGs). The programme is funded by The Danish Industry Foundation and is tested in Denmark in 2018 and 2019 with 30 Danish small and medium-sized industrial companies, after which the aim is to roll out across the Nordics and globally.

1.2. Past and current interventions

1.2.1. Overall Approach to the SDG Impact Ecosystem in Turkey

The Project at hand takes into account the previous actions as well as the overall policy work of Government of Turkey to provide holistic services to Syrians under temporary protection and host communities in line with foreign policy actions. As a major emerging donor in international development cooperation, Turkey became one of the strategic partners of UNDP and UN since 2011 and took an active role in the establishment of United Nations Technology Bank dedicated to the Least Developed Countries (LDCs) achieving a long-standing priority of the LDCs confirmed in the 2015 Addis Ababa Action Agenda and in SDG Target 17.8.

The Technology Bank has the potential to strengthen the science, technology and innovation capabilities of the LDCs, so that they are no longer left behind in achieving sustainable development goals. After the inauguration of Technology Bank in June 2018 in Gebze, GoT started to work on SDG Impact Accelerator (SDG IA) feasibility study with UNDP as another important policy tool to create a technology-based SDG innovation and impact ecosystem to cover a wider range of services. The SDG Impact Accelerator, with a strong focus on the needs of the displaced people, is envisaged to become the central node in the SDG impact ecosystem in Turkey, which will tie related initiatives of the Turkish Government and Private Sector as well as UNDP.

The Systems Lab of the SDG IA will cooperate closely with UNDP Turkey's SDG Accelerator Lab and the Business for Goals Initiative of the Private Sector in providing the necessary thought leadership based on sectoral analysis and needs assessments to form multi-stakeholder partnerships among innovative solution owners to address complex development challenges. The SDG IA will also establish a global sister cities network with the other 59 UNDP SDG Accelerator Labs around the world as a co-learning platform.

The Impact Investment Fund of the SDG IA, which will be created by the Turkish Development and Investment Bank, will be linked to UNDP's SDG Impact (investment solutions) pilot initiative in Turkey through the establishment of a Government led National Advisory Board for impact investment. This will enable a long-term financing opportunity for social impact entrepreneurs. UNDP IICPSD, with its long-standing expertise in this field, will also create the necessary links between the impact investors in Turkey and the Islamic finance initiatives in the region. Qatar Fund for Development is a potential partner of the IICPSD and the SDG Impact Accelerator in this respect.

Based on above, the project at hand will be serving for the overall policy priorities of GoT and provide an innovative approach which could pave the way for a stronger SDG impact ecosystem to lead higher value-added products/services could be provided for global development challenges.

1.2.2. Syria Crisis Response and Resilience

The Syria crisis response provided in Turkey combines both refugee and resilience-based support. UNDP has two main roles in Turkey with respect to the response to the Syria refugee crisis. Both roles together have positioned UNDP Turkey in a unique role in terms strategic oversight for the overall response to the Syria Crisis in Turkey.

1. UNDP co-chairs the 3RP together with UNHCR at regional level and in Turkey. In Turkey, UNDP and UNHCR support the Government of Turkey in terms of the coordination of UN agencies and NGOs. In addition to that, UNDP is the lead agency of the 3RP Livelihoods Sector coordinating LH sector partners around Turkey
2. UNDP Turkey implements the UNDP Syria Crisis Response and Resilience Programme with a total budget of around 68m USD for 2019-2020. An important feature of the programme response is that UNDP ensures strong coordination amongst all projects to increase the effectiveness and efficiency of the response and funds entrusted to UNDP. In particular, efficient use of donor resources, alignment of support to governmental institutions and complementarity among projects are ensured. For instance, beneficiaries of language skills training are connected to ISKUR for registration and where possible to other projects under the programme which are facilitating the creation of jobs. The main pillars under the programme include:
 - Facilitation of job creation and employability. This includes provision of adult language skills training, vocational training, support to SMEs to expand their capacities, youth empowerment, institutional support to ISKUR (the Turkish Employment Agency), expansion of organized industrial zones, awareness raising on employment of refugees and private sector cooperation. Main counter partners are ISKUR, Ministry of Industry and Technology, Ministry of National Education and Ministry of Environment and Urbanization
 - UNDP is considered a lead agency with respect to livelihoods programme support addressing both labour supply and demand side. In terms of creating sustainable new jobs, UNDP's response is beyond placing the Syrians and host community members to vacancies by aiming to generate an enabling and

sustainable environment to create new jobs through establishing facilities to help increasing productivity such as SME Capability and Digital Transformation Centers and Innovation Centers and support to establishment of an Organised Industrial Zone. This focus on “facilitation of job creation”, is the most challenging and a unique contribution for UNDP, but covering a critical gap in response to the urgent need to provide opportunities for self-reliance and reduce dependency on external aid such as cash assistance. UNDP thereby also contributes to local economic development and increases the production capacity of both Turkish and Syrian enterprises and Turkish-Syrian joint ventures.

