

United Nations Development Programme

Country: TURKEY

Project Document

Project Title

Strengthening Social Stability in Southeast Anatolia

UNDCS Outcome(s):

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

Expected Output(s):

Output 1: Strengthened stability through increased livelihoods opportunities and better municipal services in Southeast Anatolia in the Syrian crisis context

Implementing Agencies:

GAP Regional Development Administration

Project Description

The Project aims at contributing to the strengthening of social stability in the Southeast Anatolia Region through two main components. Component 1 on strengthening livelihood opportunities for Syrian population and host communities through skills and competency development services as well as improved local value chains and local production ecosystems and infrastructures, will mainly target Sanliurfa province and its economic geography (i.e. sectoral value chain-based linkages to other provinces mainly Gaziantep). The second Component will aim at a broader geographical area through small-scale investments and technical assistance aimed to strengthen the municipal capacities on public services and creating public areas/social zones. The project complements other interventions by humanitarian organizations such as UNHCR as well as bilateral assistance by JICA.

Programme Period:	2016-2020	Total resources required	USD 10,100,000*
Atlas Award ID:		Total allocated resources:	USD 10,100,000*
Start date:	May 2016	• Other:	
End Date	March 2017	o Donor (Government of Japan):	USD 10,100,000
		o GMS (8%):	USD 808,000
PAC Meeting Date	30.03.2016		
Management Arrangements	NIM		

Kerem DİVANLIOĞLU
Eğilim
Çok Taraflı Ekonomik İşler
Genel Müdür Yardımcısı

Agreed by (Government):

Agreed by (Implementing Entity-GAP RDA):

Agreed by (UNDP):

[Handwritten signature]
April 15, 2016

I. CURRENT SITUATION:

The proposed project is developed to respond to the increasingly reported facts and observation that the capacities of local service providers are overstretched, reducing their capability to deliver services to their constituents and that the labour market cannot meet the demand for jobs as a result of the increased number of inhabitants and influx of Syrians living in the Southeast Anatolia Region, which is already a disadvantaged region in terms of labor market indicators. This situation, coupled with the protracted nature of the crisis poses a risk of social instability in the region.

The latest figures show that the number of Syrians under temporary protection in Turkey reached to 2.73 million as of March 2016, with over 270,000 hosted in camps. The figure is increasing at a fast pace and the planning figure of 2.75 million Syrian population for the 2016 Regional Refugee and Resilience Plan is almost reached. This situation of continuously increasing Syrian population justifies the need for a quick response to increase the resilience of the host communities and local economies for stronger labour market opportunities and service access that would contribute to the overall stability in the region.

Most refugees live in the border areas of southeast Turkey, with at least 55% (or 1.5 million) living in the 11 most affected provinces in Turkey's southeast. Hence the impact of the Syrian influx is felt primarily in the South and South-eastern provinces and districts of Turkey in various different ways, particularly in Şanlıurfa, Gaziantep, Hatay hosting large number of Syrians, and Kilis hosting a higher number of Syrians than its original population.

According to the latest figures provided by the Directorate General of Migration Management, there are 399,481 registered Syrian individuals living in Şanlıurfa province. The number of Syrians living in Gaziantep is over 324,827 and the same figure in Kilis is over 128,539-exceeding the local residents of Kilis.

Vocational skills/Livelihoods: This additional population increases labor market competition, whereby Syrians mostly work in informal sectors. Majority of the Syrian population do not have access to formal employment and income opportunities due to lack of connection to local businesses and skills mismatch. While the recently passed Regulation on work permits allows access to the labour market for Syrians, there is still need for further clarity on procedures and capacities to deliver such services. On the other hand, a number of Syrian businesses are already operating in the region, and a number of Syrians are employed informally in existing businesses-without social security. This situation creates a concern among the host community according to local consultations, also validated with existing-though limited-research. A 2014 survey finding proposes that 56 percent of Turkish people agree with the statement "Syrians take our jobs", with that number rising as high as 69 percent of the respondents in provinces close to the Syrian border (World Bank report (2015) citing the work of Erdogan (2014).

Consultations with local businesses in the region demonstrate an interest in employing Syrians, building on their skillsets. On the other hand, increasing number of Syrians are interested in gaining new skills starting from adaptation to the community, to strengthening their existing skills. Consultations with local businesses also increasingly confirm the need for a comprehensive approach that does not exclusively target the Syrians, but contribute to the whole economy and population. This is critical not to reinforce the tensions already existing and rising particularly in the border regions.

The livelihood component of the present project proposal aims at strengthening the employability of different segments of the Syrians under temporary protection as well as the host communities through provision of vocational training and competency development programmes as well as interventions to boost local economy for stronger labor force absorption capacity. In this sense, the project is envisaged to be constructed on a multi-sectoral approach (agriculture, industry, service sector) and is proposed to include different labor force segments ranging from less skilled to more skilled (potential). The Project puts utmost importance on provision of dedicated vocational training and empowerment programmes for the most vulnerable segments of the Syrian population, namely women and youth. On the other hand, building on the local competitive strength and potential of the bordering regions, short term initiatives to create additional opportunities for labor force absorption will also be implemented. These interventions will be based on assessment and improvement of the local/regional sectoral value chains holding the highest capacities for labour absorption and improvement of the value chain based local production ecosystems and infrastructures for enhanced and diversified livelihoods and employability opportunities for the Syrian population as well as the host communities.

This opportunity can be validated by the trade and business figures of the Southeast Anatolia region. For instance the exports of Gaziantep with Syria increased three times since the beginning of the crisis. In addition, the number of businesses established with Syrian ownership is also significant, confirming the opportunities also existing in the region. Therefore, the project will not only focus on the current labor market, but will also leverage the existing opportunities for employment creation. The project also aims at contributing to establishment of local systems and mechanisms through strengthening of and collaboration with the relevant local stakeholders for possible replications and sustained impact.

Social infrastructure: Increasing demand on municipalities to deliver services negatively affected their already limited capacity. Municipalities have insufficient technical capacities and lack of funding to ensure the delivery of services and maintain their existing assets.

With the influx of Syrians refugees there has been a great burden on municipalities that oversee garbage collection, building inspections, traffic, public transport, water supply, city maintenance and cultural events. There are burdens on the municipalities in two different ways. Firstly, since municipalities are provided a budget according to their population, with the flow of Syrians, they now have to serve many more people with an already limited budget. Secondly, the infrastructure in these cities is designed to serve only a certain amount of people. With the rapid rush of huge number of Syrians, several cities, such as Kilis whose population doubled in a year, have encountered problems meeting the demand for services.

Municipal allocations from the central budget are made mainly on the basis of registered population and land size, which mainly corresponds to the citizens of the Turkish Republic. This means that the additional influx of the Syrian population does not lead to increased budget of the Municipalities to allow them to respond to the increased service demand. As such, the consultations with the central and local level government and Municipality representatives indicated the need for other forms of external funding/capacity support that would allow such improvement in the quality and quantity of such Municipal services.

The government makes increased ad-hoc budget allocations to the municipalities for immediate needs. There are also some other forms of increased loan availability introduced through other funding sources such as the recently launched yen loan project of JICA with IIBank, for improved infrastructure in selected provinces including Adana, Osmaniye, Hatay, Kahramanmaraş, Kilis, Gaziantep, Malatya, Adıyaman, Şanlıurfa, Mardin. However, the funding status and capacities of most municipalities of Southeast Anatolia are quite limited, also limiting their eligibility for loans. Additionally, the procedures for access to funding are quite complicated and demanding for the Municipalities which are already rather weak in their financial and human resources capacities.

The influx of Syrians places a considerable burden on the local systems in many aspects of municipal services such as maintenance of recreational areas and public health services. Pressure on basic public services is dangerously growing. As Syrians are granted access to basic public services, the pressure on water and electricity supply, education, health, sanitation and solid waste management, has drastically increased where Syrians have settled. Municipalities are finding it difficult to address the increased need for municipal services. The existing public spaces (parks and recreational areas) are also heavily used by refugees, particularly during the summer period. As a result, lack of recreational areas adds to the existing tension among the host communities.

Given the need for improvement of social and soft infrastructure as identified in consultation with the local municipalities, this project aims to complement the ongoing urban infrastructure related work with social and soft infrastructure. The target provinces will be Sanliurfa, Kilis, Gaziantep and Hatay, and the social infrastructure improvement covering the below:

- Construction, establishment and rehabilitation of social and recreational facilities such as public parks, playgrounds for children.
- Support to the capacities of municipalities to better deliver waste management services (quick solutions for better solid waste and sewage systems, including purchase of machinery and equipment)
- Identification of opportunities for enhanced municipal service optimization for quick wins and improvement of services.

II. STRATEGIC FRAMEWORK

UNDP's ongoing intervention within 3RP: UNDP has a dual responsibility in implementation of Regional Refugee and Resilience Plan (3RP). One is based on its role as the co-lead of the 3RP, as the resilience coordinator. This role captures all the sectors, and makes UNDP responsible for ensuring that a strong resilience dimension is maintained in the Syrian crisis response. In undertaking this role, UNDP cooperates very closely with UNHCR as the co-lead of the 3RP from refugee component. The second role UNDP assumes is built on its own experience, expertise and comparative advantage. As such, UNDP also takes a leadership role in the livelihoods and municipal/basic services components under the 3RP.

UNDP already has a long development support presence in the Southeast Anatolia Region in particular Sanliurfa and Gaziantep provinces. UNDP's intervention in the Region particularly focuses on local economic development, also covering the broader Southeast Anatolia provinces. UNDP's work in this area is geared around strengthened competitiveness of Southeast Anatolia Region, particularly in the areas of regional and local economic competitiveness, sectoral and value chain development (agro based industries, manufacturing, agriculture etc.). The focus is on enhancing the livelihood opportunities for various segments of the local communities, institutional capacity development, business advisory services for the small and medium sized enterprises as well as entrepreneurs, industrial and sectoral restructuring, utilization of renewable energy resources and increasing energy efficiency in strategic sectors and community based socio-economic empowerment of disadvantaged segments of the local communities, mainly targeting women.

UNDP will build present project on its vast experience and strong working relations with the local stakeholders in the Region and the scalable results achieved through the existing and past interventions. Such results include but are not limited to enhanced capacities for municipal service provision in selected municipalities, agenda for strengthened competitiveness of the Southeast Anatolia region, a local brand for increased incomes for women of the region, value chain based sectoral development models for various sectors, competency development in support to livelihoods and employability in select sectors etc.

Building on this experience and with the increased need for such interventions within the framework of 3RP, UNDP-along with its partners-aims at strengthening the resilience of the impacted communities (host communities and Syrian population) through empowering them with new livelihoods opportunities, and as such complementing the humanitarian assistance provided to the Syrians with development assistance. Interventions proposed in this concept in the area of livelihoods will aim at building on the productive capacities that come with the Syrian influx and creating potential benefits for the local economies.

It is with this understanding that UNDP has recently launched a project with EU funding, to set up one vocational center catering for both Syrian and host populations in Gaziantep and to develop the capacity of other vocational center managed by the Greater Municipality of Gaziantep to be able to expand its services and cover also the Syrian population. The centers will provide services in the industry and service sectors respectively, providing vocational training, skills development and business brokering services in the selected areas. The interactions at the local level confirm the need for support towards enhanced economic activity in this region, which will both benefit the Syrian and host communities. This proposed project will build on the existing synergies and experience developed in Gaziantep, with an understanding that the local capacities need to be strengthened.

Additionally, UNDP also identified municipal services as one important area of intervention within the Regional Refugee and Resilience Plan (3RP). For these type of interventions, UNDP will make use of the municipal toolkit 'Resilient Municipalities: A Resource for Countries Affected by the Syrian Crisis' developed to support creating more resilient municipalities, specifically focusing on the countries affected by the Syrian crisis.

Based on the identified needs for strengthened municipal services particularly in waste management, UNDP recently launched another intervention to support the waste management capacities in camp and non-camp settings in Sanliurfa, Kilis and Gaziantep. This support includes waste separation interventions in six selected camps (Sanliurfa: Harran, Akcakale, Ceylanpinar and Viransehir, Kilis: Oncupinar and Elbeyli) with a view to build a demonstrative model of sustainable waste management in a refugee camp setting. This will be complemented with strengthened infrastructure for waste disposal through waste transfer stations to be established in Şanlıurfa/Ceylanpinar and Gaziantep/İslahiye. Additionally, the

capacity of Kilis Municipality for solid waste management will be strengthened with additional compactors with a view to extend the lifespan of the existing landfill site.

This proposed intervention will ultimately contribute to social and economic cohesion with particular focus on the highest refugee receiving locations. This will be done through two main outputs as below:

- Creating employment opportunities for both Syrian and host communities, and developing the skills of both communities to respond to increased employment opportunities;
- Developing capacities and resources available at the local level to serve for both Syrian and host communities, hence reduce the tensions relating to the perceptions at the local level that the resources are all stretched and the service quality is reduced because of the Syrians.