- Municipal service delivery- mainly focused on infrastructure support (solid waste and waste water management) and technical support such as the set-up of project management offices. In addition, it includes the provision of fire fighting vehicles and other equipment for municipal services. UNDP has been one of the first UN agencies providing support to municipalities since 2014 and is considered one of the main partners to the Government on municipal service delivery as part of the Syria response. UNDP brought a new vision to municipal service projects by creating substantial impacts with high environmental standards achieved by smart technical solutions. Projects are focused on improving environmental performance and providing a cleaner, healthier and more productive environment to the population and reduce public health risks. The support provided does not only benefit municipalities in terms of their increase capacities, but recent assessments also showed that it has resulted in significant savings for municipalities which can be allocated to other service lines.³
- Access to justice and legal aid as well as broader support on social cohesion. This pillar focusses on both institutional and technical support to connect Syrians and Turkish nationals to the relevant legal aid services, including institutional support, awareness raising, translation services and mobile courts.

In addition to the regional and global experience in addressing complex challenges of displacement with innovative solutions, the Project will also benefit from the accumulated experience and knowledge that UNDP has in Turkey in terms of livelihoods and coordination of the resilience-based development under 3RP. This approach includes design and implementation modalities aimed at reducing vulnerabilities and contributing to individuals, communities, local and national institutions to be able to cope with and recover from the impact of the high number of displaced Syrians. The resilience-based development approach complements but is distinct from humanitarian support by focusing on creating a basis to transition towards sustainable development and support self-reliance for the displaced people wherever possible. This includes support to the labour supply and demand side to strengthen self-reliance and socio-economic integration, in close collaboration with established networks as well as UNDP private sector linkages. ii) Cooperation with and delivery of the Project in close partnership with relevant national and local national institutions.

UNDP acknowledges the high levels of unemployment amongst both Syrians under temporary protection and host community members. So far, support provided in Turkey by Government and partners in response to the Syria crisis has focused primarily on labour supply side measures e.g. technical and vocational training to increase employability of Syrians. Supply-side measures only, however, would fall short of addressing the challenge, if they are not accompanied by demand-side interventions creating actual jobs. The engagement of the private sector as the main source of the job creation to the resilience response is limited due to the lack of information on law and regulations on refugee employment, on qualification and skills set of the refugees living in Turkey and the weak interaction with the Syrian businesses established in Turkey to develop business opportunities that would lead to the job creation for both communities. This is particularly the case in the Southeast Anatolia Region where unemployment rates have generally been higher than the national headline unemployment rate, despite a lower level of labour force participation.

³ http://www.tr.undp.org/content/turkey/en/home/library/syria_programme/undp-support-to-municipal-resilience-in-turkey.html

II. STRATEGY

2.1. Scope and Intervention Strategy

Leveraging on the results of the feasibility report of the SDG IA, implementation of the selected pilot studies in scope of the second phase of feasibility will be the focus of the Project at hand. The results of the pilot studies will serve for the conceptualisation for the SDG Accelerator system design, which will have the following key features. It will adopt a “systems acceleration” approach. The full-fledged systems accelerator will include:

- Systems Lab to provide access to insights and information, in particular through human-centred design techniques and systems tools, and a focus on specific grand challenges,
- Accelerator with a cohort structure to bring different stakeholders together around specific grand challenges and provide challenge-focused – instead of generic – acceleration services towards systems change by utilizing lean enterprise methods,
- Impact Investment Fund to provide alumni with direct access to flexible funding to scale-up.

The pilots that are defined in the feasibility report of the SDG IA will be on implementing a new non-sewage portable toilet design and developing new applications on a digital identification ecosystem. The methodology for the implementation of two pilots are as follows:

New non-sewage portable toilet design

This pilot will bring together, as “challenge owners”, Bill and Melinda Gates Foundation’s WASH team, which is working on non-sewage sanitation technologies, and Eczacibasi Vitra, a major sanitation systems manufacturer based in Turkey. The pilot will run a challenge to invite systems entrepreneurs to combine both global and local technology and design, and test commercialization of user-friendly non-sewage toilet systems in the agricultural worker camps.

Globally one in three people live without access to proper sanitation. The SDG Target 6.2 is to “achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations.” According to a study by the Bill & Melinda Gates Foundation and the Boston Consulting Group, “there are considerable untapped opportunities for companies that come early to the new non-sewage sanitation category. The reinvented toilet market alone is conservatively estimated to become a \$6 billion global annual revenue opportunity by 2030. It could help open the door to a new, potentially larger sanitation sector and value chain supported by private and public investments in products, jobs, and services.” The Foundation has already developed technologies in non-sewage sanitation area.

On the other hand, Eczacibasi Holding, one of the largest Turkish business conglomerates, with operations in designing, engineering and producing ceramic sanitary ware, flushing systems, toilet seats and faucets, have conducted engineering studies on a non-conventional off-grid toilet. The pilot will aim to bring together the work of two institutions, as potential challenge owners, and run a challenge to invite systems entrepreneurs to combine global and local technology and design, and test commercialization of user-friendly non-sewage toilet systems in the farm worker camps. Corporates that undertake contracted farming at scale can also join as outcomes partners to the pilot.

This pilot is a typical example of a market-creating innovation that provides access to a low-cost solution for refugees in Turkey, which could later be scaled up to other refugee populations and LDCs. It is also an example of adapting a global technology (at the Bill & Melinda Gates Foundation) into a very culture-specific local context through a partner with local design and production capabilities (Eczacibasi). This pilot results will be also beneficial for seasonal agriculture workers in other Regions of Turkey, like Black Sea Region.