With this approach, UNDP will also contribute to a reduction of the risk of radicalization and violence between the two communities.

In light of sub-regional perspective, this project could be a meaningful intervention together with other Japan-UNDP partnership in Serbia (Sid and Presevo) and FYR Macedonia (Kumanovo and Gevegelija) in a simultaneous manner to tackle the local needs in all the main migration routes: (1) Syria-Turkey border (Şanlıurfa, Gaziantep, Hatay and Kilis), (2) Greek-Macedonia border (Gevgelija), (3) Macedonia-Serbia border (Kumanovo-Presevo) and (4) Serbian-Croatian border (Sid).

New UNDP proposal and Coordination with existing interventions:

The strategy has been designed using the resilience based approach. With the social infrastructure component of this current proposal, interventions will aim at setting up urgently required new recreational areas such as multifunctional parks, urban parks and other recreational areas-as well as other public service related facilities falling under the municipality's area of responsibility-such as waste management (solid waste and sewage). Within this component, UNDP will also explore ways to improve capital (infrastructure) and operational (service provisioning) productivity at the municipal level in addition to the infrastructure development to improve services provided at the local level.

As an intervention contributing to the Regional Refugee and Resilience Plan (3RP), this proposal involves close cooperation with 3RP partners, both humanitarian and development actors-to maximize synergy and strengthen the humanitarian-development nexus. UNDP is part of the overall 3RP coordination including humanitarian and development actors, in addition to its role as the livelihoods sector lead in 3RP. Therefore, this project will aim to strengthen the linkage with humanitarian and development responses. One concrete example of such response is the partnership to be established in Şanlıurfa for the livelihoods activities, whereby partnership with humanitarian actors working for protection sector will strengthen outreach to the potential Syrian beneficiaries. The livelihoods component of this project to be implemented in Şanlıurfa will contribute to the self-reliance of host communities and Syrians under temporary protection. In other southeast provinces, UNHCR focuses on enhancing protection space and providing humanitarian assistance, and UNDP/JICA focuses on building up the resilience of refugees and host communities.

Coordination with existing interventions:

As mentioned above, this intervention will be implemented in coordination and complementarity with the 3RP partners operating in the field. Some of the examples of such coordination and partnership, including those that are supported by the Government of Japan, are as below:

Government of Japan provides support to the Syrian crisis response in Turkey through various UN agencies and modalities. The support provided by JICA (Japan International Cooperation Agency) is through "Local Authorities Infrastructure Improvement Project", amounts to US\$ 370 million and aims at addressing the infrastructure needs of the ten provinces including Southeast Anatolia municipalities where the non-camp Syrian population is significant. By intensifying the support both to Syrian people in Turkey and to host community, the Government of Japan will keep contributing to the stabilization of Turkey and the Middle East. The four provinces targeted by the UNDP intervention are also covered by the JICA loan project. UNDP's support will aim at shorter term, quick impact interventions of infrastructure and

technical assistance which are outside the scope of the JICA project. Coordination will be ensured through the criteria to be used in the prioritization study to be conducted with the partner municipalities. While some interventions to be supported by this project will be in sectors other than waste management (e.g. public spaces, parks, service delivery centers, etc.) some can focus on waste management, which is a high priority on the agenda of the municipalities and the Government of Turkey. This proposal will allow UNDP and the Government of Japan to complement the interventions, where there are some priority interventions not eligible under JICA's yen loan project.

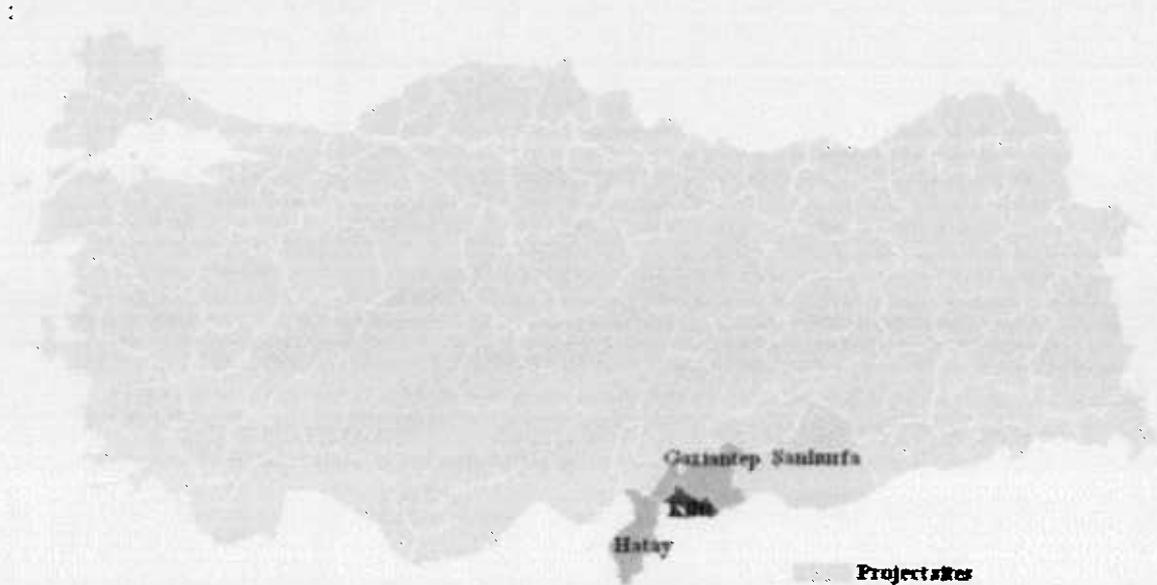
Other areas that receive funding support from Japanese Government include establishment of Community Centers, provision of cash and food support as well as vocational training in textile sector. The activities proposed with this concept are designed to complement such interventions in respective components. For example, the vocational training component will aim at sectors other than textile, and build on the local economies, also those relevant to the Syrian context in the near future. The interventions aiming at women's empowerment will aim at strengthening the existing structures and interventions particularly from livelihoods perspective and existing Community Centers and Women Centers will be contacted and utilized for efficiency. Similarly, opportunities for partnership with Community Centers will be explored and realized, particularly through joint interventions and support modalities. One concrete area of cooperation will be with the three Community Centers run by UNHCR in Gaziantep and Hatay planned to be funded by the funds of Government of Japan,

There will be scope for coordination with other interventions, particularly in strengthening the livelihoods component of the existing initiatives and community centers, and benefiting from the outreach provided by the Community Centers already operated by UNHCR and other UN Agencies, with or without funding from the Government of Japan. Partnership with UNHCR will mainly be within the scope of their work on support to refugees through Community Centers supporting outreach to Syrian beneficiaries. On the other hand, UNDP assessments can also inform UNHCR work in the area of capacity development for the government service providers. The two agencies already cooperate within the framework of 3RP planning and operationalization.



III. PROJECT ACTIVITIES AND RESULTS:

The project is composed of two components that aim to contribute to the social stability in Southeast Anatolia and its economic geography including Hatay in particular. While component 1, aims to strengthen livelihood opportunities for Syrian population and host communities through improved local value chains and local production ecosystems and infrastructures as well as skills and competency development services will mainly target Şanlıurfa province and its economic geography (i.e. sectoral value chain-based linkages to other provinces mainly Gaziantep and Kilis, the second component will aim at a broader geographical area through small-scale investments and technical assistance strengthening the municipal capacities on public services and creating public areas/social zones. The following map demonstrates the project sites regarding Component 1 – Employability and Livelihoods and Component 2 - Social Infrastructure support to Local authorities municipalities:



The following map demonstrates the intensity of the Syrian refugee population, i.e. the ratio of Syrians under temporary protection to local urban population in project sites (DGMM, 4 March 2016, http://www.goc.gov.tr/icerik6/gecici-koruma_363_378_4713_icerik#)



The activities will also target the most disadvantaged groups within the impacted communities, such as young men and women, and female headed households.

The activities below contribute to one Output related to increased social stability, and were developed as result of a quick needs assessment with the municipalities, later validated by site observations. Other municipal service related activities can also be implemented to improve the experience of two communities living together.

Component 1: Employability and Livelihoods

As noted above, this specific component of the Project proposal aims at contributing to the employability of different segments of Syrian population and host communities through provision of vocational training and competency development programmes that the local agricultural sector, manufacturing sector and the services sector are in need as well as improving local value chains and local production ecosystems and infrastructures for diversified and enhanced livelihood opportunities. The proposed sub-components along with the indicative list of activities for each sub-component are presented below:

Activity 1.1 Economic Geography-based Assessments: In the scope of the proposed project, initially a demand for labor in (i) agriculture sector (including vegetative production and husbandry), (ii) manufacturing sector (primarily agro-based industries, specialised manufacturing industries and textiles) and (iii) service sector will be assessed through primary and secondary research and/or local stakeholder consultations in Sanliurfa and its economic geography including but not limited to Gaziantep and Kilis provinces. For a full-fledged assessment, already available Sanliurfa-based skills mapping exercises that are conducted by various actors, including UNDP, will be compiled and refined. In line with the provisions of the recently launched regulation on the work permits for the Syrians under temporary protection (introducing a max. 10% quota for placement), studies targeting the assessment of skills and the competencies of the Syrian population will be complemented by value chain analyses of the strategic sectors which currently have and/or possess the prospects to absorb labour force to be generated by the Syrians and the host communities. Value chain analyses will also leverage on the similar assessments carried out by the UNDP and/or other stakeholders at the local level including the development agencies. If needed, complementary skills mapping exercise targeting Syrians residing in camps and in urban settlements will be designed and conducted. The *main outputs of this particular Activity* will be; (i) Demand for Labor Assessments; (ii) Value Chain Assessments; (iii) Skills Mapping Assessments

Activity 1.2. Development of the Vocational Training Modules: UNDP will identify the long list of vocational training programmes in agriculture sector, manufacturing sector and services sector to be designed and delivered in Sanliurfa. This will be done in close collaboration and consultation with the UNIDO and the relevant local stakeholders (i.e. ISKUR, KOSGEB), already working on vocational training in the Southeast Anatolia and leveraging on the experience of UNDP through its ongoing project in Gaziantep on vocational training as well as on the outcomes of the assessments. The vocational and technical competency development training modules will be improved/developed in strong collaboration and consultation with other ongoing interventions conducted by relevant actors including UN agencies such as UNIDO and UNHCR and in compliance with the provisions and conditions (i.e. qualification, certification etc.) of the relevant authorities. The vocational training programmes are planned to be complemented with trainings on Turkish language and basic life skills. The *main outputs of this particular Activity* will be; (i) Prioritized list of Vocational Training and Skills Development Programmes; (ii) Training Curricula and (iii) Vocational Training Modules.

Activity 1.3. Establishment, Operationalization and/or Strengthening of Vocational Training and Technical Competency Development Centre(s) in Sanliurfa: Within the scope of this activity, the centres/venues in which the vocational training programmes in agriculture sector, industry sector and service sector will be provided to the beneficiaries will be established/rehabilitated and made operational. Given the duration of the project funding period (i.e. max 12 months), to the extent possible, instead of constructing venues for vocational training programmes, already existing venues to be provided by the local stakeholders will be renovated and rehabilitated. Technical equipment required for the delivery of the vocational training programmes will be procured and deployed within the scope of the proposed Project. In this sense, 2 Vocational Training and Competency Development Centers are planned to be made operational in Sanliurfa on a sectoral basis (covering agriculture, agro-based industries, manufacturing and services). Regarding the Agro-based Vocational Training Centre, under the auspices of the Ministry of Food, Agriculture and Livestock and the GAP RDA, already existing facilities of GAP TAEM (Southeast Anatolia Agricultural Research and Training Centre) will be utilized. In line with the local demand for labour in agricultural sector, the physical facilities provided by GAP TAEM (i.e. demonstration orchards, greenhouses etc.) would be further extended as well as additional equipment and machinery would be procured with the support of the Project and deployed in the Centre. As first of its kind in Turkey, Sanliurfa Technopark which is specialised on agriculture and agro-based industries, will also be partnered, where some of the training modules will be delivered in cooperation with Technopark in the form of both theoretical and on-the-farm training modules. Regarding the Vocational training centres to be operationalized on industry and service sectors, the Project will partner with the Sanliurfa Governorate and

the Metropolitan Municipality as well as other local institutions including but not limited to Employment Agency (aka ISKUR), SME Support Agency (KOSGEB) and the Development Agency.