The development of a new applications of a digital identification system

Livelihood and economic opportunities are crucial, not least because of the otherwise unmanageable and politically unacceptable burden on public resources of maintaining a growing population of displaced people.

Livelihood and economic opportunities are also connected to a variety of other opportunities and rights, including access to healthcare, education, and justice. Yet, today many people around the world are excluded from livelihood opportunities – whether because of host country restrictions, skill, language or education barriers, or a simple lack of verifiable ID. In addition to that, skills certification and other documentation are critical for refugees to gain access to available employment opportunities- yet often lost as a result of their displacement or not acknowledged in their host country.

At the same time, emerging technologies are changing the nature of work for everyone around the world – simultaneously posing challenges and creating opportunities. For displaced people who may be living in conditions where competition for jobs is fierce, the ability to utilize digital platforms to find international work opportunities could unlock previously unattainable livelihood and economic (as well as educational and other) opportunities. But to secure such opportunities, they would need an accredited and verifiable digital ID. Initiatives in adjacent sectors illustrate that digital ID can be used to enable access to economic activities: for example, the Estonian model of ‘e-residency’ allows people from around the world to gain a form of ‘residency’ through a digital ID that allows them to open a business in the EU.

The challenge on Digital ID will be co-owned by UNDP and WFP and the pilot would support a two-track approach to such an initiative- one track focusing in on the Turkish context and the other track focusing on an international context mainly focused on building a menu of options for novel approaches to building digital ID. The Project at hand will only address the first track focusing on national level interventions. A scoping process will be carried out that works at the national scale to understand what existing players, tools, and frameworks could be harnessed, and at the international scale to understand what existing initiatives could be used as models for local work. This scoping would feed into a rapid implementation process in line with the approach and objectives of the SDG IA. The overarching aim is thereby to enhance livelihood opportunities for refugees in Turkey and simultaneously build out an approach and methodologies that may be useful elsewhere (in and outside of Turkey) in promoting and advancing the work in international contexts. This work will be carried out under the scope of ‘Digital ID’, one of the two pilots/challenges proposed by the SDG Impact Accelerator.

The piloting will involve scoping activities to understand the extent of, and possibilities for, livelihood opportunities and Digital ID use, by refugees, migrants and other displaced people in Turkey. In this respect, the pilot practices will be designed in line with the assessment that will be carried out in initial phase of the Project and build on the existing work of UNDP Turkey and WFP Turkey for enhancement of livelihood opportunities of refugees in Turkey. For instance, a digital ID will;

Provide data that will allow for a more market driven response and support that it is responding to existing realities, needs, preferences of these refugee and displaced populations, in terms of livelihood opportunities and identification. UNDP CO and WFP CO will utilize the detailed overview of general profiles of refugees including skills, employment preferences, vulnerabilities etc. that were collected in scope of its Syria Crisis Response Portfolio. In addition to that, UNDP and WFP will connect it to current projects (UNDP or other) to reach out and target beneficiaries with a particular profile.

- Support the implementation of the Work permit regulation of the Government of Turkey and other current legal frameworks governing the livelihoods of the concerned population.
- Key requirements for a useful Digital ID, in terms of both proof of ID and credentialing
- Existing initiatives in other geographies that can be crowded in or use as models for work in Turkey
- Support refugees in accessing bank accounts
- Skills certification can be formalized on the Digital ID cards
- Refugees are increasingly moving around in Turkey to access available employment opportunities. A digital ID will be an important basic service for them to carry their information with them both inside and outside Turkey
- Reduce reliance on hard copy documentation and reduce the risks of documents to be lost while moving

UNDP provides support on amongst others employability, the facilitation of job creation and institutional support to ISKUR. A digital ID could be offered to project beneficiaries, for instance, Syrians who participating in adult language skills training (52,000 beneficiaries in 10 provinces in 2019-2020), beneficiaries from vocational trainings etc. UNDP is also supporting the facilitation of 4,000 new jobs for Syrians and Turkish nationals through entrepreneurship support. The digital ID could be used as a tool for job matching activities on the basis of the information recorded on the cards. Similarly, the ID card could be used

for linking beneficiaries to other support services provided by the Government of Turkey and/ or 3RP partners. The Digital ID could also be used to avoid people from taking part in various trainings, which has been challenging to date for service providers. A digital ID could help register support provided already to a particular individual and/or family member. In that respect, both UNDP and WFP will benefit from the information collected about the perception and approach of private sector in scope of its Syria Crisis Response Programme. In particular, on the demand side, UNDP CO has conducted a private sector survey and mapping of the sectors that need Syrian labor force. Besides, CO's fruitful cooperation with the umbrella business/private sector institutions as well as the private sector led platforms supported by UNDP (Business for Goals Platform) also provides a good basis to reach out to the private sector with a particular interest to engage in the Syria response, including employment and trading opportunities with Syrians.

Bringing all relevant initiatives together, Project will assure strong coordination with all relevant Government partners to avoid duplication of ongoing efforts and pay utmost importance to data protection and privacy in line with the national legislative framework.