For proper functioning, the Project will develop business plans for each Centre outlining the management structure of the centres, outreaching to the beneficiaries, design, delivery and monitoring of services, placement, matching and business engagement (B2B) services. Complemented with basic life skills and language trainings to be designed and delivered in parallel with IOM's ongoing initiatives at the local level provided through the community centres, based on their competencies and in line with the local demand for labor, the vocational training programmes will be provided through the sectoral vocational training programmes. The Project will also benefit from the already available training modules accredited by the government authorities (e.g. Turkish language modules). The trainees will be identified through a transparent selection procedure which will indicatively encompass assessment of the skills of the applicants through written and/or oral and/or practical exams based on the scope/nature of the applied training modules. Partnership with local NGOs is also foreseen for outreach to and selection of the trainees. The **main outputs of this particular Activity** will be; (i) Business Models and Plans for the VET Centres; (ii) Operationalized VET Centres.

Activity 1.4. Dedicated Competency Development Programmes for Disadvantaged Groups (Women and Youth): As noted above, the proposed project aims at provision of dedicated competency development programmes mainly for women and youth. In this sense, within the scope of this specific sub-component the Project will cooperate with the GAP RDA's ongoing initiatives around CATOMs (Multipurpose Community Centres) as well as youth centres and other ongoing initiatives implemented with the support of other UN Agencies in the region such as IOM and UNFPA (i.e. community centres and Women Centers). As such, this project will support peer-to-peer cooperation in selected areas, to support partnerships and cohesion at the local level through joint activities and joint small-scale projects/interventions. CATOMs are already engaged in the Syrian crisis response addressing Syrian women within their mandate - CATOMs reach out to Syrian women and women's organizations to identify the needs for better integration in the society, and provide support and trainings to their Syrian peers.

In line with their competencies and interest as well as the demand of the local economy, the nature of services and activities to be provided specifically to the women and youth under this sub-component will be mainly on unionization and organization, production of local niche products, peer to peer operation and engagement, training and counselling programs in response to the needs (building on the existing and ongoing programs where possible), including basic life skills trainings for Syrian women, Turkish language courses, basic health related trainings, programs on violence against women/domestic violence and counselling initiatives, social activities such as tours, cultural interaction activities; productive activities with for livelihoods and income generation, including household applied culinary activities, joint production atelier activities (skills building and sharing between Turkish and Syrian women), individual capacity building for Syrian women (confidence building, communication skills, health, basic life skills related programs) and cultural interaction activities (e.g. conducted during religious and social events). As such, this component will also aim at strengthening the livelihoods services provided by other outfits targeting women. The **main outputs of this particular Activity** will be; (i) Action Plans for Empowerment of Women and Youth; (ii) Capacity Development Programmes targeting women and youth. With a view to utilize complementarities between the proposed project and the ongoing initiatives targeting empowerment of youth and women in the Region, the Project will establish working relations with the NGOs and INGOs in the scope of this particular component, including but not limited to the Japanese NGOs including AAR.

Activity 1.5. Information and Knowledge Intensive Competency Development Programmes and Networking and Cooperation w/ Local Institutions: The field level assessments targeting the Syrians under temporary protection reveals the fact that, although not significant, there exists a social segment which is composed of high skilled and competent Syrians. In this sense, this specific sub-component of the proposed project targets high skilled Syrians who might be involved in local business, academic studies, and research and development eco-system of Sanliurfa (i.e. Gaziantep, Kilis, Adiyaman, Diyarbakir etc.). The activities within this sub-component will focus indicatively on design and conceptualization of joint projects with the local institutions (mainly academia and research institutions), networking and cooperation, transfer to/exchange of knowledge with the local institutions etc. The **main outputs of this particular Activity** will be; (i) Joint Initiatives; (ii) Networking and Cooperation Activities.

Activity 1.6. Placement, Matching and Business Engagement Services: In line with the provisions of the regulation on admittance of work permit for the Syrians under temporary protection, which was adopted in January 2016, this sub-component aims at provision of high calibre placement, matching and business

engagement (i.e. B2B) services for Syrians who have been trained at and certified by the sector specific vocational training centres to be made operational/supported by the Project. In this sense, the indicative activities of this specific component will focus on development of an agriculture, industry and service sector based Strategic Plans and Action Plans for matching and placement of the trainees/incumbents with the interested SMEs and companies, as well as, in collaboration with KOSGEB and other providers (such as EBRD), provision of technical and financial assistance (i.e. seed funding) to the new start-ups, development of a financing model and provision of a focused (i.e. seed funding) financial assistance for the new start-ups and provision of ongoing mentoring services for the trainees and incumbents in the lines of business development, advisory and information services. The **main outputs of this particular Activity** will be: (i) Placement, Matching and Business Engagement Strategy; (ii) 750 Syrians benefitted from vocational training programmes in Agriculture and Agro-based Industries, (iii) 500 Syrians benefitted from vocational training programmes in industry sector, and (iv) 500 Syrians benefitted from vocational training programmes in service sector including the services attached to the industry/agriculture sectors and artisanship and crafts,

Activity 1.7. Improvement of Local Production Ecosystems and Infrastructures: The value chain based assessments as defined in Activity 1 are also expected to identify the needs of the local production ecosystems, mainly the production unions and production based local clusters which could be supported for enhanced livelihood and employability opportunities for the Syrian population and the host communities. In this sense, the Project will conduct feasibility studies to improve the productivity of selected value chains and identify the needs that could be supported by the Project including but not limited to establishment and/or operationalization of joint use facilities (i.e. logistics, storage, research and development, foreign trade unit, design unit etc.) as well as equipment and machinery (such as packaging, processing etc.) that could be used jointly by the sector specific unions and/or clusters. In line with the findings of the assessments, pilot and demonstrative initiatives to improve the productivity of the local value chains will be designed and implemented, whereas equipment and/or machinery to improve productivity as depicted above, will be procured, deployed and made operational. This component will be the main component of the Project where productivity oriented private sector cooperation models would be generated including but not limited to technology transfer, marketing and branding, product diversification, access to international value chains and engagement/involvement of interested Japanese private sector companies in local production ecosystems, etc. Private sector companies, including Japanese companies, would be partnered to conceptualize and implement initiatives targeting improvement of local production ecosystems. This engagement will be developed as a result of well-targeted assessments of such interest of private sector.

Within the scope of this specific component, feasibility studies for improvement of the physical infrastructures embedded in local production ecosystems, such as qualified industrial zones etc. (e.g. local consultations highlight the possibility of designing the Poiatei Industrial Zone that is to be set up as a qualified industrial zone with provisions to include Syrian entrepreneurs and workforce-pending adoption of the legislation on work permits), model factories, fablabs etc. will also be conducted and/or conceptualized with a view to improve the labor absorption capacity of these zones in line with the findings of the value chain analyses and the strategies to be developed for each assessed value chain. The **main outputs of this particular Activity** will be; (i) prioritized requirements of the local production ecosystems; (ii) value-chain based feasibility studies; (iii) pilot and demonstrative initiatives to improve the productivity of the local value chains.

Component 2: Social Infrastructure support to Local authorities/municipalities

This component aims to fill the gap, which is identified/communicated, in terms of strengthening the municipal capacities for public services and creating public areas/social zones. Upon a prioritization of the needs at the local level, UNDP will develop the priority list and identify interventions in selected provinces to strengthen the social infrastructure/fabric and address the most pressing challenges through urban level investments such as strengthened municipal capacity, urban parks and community support centers. This will be done in four selected provinces (Sanliurfa, Gaziantep, Kilis and Hatay). These provinces are the provinces with highest number of Syrian population compared to their host population, hence under highest pressure for additional demand for services with their existing capacities.

The main target institution of this intervention will be the four selected municipalities, and this component will be implemented in line with UNDP approach to assist the municipalities under heavy Syrian influx by supporting their resilience through implementing actions developed through a systematic and participatory approach.

The needs assessment stage is a potential area where engagement of UNV could be beneficial and will be further explored.

Activity 1. Create an Action oriented Municipality Needs and Assets Database for four target provinces (Gaziantep, Sanliurfa, Kilis, Hatay)

A quick needs and assets assessment of the service provisioning capacity of the four municipalities will be conducted in cooperation with local authorities and impacted communities. This assessment will build on UNDP's ongoing work with some of the selected municipalities in target provinces. This assessment will aim to gather information about the people living in a municipality, the servicing needs from the municipalities and potential priority improvement areas. Within this component, an action-oriented municipal needs and assets database will be developed through the approach suggested by the toolkit 'Resilient Municipalities: A Resource for Countries Affected by the Syrian Crisis'. The process will aim to incorporate the findings into the short term local development plans.

This activity will be conducted in close consultation with the key from the municipalities, as well as beneficiaries from both communities.

Activity 2. Prioritization: Having identified the challenges in the Municipality Needs and Assets Database, the next step will be prioritization according to the set criteria. This prioritization will also be conducted for all service areas as identified in Stage 1. The priority action points of the roadmap will address the below elements:

(1) Identification infrastructure development needs, which may include new investments, or refurbishment/renovation of existing infrastructure with a view to spot opportunities to improve productivity of present infrastructure (e.g. boosting asset utilization, optimizing maintenance planning, and expanding the use of demand-management measures etc.). Subsequently, a portfolio optimization approach will be adopted to increase the expected economic and social return on planned municipal investments. *(Short term-quick impact)*

(2) Identification of venues for reducing municipal operational expenditure through optimizing municipal processes (especially citizen- and refugee-facing municipal services) while maintaining or improving current service levels. At the prioritization phase, a quick benchmarking exercise will be conducted, based on municipal service metrics e.g. municipal spent capita to identify the performance differentials that might cast light on the most pressing needs. *(Resilience support, short to medium term)*

The short list of selected interventions will be identified and included in the roadmap developed jointly with local actors. The roadmap, developed in consultation with local actors will provide actions and responsible parties for short, medium and longer term interventions including quick impact infrastructure work and other technical capacity building interventions aiming to increase the efficiency of the relevant municipalities. The prioritization work conducted by the Government of Turkey (under coordination of the office of the Prime Minister's Adviser on Syria issues) will also be utilized, if available.

Possible actions may include strengthening the waste management capacities of municipalities, and setting up new or rehabilitation of existing public spaces (e.g. urban park, playground, etc) for common use of Syrian populations and host communities as well as provision of other services such as public transport, water supply, public space maintenance, etc. Selection criteria for prioritization will include the impact on the both Syrians and host communities, with particular focus on women and disadvantaged groups, as well as complementarity with other interventions, particularly those funded by the Government of Japan (or JICA). The efficiency related improvements, if adopted and managed well by the municipality, will have a potential to provide benefits for other programs implemented jointly with municipalities.

Activity 3. Implementation: UNDP will implement the high priority action points in close cooperation with local actors. Implementation phase will take two forms: (1) investments in municipal infrastructure, including refurbishment/renovation of existing infrastructure through a total cost of ownership approach¹, and (2) capability building for resilience.

¹ TCO approach takes OPEX and maintenance cost of an infrastructure asset. In the absence of TCO approach, investments are evaluated merely on initial investment costs, which favors deployment of low-tech assets which are cheaper to build but more expensive to operate.

(1) Investments: Target provinces most urgent infrastructure needs will be addressed by adopting a Total Cost of Ownership (TCO)² approach and optimizing infrastructure project portfolio. Supplementary investments that improve productivity of current infrastructure assets will be prioritized.

In this component, quick impact solutions contributing to social cohesion will also be prioritized. In each of four provinces, the project will aim at supporting at least one intervention aiming to support adaption of the Syrian population to the Turkish context, either through direct interventions or those with local partners.

(2) Capability building for resilience: In one of the target provinces, an end-to-end municipal process optimization initiative will be conducted. This initiative will demonstrate how municipalities can spend less while maintaining or improving the current service levels. In larger municipalities even a modest 5% cost reduction in OPEX may create significant room for additional capital investments. Upon finalization of this initiative, a workshop will be held with participation of mayors from other countries, including Japanese mayors experienced in resilient municipal services, to exchange know-how. The lessons to be learned from this initiative will be documented and shared with other municipalities as well. The processes to be addressed may include procurement, investment project selection, route optimization etc.

While implementing, enhanced capacity of local actors will also be ensured for strengthened resilience. The intervention will also aim at mobilizing voluntary involvement of young impacted community members from Syrian refugees and host community. As such, empowerment trainings/activities as well as voluntary activities will be designed for implementation in the community center. UNDP will also explore the feasibility of using the UN Volunteer (UNV) model for such interventions.

The experience during the implemented projects in Southeast Anatolia Region confirms the need for stronger infrastructure and service delivery capacity for local authorities. Municipality representatives highlighted the need for more sustainable infrastructure and practices for above mentioned interventions.