Assisting 86.7 million people in around 83 countries each year, the World Food Programme (WFP) is the leading humanitarian organization saving lives and changing lives, delivering food assistance in emergencies and working with communities to improve nutrition and build resilience. Many of these emergencies aim to alleviate the suffering of forcibly displaced people including refugees all around the world. Naturally, as the host country with the largest refugee community in the world, Turkey has had WFP's existence in a steadily increasing manner as the Syrian Crisis deepened in Turkey over time. WFP had a logistics presence in Turkey before the Syrian Crisis, procuring food for its global operations. In 2012, the partnership was extended to include joint operations with TRC and the Government focused on e-voucher assistance for refugees hosted in camps, which was expanded to refugees living outside of camps in 2015. In September 2016, WFP launched the Emergency Social Safety Net (ESSN) in partnership with the Government of Turkey, the Ministry of Family, Labour and Social Services (MoFLSS) and the Turkish Red Crescent (TRC) and funded by ECHO. The programme helps the most vulnerable refugees living outside camps to meet their basic needs. With 1.69 million beneficiaries as of August 2019, the ESSN is the largest humanitarian cash assistance programme in the world. Eligible households receive monthly unconditional multi-purpose cash transfers of 120 TL (approx. 23 USD) per household member, as well as quarterly top-ups to cover their basic needs such as rent, utilities, food, and health-related expenses. Through the ESSN, WFP has gained a deep understanding of Turkish refugee legislation, assistance systems, labor markets, the financial sector, and local and community level actors. This engagement with the Turkish context complements WFP's experience in the larger Syria+5 crisis and ensures a continuous cycle of learning and dissemination of good practices. WFP plays a lead role in the humanitarian coordination structure outlined under the 3RP Framework. The ESSN Task Force, co-chaired by WFP and TRC, provides a forum for in-depth exchange and learning.

Approaching the third year of the ESSN Programme, WFP has been shifting its focus from basic needs provision to resilience-building activities for long term, through improving the self-reliance of refugees in Turkey. According to the Livelihoods Survey Findings Report⁴ conducted by WFP and TRC and the ongoing Livelihood Mapping exercise, there is a continued gap between the population in need of livelihood support and available labor market opportunities in Turkey. In response, WFP started to implement a skills development programme. By equitably supporting refugees and vulnerable populations with skills development (in-class and on the job certified trainings) and improved linkages to local labor market opportunities, the programme enhances self-reliance of targeted population by improving their employability while promoting social cohesion. The assistance also aims to help refugees to acquire transferrable skills which they can benefit after their return to their countries of origin. One ongoing project towards this goal is Mutfakta Umut Var (MUV) (Kitchen of Hope), which is a skills-development programme including language, vocational, on-the-job trainings as well as job matching support with the private sector.

The harmonization of documentation is critical in large scale livelihoods project; especially targeting the formalization of the employment. The Digital ID project, in this regard, is a timely initiative that can contribute to the better livelihood of refugees. WFP already possesses experiences with similar technology in other countries namely Pakistan and Jordan with the Building Blocks Project, which is probably the best-known application of blockchain technology in a humanitarian context. As also stated in the SGDia Feasibility Report, WFP uses the blockchain technology as an infrastructure to deliver a cash-based assistance through

4 Turkish Red Crescent and World Food Programme. (2019). Refugees In Turkey: Livelihoods Survey Findings. Ankara, Turkey.

retina-scanning ID solutions to over 100,000 Syrian refugees hosted in refugee camps across Jordan. Though small in size, the Project marked an innovative step in applying the latest technology to the delivery of humanitarian assistance. Similarly, in Turkey, through its contribution and support to the Digital ID challenge, WFP aims to keep supporting refugees in their efforts to rebuild their livelihoods in Turkey, in their home countries or in a third country. This pilot is expected to help humanitarian agencies to facilitate refugees' access to assistance and services in a more effective and efficient manner, which will also allow them to design and implement more appropriate support mechanisms.

Specifically, WFP chooses to focus on one or two specific areas of application of the Digital ID pilot to maximize the likelihood of success as well as the effectiveness and efficiency of the project; WFP will contribute USD 25,000 to organize the pilot phase by providing the short-listed companies access to beneficiaries in three different cities of Turkey: Ankara, İstanbul and Gaziantep, where they will conduct focus group discussions with refugee families. In addition, in Gaziantep, WFP will arrange a meeting with the ESSN Task Force member institutions so that the companies can gain additional insight on the challenges faced by humanitarian agencies in supporting refugees in Turkey. Based on the findings of these field visits, the companies will propose necessary adaptations of their products to the field level reality. These proposals will be evaluated by WFP.

2.2. Work plan (Components, Activities and Expected Results)

As detailed above, the Project will support (i) implementation of pilot actions identified by SDG Impact Accelerator feasibility study (ii) conceptualisation of system design for SDG Impact Accelerator benefiting from the pilot implementation (iii) advocacy and communication for the proposed system design. The Project components and the activities under each component are presented below. The components and the activities presented herein are not exhaustive and are subject to further improvement/alignment during the project inception phase.

Component 1. Pilot Implementation Phase

In the scope of this component, assumptions will be tested for proving the concept of the SDG Impact Accelerator outlined in the feasibility report.

For each pilot study a working group will be established for the implementation to have all relevant partners including but not limited to the representatives from Government and private sector on board. The role of the working group is to provide feedback during the process and provide recommendations for implementation.