In both components of this intervention, cooperation with ongoing interventions in the target location will be critical. This cooperation includes partnerships with existing Community Centers operated by the local actors or NGOs, which will strengthen the capacity of UNDP and GAP RDA to reach out for Syrian population, and create opportunities for partnerships at the local level. For example, possible partnerships for implementation will include partnership with Association for Aid and Relief, Japan (AAR-Japan)-which runs a Community Center in Sanliurfa-pending such agreement. Similarly, direct cooperation opportunities will be explored and realized with CATOMs and Youth Centers run by the GAP Regional Development Administration and other possible actors.

Similarly, for both components, mobilization of volunteers and promotion of volunteerism will also be explored particularly in needs assessment and social cohesion related interventions. The scope of such interventions will be further detailed during initial consultations and will be subject to an agreement with UNV if and when agreed.



IV. RESULTS AND RESOURCES FRAMEWORK (2015-2016)

Intended Outcome as stated in the Country Programme Results and Resource Framework: Outcome 1.1. By 2020, relevant government institutions operate in an improved legal and policy framework, and institutional capacity and accountability mechanisms assure a more enabling (competitive, inclusive and innovative) environment for sustainable, job-rich growth and development for all women and men.	Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: (from UN Development Cooperation Strategy (2016-2020) Indicator 1.1): Ratio of budgetary incomes to expenditures for the three NUTS 2* regions with the lowest socio-economic development Baseline: 1.1, 0.2 and 0.2 for TRB2, TRA2 and TRC3 ** respectively (2013. Source: 2015 annual programme. Target: Convergence in all these ratios towards 1.	Applicable Key Result Area (from 2014-2017 Strategic Plan): Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.	Partnership Strategy: This project will be implemented with the overall guidance of the Government of Turkey, particularly GAP RDA, which is the body responsible for the coordination of development interventions of the Southeast Anatolia Region. At the local level, particular components and actions will be implemented in partnership with local actors such as Chambers of Industry and Trade, Union of Municipalities of Turkey, municipalities of selected provinces, civil society and business sector representatives. Cooperation will be set up within the framework of signed partnership agreements and MoU's, as applicable.																										
Project title and ID (ATLAS Award ID):	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS																										
<p>OUTPUT 1: Strengthened stability through increased livelihoods opportunities and better municipal services in Southeast Anatolia in the Syrian crisis context</p> <p>Component 1: Employability and Livelihood opportunities enhanced for the Syrians and the Host Communities</p> <p>Baseline:</p> <ul style="list-style-type: none"> (i) Limited number of centres/units serving the Syrians under temporary protection in Sanliurfa in terms of vocational trainings and skills building programmes (ii) # of Syrians benefitted from VETs (iii) # of Syrians placed in local labor market (iv) # of Syrians benefitted from basic life skills and language trainings (v) # of women Syrian provided w/ competency development programmes (vi) # of young Syrians provided w/ competency development programmes (vii) # of Joint Initiatives on inter-communities information and knowledge initiative competency development programmes and networking and cooperation with local institutions 	<p>Activity 1.1 Economic Geography-based Assessments</p> <ul style="list-style-type: none"> - Assessment of demand for labor in Sanliurfa and its economic geography - Assessment of the value chains for strategic sectors (agriculture, agro-based industries, manufacturing and service sectors) - Mapping of the skills and the competencies of the Syrians in line with the available studies and/or through new assessments <p>Activity 1.2. Development of the Vocational Training Modules</p> <ul style="list-style-type: none"> - Prioritization of training modules in line with the demand for labor and the skills and the competencies of the Syrians under temporary protection - Development of the training curricula and the training modules - Identification, mobilization and training of the trainers on technical and administrative vocational training and technical skills development programmes - Identification of trainees in line with the findings of the skills mapping exercise and through open call for application process to be public and both in camps and non-camp urban districts and delivery of vocational training 	<p>UNDP GAP Regional Development Administration (GAP RDA) in collaboration with the relevant stakeholders</p>	<table border="1"> <tr> <td>71400 Contractual Services</td> <td>USD 273,812</td> </tr> <tr> <td>71300 Short Term Consultants</td> <td>USD 183,123</td> </tr> <tr> <td>71600 Travel (Per Diem)</td> <td>USD 18,750</td> </tr> <tr> <td>71600 Travel</td> <td>USD 32,508</td> </tr> <tr> <td>72000 Equipment and Furniture (Office)</td> <td>USD 27,500</td> </tr> <tr> <td>73100 Office rent</td> <td>USD 9,000</td> </tr> <tr> <td>74325 Sundries (Consum & Utility Services)</td> <td>USD 22,200</td> </tr> <tr> <td>72100 Contractual Services-</td> <td>USD 1,772,514</td> </tr> <tr> <td>72200 Equipment and Furniture (Centres)</td> <td>USD 1,125,000</td> </tr> <tr> <td>74200 Publications</td> <td>USD 30,000</td> </tr> <tr> <td>Subtotal Output 1</td> <td>3,494,207</td> </tr> <tr> <td>F&A (8%)</td> <td>279,536</td> </tr> <tr> <td>TOTAL Output 1</td> <td>3,773,743</td> </tr> </table>	71400 Contractual Services	USD 273,812	71300 Short Term Consultants	USD 183,123	71600 Travel (Per Diem)	USD 18,750	71600 Travel	USD 32,508	72000 Equipment and Furniture (Office)	USD 27,500	73100 Office rent	USD 9,000	74325 Sundries (Consum & Utility Services)	USD 22,200	72100 Contractual Services-	USD 1,772,514	72200 Equipment and Furniture (Centres)	USD 1,125,000	74200 Publications	USD 30,000	Subtotal Output 1	3,494,207	F&A (8%)	279,536	TOTAL Output 1	3,773,743