Component 1 will indicatively include the following activities:

- 1.1 Identification and mobilisation of the accelerator team for start-up phase
- 1.2 Scoping and preparing system maps for selected issues addressed by pilot projects
- 1.3 Preparation and announcement of the call
- 1.4 Identification of selection committees of entrepreneurs
- 1.5 Finalisation of the selection procedures
- 1.6 Selection of the teams
- 1.7 Supporting implementation plans of the teams
- 1.8 Documentation of the Component 1 stages with lessons learned perspective
- 1.9 Monitoring and assessing the success of the pilots
- 1.10 Selected entrepreneurs will be supported with additional grant.

Component 2. Finalisation of System Design for SDG Impact Accelerator

In the scope of this component, benefiting from the implementation phase, conceptualisation of the system design will be finalised depending on the feedback on the Component 1. Component 2 will indicatively include the following activities:

- 2.1 Internal evaluation of the results of Component I in comparison to the feasibility framework
- 2.2 Preparing a strategy for the transition from pilot to permanent SDG Impact Accelerator by incorporating the learnings from pilot projects
- 2.3 Validation of the strategy via participatory mechanisms (expert consultation, focus group meetings, in depth interviews with eco-system actors etc)

2.4 Preparation of the final concept and business model of the Accelerator covering connected Impact Fund actions

Component 3. Advocacy and Communication Plan

This component will also be benefiting from the other two components and will be outlining an overall advocacy and communication plan for the proposed System Design on the SDG Impact Accelerator. Component 3 will indicatively include the following activities:

- 3.1. Analysis/assessments of the Component 2 steps with a lens of communication and advocacy
- 3.2. Preparation of an advocacy plan
- 3.3. Preparation of a communication plan
- 3.4. Preparation of a lessons learned and recommendations report
- 3.5 Contribution of new project partners to the advocacy and communication of the project results and lessons learned.

Upon completion of the all components an overall lessons-learned and the accumulated know-how and experience gained throughout the implementation phases a Policy Recommendation Note for the use of different relevant stakeholders will be prepared.

III. RESULTS AND PARTNERSHIPS

3.1. Expected Results

The project will deliver the following results:

- Up to 5 entrepreneurs for each of the two pilots will be selected through a call for proposal
- The assessment of the current situation in Turkey with respect to pilot areas of intervention
- Systems approach in the acceleration process will be tested and verified (i.e. co-creation among entrepreneurs and between entrepreneurs and relevant stakeholders)
- Successful graduation of at least 1 entrepreneur for each pilot with an effective and sustainable solution to the problem of the target user group, ensured and additional grants will be provided to those that are selected
- Communication and advocacy plan for SDG Impact Accelerator designed with fact- based feedback.
- A corresponding fundraising strategy for the Impact Fund which is expected to be a part of SDG Impact Accelerator is developed
- Collection of sufficient evidence to showcase during UN General Assembly in September 2019, and at the World Economic Forum in Davos in January 2020 is ensured.

3.2. Resources Required to Achieve the Expected Results

The project will be financed by several resources including UNDP Innovation Facility (global), UNDP Istanbul Regional Hub and UNDP engagement facility (CO) as well as private sector funding to be mobilized from Limak Foundation and Eczacıbaşı.

UNDP Turkey will provide a contribution both in programmatic areas and project implementation areas (operation) in the light of the experiences gained through projects already implemented/being implemented in Turkey through the following items in accordance with its corporate competencies and operation model:

- Synergy with other programmatic portfolios/interventions of UNDP CO (inclusive and sustainable growth, Syria crises response, private sector in development and gender equality) and UNDP Global Initiatives (via Innovation Facility, Project Catalyst etc)
- Provision of qualified individual and/or corporate expertise support, access to national and international knowledge and cooperation networks
- The project leverage on the capacities of the UNDP's Syrian Crisis Response and Resilience Programme in Turkey, currently funded by the Governments of Japan and Korea, US BPRM, KfW and the EU Regional Trust Fund for the Syria Response (MADAD). The pilot projects will leverage on results and structures of ongoing projects. This will allow for timely implementation, quality of results and strong ownership of the activities with partners.
- Provision of expertise and consultancy support from the UNDP Istanbul Regional Hub and UNDP Global Initiative of Project Catalyst
- Human resources management, financial management, procurement, monitoring and evaluation etc and provision of services and procurement of goods provided in UNDP's corporate operation model
- Transferring field level implementation experience into the project gained in other countries where UNDP operates - UNDP is the global lead UN agency on livelihoods, with a specific focus on providing access to employment opportunities- both programmatically⁵ as well as in terms of the coordination of the Livelihoods Sector and/or or related sectors within the UN system. Entrepreneurship support is one of UNDP's signature products for countries affected by crisis-including large scale displacement. Interventions are tailored based on country specific needs and opportunities.⁶

⁵ <https://www.undp.org/content/undp/en/home/librarypage/crisis-prevention-and-recovery/guide--livelihoods---economic-recovery-in-crisis-situations.html>

⁶ <http://www.tr.undp.org/content/dam/undp/library/crisis%20prevention/UNDP-CRU-Emergency-Employment-2015.pdf>

<https://www.undp.org/content/undp/en/home/librarypage/crisis-prevention-and-recovery/signature-product--guidance-note-on-emergency-employment-.html>

UNDP's livelihoods approach is anchored in the "UN policy on employment creation, income creation and reintegration". To establish strong links between education and employment outcomes, particularly for youth, UNDP provides technical support and capacity-building in the design, expansion and implementation of appropriate skills development and education-to-work transitions. UNDP also promotes entrepreneurship development initiatives such as the provision of training, starting and scaling up of small businesses and support in providing business skills development.⁷

3.3. Partnerships

The challenges of displacement cannot be addressed by any single entity acting alone and requires all involved to actively contribute. Driving from that, UNDP Turkey, being responsible for the overall implementation of the Project will coordinate the work effectively with the regional and global presence of UNDP in Turkey: UNDP Istanbul Regional Hub (IRH) and UNDP Istanbul International Center for Private Sector in Development (IICPSD). The Project's link to UNDP's global initiatives on SDG Accelerator Labs, SDG Accelerator for SMEs and SDG Impact will be ensured and the Project will be the first area of focus in SDG Acceleration Lab of CO, whose establishment was initiated in January 2019. The project will also be connected to other 3RP partners and the available data and analyses from other sector partners as relevant.

UNDP Global Initiative on Project Catalyst and its specific focus on "Migrants Nations", which builds on, and enhances, the aims of other UNDP initiatives working on migration through a development lens will also be providing technical expertise and know-how support in design and implementation of Digital ID pilot work. The mentioned pilot on Digital ID will be contextualizing the work of UNDP in Migrants Nations and the results will also feed into the global agenda in the field.

WFP as one of the implementation partners of the Digital ID pilot work, will bring in its global experiences acquired, such as in Pakistan and Jordan; WFP has tested the use of blockchain for authenticating and registering beneficiary transactions in these locations. Its partnership with UNDP through this pilot will also in turn serve its goal of collaborating with other humanitarian agencies on a neutral blockchain network to improve cooperation, reduce fragmentation, bolster efficiency and ultimately further empower the most vulnerable people in need.

While the main implementing partner of the Project is MoFA at national level, cooperation will be ensured between different stakeholders both at the implementation level as well as policy level. The Strategy and Budget Presidential Department will also take lead in linking the initiatives to the national agenda on SDGs. Types of partnerships would vary from very basic initiatives such as co-organization of a project event to a more complex initiative that would lead to pilot call for proposal with UN Technology Bank with support from UNDP Global Initiatives like Project Catalyst etc.

As per the geographical base, Project will establish strategic partnerships at the local level, regional level, national level as well as international level. At the local level, components and actions may be implemented in partnership with local actors such as the technological development zones, R&D centers, business sector representatives and other relevant local stakeholders where at the international level UNDP Global and Regional level initiatives could be benefited. Cooperation will be set up within the framework of signed partnership agreements and MoUs, as applicable.

3.4. Risks and Assumptions

The project foresees two major risk areas that should be taken into account in design and implementation of the project activities which are (i) lack of interest from the potential entrepreneurs/interested parties for pilot implementation and (ii) failure to ensure coherent feedback and contribution from all relevant parties. With a view to mitigate these risks, the project will design and conduct of intensive collaboration and coordination activities for all relevant stakeholders. In addition to working groups to be established for Component I, a comprehensive steering committee structure will support strong communication and efficient coordination. A detailed Risk Log is annexed to the project document.

⁷ <https://www.undp.org/content/undp/en/home/sustainable-development/development-planning-and-inclusive-sustainable-growth/livelihoods-and-jobs.html>

3.5. Stakeholder Engagement

The intended beneficiaries of the Project are potential entrepreneurs, companies as well as policy makers, Academia, NGOs, Syrian and host community members and all relevant stakeholders in entrepreneurship and innovation eco-system. Stakeholder consultations will be ensured in different/alternative ways according to nature of the activities.

3.6. South-South and Triangular Cooperation (SSC/TrC)

Since Project targets to establish a system via SDG Accelerator to ultimately serve LDCs with a global perspective on refugee/displacement context, an action-oriented SSC and Triangular Cooperation Strategy is already embedded in strategy/approach of the intervention.

3.7. Knowledge

The project will produce the final design of the SDG Accelerator and will document pilot implementation phases in order to create an experience log to be benefited for future stages. The project will also have an advocacy and communication/outreach strategy to communicate the results of the project.

3.8. Sustainability and Scaling Up

The implementing partner of the Project will be Ministry of Foreign Affairs with UNDP's technical, operational and administrative support both from country office, regional center and global private sector development center. In parallel UN Technology Bank, Limak Foundation, Eczacıbaşı Group, UNDP's global initiative Project Catalyst, Gates Foundation will be all key strategic partners. Also relevant ecosystem actors in Turkey will be integrated into relevant actions for practical feedback on the final design of SDG accelerator. In parallel fund-raising actions will be also embedded in advocacy plan for a sound sustainability action. Based on the availability of public funding; further financing possibilities will be sought-through public investment programs as well.

IV. PROJECT MANAGEMENT

4.1. Cost Efficiency and Effectiveness

The fact that the project builds on national and local level on the existing structures and capacities not only increases the sustainability dimension of the project, but also cost efficiency. UNDP will adopt a programme approach in line with its new structure, whereas staffing will be made available to serve for and to be costed to more than one project where possible. Following a programme approach will also be relevant for procurement and other administrative issues. This will increase cost efficiency of the project.

For instance, the project will benefit from the current operational structures and existing partnerships established for the UNDP Syria Crisis Response and Resilience Programme in Turkey. This will allow for cost efficiency, timely implementation, quality of results and strong ownership of the activities with partners. In addition to that, the pilots will be able to use the existing 3RP coordination structures and networks, in particular of Livelihoods Sector partners and rely on recent data analysis and information. The pilots will also be connected to the activities of UNDP and other partners to leverage their results and be much more than stand-alone activities only.

4.2. Project Management

Regarding project management, UNDP will deploy its in-house experience (CO staff) as well as mobilize other capacities in the form of Service Contracts and Individual Contracts. In scope of its Accelerator Lab initiative, the capacity of the CO on enhancement of innovative solutions to development challenges has been improved. The dedicated staff on SDG Accelerator Lab, as well as the Syria Crisis Response and Resilience Programme and Inclusive Sustainable Growth Portfolio Teams will also contribute to the implementation of the Project.

For this specific project, UNDP will avail the CO capacities in Programme and relevant administrative and operational support staff based in Ankara. UNDP will provide direct country office support services (including for the functions of procurement, human resources, administrative services, communication, office space). 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.

V. RESULTS FRAMEWORK⁸

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE 2019	TARGETS		METHODS
				2019	Total	
Output 1: SDG Impact Accelerator piloted and final system design is completed	# of entrepreneurs selected and supported for each of the two pilots	Project Progress Reports	0	10	10	Thru project-based M&E tools and systems
	# of evaluation reports on pilot implementation cases (2 per each, mid-term and final)	Project Progress Reports	0	4	4	Thru project-based M&E tools and systems
	System Design of SDG Impact Accelerator in place	Project Progress Reports	SDG Impact Accelerator Feasibility Design	Draft Version after pilots Final Version	Draft Version Final Version	Thru project-based M&E tools and systems
	# of advocacy platforms established	Project Progress Reports, cooperation protocols, meeting reports	2	6	8	Thru project-based M&E tools and systems
	# of communication tools applied	Project Progress Reports, grant agreements	0	3	3	Thru project-based M&E tools and systems

⁸ 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.

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:

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

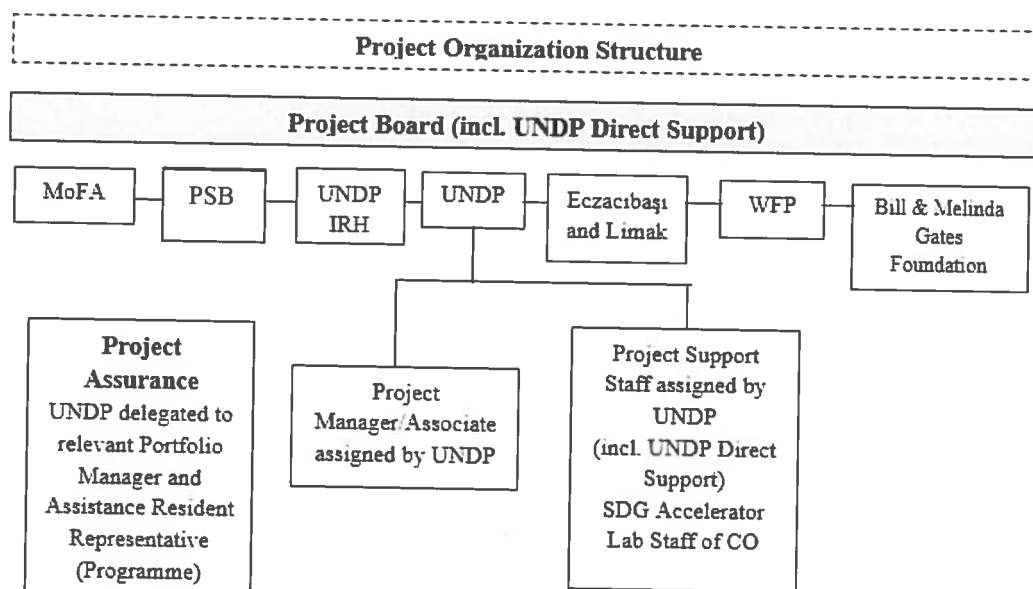
VII. MULTI-YEAR WORK PLAN

ANNUAL WORK PLAN

Project title: Support to the Piloting Phase of SDG Impact Accelerator
 Project ID: 118638
 Output ID: 119259
 CO: UNDP Turkey CO
 Year: 2019

Expected output and monitoring activities including annual targets	Activity	Time frame				Responsible Party	Planned Budget			Total Award Budget USD
		Q1	Q2	Q3	Q4		Donor ID	Fund ID	Expenditure Account	
Output 1: SGD Impact Accelerator piloted and final system design is completed	Component 1					001981 (UNDP)				
	1.1 Identification and mobilisation of the accelerator team for start-up phase			x	x				71400	4,500.00
	1.2 Scoping and preparing system maps for selected issues addressed by pilot projects									
	1.3 Preparation and announcement of the call									
	1.4 Identification of selection committees of entrepreneurs			x	x				71300	106,500.00
	1.5 Finalisation of the selection procedures									
	1.6 Selection of the teams									
	1.7 Supporting implementation plans of the teams			x	x				71600	15,000.00
	1.8 Documentation of the Component 1 stages with lessons learned perspective									
	1.9 Monitoring and assessing the success of the pilots									
	1.10 Selected entrepreneurs will be supported with additional grant.			x	x				72100	290,000.00
	Component 2									
	2.1 Internal evaluation of the results of Component 1 in comparison to the feasibility framework									
	2.2 Preparing a strategy for the transition from pilot to permanent SDG Impact Accelerator by incorporating the learnings from pilot projects			x	x		00012	30000	72200	3,000.00
	2.3 Validation of the strategy via participatory mechanisms (expert consultation, focus group meetings, in depth interviews with eco-system actors etc.)						13356			
	2.4 Preparation of the final concept and business model of the Accelerator covering connected Impact Fund actions						12704			
	2.5 Supporting future steps of the project			x	x		00037	30084	74200	2,200.00
							10012			
									74500	1,000.00
									75700	47,186.00
Grand Total										

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



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

A Project Board (PB) is going to be established, in line with the above diagram. PB will be responsible for the overall direction and management of the project. Composed of the relevant institutions at the local and national levels, the PB will also provide technical inputs for the effective implementation of the Project activities as well as dissemination of the results. Presidency of Strategy and Budget (PSB), MoFA as the executive of the Project, donors and UNDP CO, IRH will be the members of the PB. The institutions that are participating to the working groups (i.e. Turkish Investment and Development Bank, Turkish Science and Technology Council, Ministry of Labour and Family, Ministry of Science and Technology, Ministry of Agriculture, Ministry of Interior Directorate General for Migration Management, Ministry of Health etc.) and relevant UN Agencies may also be invited to the PB Meetings, if needed.

Project's day-to-day implementation will be carried out by the Project team (i.e. Project Manager and/or Project Associate and Project Support staff) as well as UNDP staff providing direct project support. MoFA will identify from its own cadres a project focal point who will be the main contact point of the focal point to be assigned by UNDP. Upon decision of the Project Board, selected start-ups and entrepreneurs shall be

contracted by the MoFA in line with its own rules and regulations and payments will be completed by the UNDP based on MoFA's request. UNDP will also provide direct project implementation support for procurement, contract management and budget/financial management as well as content. UNDP's direct costs will be charged in line with its rules and regulations, as outlined in the project document and budget. Financial transactions and financial statements shall be subject to the internal and external auditing procedures laid down in the Regulations and Rules of UNDP.

With a view to secure high-level institutional commitment in the project activities and sustainability of the project results, MoFA and UNDP will strategically partner with the Ministry Science and Industry, TUBITAK, PSB etc. The Ministry will be involved in the design, implementation and monitoring of the project activities and will constitute the members of the Project Steering Committee to be established and made operational within the scope of the Project.

The Ministry (i) will contribute to the development of the project results in an effective and sustainable manner as well as facilitate (ii) establishment and maintenance of close working relationship with local and global partners including local authorities, Chambers, R&D Centers, Technology Development Zones etc. Such relationship will be established through agreements/MoU's to be signed between MoFA and those agencies if needed; (iii) facilitate the dialogue with the national and local partners and (iv) provide timely inputs and comments to the project outputs. UNDP will coordinate the implementation of the Project, which includes inter alia provision of technical expertise, knowledge tools, human resources and consultancies, project management/monitoring and implementation support services etc.

IX. LEGAL CONTEXT

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

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

RISK MANAGEMENT

1. Consistent with the Article III of the SBAA [or the Supplemental Provisions to the Project Document], the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b. assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as

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RISK MANAGEMENT

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

and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

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

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

11. Choose one of the three following options:
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.

12. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

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

X. ANNEXES

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

ANNEX 1. PROJECT QUALITY ASSURANCE REPORT TEMPLATE**Section 1: Project Risks and Issues**

Updated Project Risks and Issues

Type	Date Identified	Description	Comment or Management Response	Critical Flag

Updated Project Issues

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

Section 2: Project Progress

Project ID	
Description	
Implementing Partner	
Baseline	
Indicator	
Annual Target	
Annual Achievements	

Section 3: Activity Performance

Activity ID	
Description	

Sub-activity 1.1

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

ANNEX 2. SOCIAL AND ENVIRONMENTAL SCREENING TEMPLATE

Report will be inserted here from UNDP ERP System

ANNEX 3: RISK LOG

#	Description	Date Identified	Type	Impact (I) & Probability (P)	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Lack of interest from the final beneficiaries in participating to the Project activities	04/2019	Economic / Social	Impact:5 Probability: 2	Design and conduct of intensive advocacy and dissemination activities targeting the final beneficiaries of the Project. Target groups will be closely identified, and sound collaboration mechanisms will be established	ISG PM	ISG PM	N/A	effective
2	Lack of interest from the local stakeholders in participating to the execution of the Project activities at the local level	04/2019	Institutional	Impact:5 Probability: 2	Design and conduct of intensive advocacy and dissemination activities targeting the local stakeholders. Target groups will be closely followed up and sound collaboration mechanisms will be established	ISG PM	ISG PM	N/A	effective

ANNEX 4. PROJECT BOARD TERMS OF REFERENCE

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

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

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

* * *

End of Document