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<p>(viii) # of pilot and demonstrative initiatives to improve the productivity of the local value chains providing opportunities for labor absorption</p> <p>Indicators:</p> <p>(i) Vocational Training and Skills Development Centres in Agriculture, Industry and Service sectors established/improved and made operational</p> <p>(ii) # of Syrians benefitted from VETs : Agriculture sector: 750 Industry sector: 500 Service sector including artisanship and crafts: 500</p> <p>(iii) # of Syrians placed in local labor market 250 (contingent on the adoption and implementation of the regulation on work permits)</p> <p>(iv) # of Syrians benefitted from basic life skills and language trainings: 2000</p> <p>(v) # of women Syrian provided w/ competency development programmes: 200</p> <p>(vi) # of young Syrians provided w/ competency development programmes: 250</p> <p>(vii) # of Joint Initiatives on inter-communities information and knowledge intensive competency development programmes and networking and cooperation with local institutions: 5</p> <p>(viii) # of pilot and demonstrative initiatives to improve the productivity of the local value chains providing opportunities for labor absorption: 5</p>	<p>competency development programmes and networking and cooperation with local institutions designed and implemented throughout the Project</p> <p>Placement, Matching and Business Engagement Strategy developed by the 3rd month of the Project</p> <p>Requirements of the local production ecosystems identified by the 4th month of the Project.</p> <p>Value-chain based feasibility studies conducted by the 5th month of the Project.</p> <p>Pilot and demonstrative initiatives to improve the productivity of the local value chains conceptualized and implemented throughout the Project</p>	<p>and technical skills development programmes</p> <p>Activity 1.3. Establishment, Operationalization and/or Strengthening of Vocational Training and Technical Competency Development Centre(s) in Sanlurfa:</p> <ul style="list-style-type: none"> - Development of the business model and the business plan of the VET Centres - Identification of the physical requirements of the centers (i.e. equipment, infrastructure etc.) - Procurement and deployment of training equipment in VET ateliers at the vocational training centres - In line with the business plan of the Centre, development of the technical specifications of the supply, equipment and machinery to be utilized throughout the vocational training and technical skills development programmes - Procurement of the supply, equipment and the machinery - Deployment of the supply, equipment and machinery in the Centre - Refurbishment of the common use facilities of the Centre (i.e. training halls, computer labs etc.) <p>1.4. Dedicated Competency Development Programmes for Disadvantaged Groups (Women and Youth)</p> <ul style="list-style-type: none"> - Development of Action Plans for Empowerment of Syrian Women and Youth; - Conceptualization and implementation of Capacity Development Programmes targeting women and youth <p>Activity 1.5. Information and Knowledge Intensive Competency Development Programmes and Networking and Cooperation w/ Local Institutions</p> <ul style="list-style-type: none"> - Joint Initiatives on inter-communities information and knowledge intensive competency development programmes and networking and cooperation with local institutions designed and implemented <p>Activity 1.6. Placement, Matching and Business Engagement Services</p> <ul style="list-style-type: none"> - Development of industry sector based Strategic Plans and Action Plans for matching and placement of the trainees/incumbents with the interested SMEs, companies (contingent on passing of the regulation on work permits for 	
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<p>Syrians under temporary protection)</p> <p>Activity 1.7. Improvement of Local Production Ecosystems and Infrastructures</p> <ul style="list-style-type: none"> - Identification of the requirements of the local production ecosystems (i.e. product based clusters, unions etc) which entail prospects for labor absorption ; - Conduct of value-chain based feasibility studies to identify the prioritized replicable and scalable interventions ; - Conceptualization and implementation of pilot and demonstrative initiatives to improve the productivity of the local value chains providing opportunities for labor absorption - Conduct of planning and due diligence analyses for better utilization of local and regional infrastructures including industrial zones etc. - Assessment and consequent engagement of the interest of Japanese private sector as investors in the local production ecosystems 	<table border="1"> <tr> <td>71400 Contractual Services</td> <td>USD 273,812</td> </tr> <tr> <td>71300 Short Term Consultants</td> <td>USD 91,562</td> </tr> <tr> <td>71500 Travel (Per Diems)</td> <td>USD 18,750</td> </tr> <tr> <td>71800 Travel</td> <td>USD 32,508</td> </tr> <tr> <td>72200 Equipment and Furniture (Office)</td> <td>USD 27,500</td> </tr> <tr> <td>73100 Office rent</td> <td>USD 9,000</td> </tr> <tr> <td>74525 Supplies (Consum & Utility Services)</td> <td>USD 22,200</td> </tr> <tr> <td>72100 Contractual Services-Companies</td> <td>USD 5,352,512</td> </tr> <tr> <td>74200 Publications</td> <td>USD 30,000</td> </tr> <tr> <td>Sub-total Output 2</td> <td>5,857,644</td> </tr> <tr> <td>F&A (8%)</td> <td>468,611</td> </tr> <tr> <td>Total Output 2</td> <td>6,326,255</td> </tr> </table>	71400 Contractual Services	USD 273,812	71300 Short Term Consultants	USD 91,562	71500 Travel (Per Diems)	USD 18,750	71800 Travel	USD 32,508	72200 Equipment and Furniture (Office)	USD 27,500	73100 Office rent	USD 9,000	74525 Supplies (Consum & Utility Services)	USD 22,200	72100 Contractual Services-Companies	USD 5,352,512	74200 Publications	USD 30,000	Sub-total Output 2	5,857,644	F&A (8%)	468,611	Total Output 2	6,326,255
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<p>Activity 2.1: Create an Action oriented Municipality Needs and Assets Database for four target provinces</p> <ul style="list-style-type: none"> - Define the scope of the assessment for each municipality, including the service areas impacted from the crisis and all segments of the society receiving services from the municipality (through a consultative process) - Design the assessment and survey questions to be addressed to the residents to address issues such as their experience with municipal services and urgency of the issue - Identify and interview key and well-informed persons from municipalities - Conduct the assessment survey targeting well-informed persons - Prepare the database in an updatable format to be handed over to the municipalities <p>Activity 2.2: Prioritization:</p> <ul style="list-style-type: none"> - Based on the municipality needs and assets database, a roadmap will be developed - Based on the criteria for priority setting, the roadmap will have short, medium to long term action points with indicative responsible parties and tentative budget. - Roadmap validated with key informants 	<p>UNDP GAP Regional Development Administration (GAP RDA) and target municipalities</p>																								
<p>Targets (Year 1)</p> <ul style="list-style-type: none"> - Needs and Assets Database completed for four target provinces in the first two months of the project - Roadmap developed and priority actions to be implemented in the project identified in the 3rd month of the project for all four provinces. - The pilot province for process optimization study selected in the 3rd month of the project - Quick impact projects are implemented and completed by the 10th month of the project 	<p>Component 2: Higher capacities and resources are available at the local/municipal level to serve for both communities, hence reduce the tensions at the local level</p> <p>Baseline:</p> <ul style="list-style-type: none"> (i) No specific funding and support scheme available for municipalities bordering Syria, with high influx. (ii) No available capacity and needs assessment for municipal services incorporating Syrian crisis context (iii) No ongoing technical support available to increase the productivity/efficiency at the municipal level (iv) the (v) the <p>Indicators:</p> <ul style="list-style-type: none"> (i) At least four municipalities bordering Syria and receiving high number of Syrian influx has additional support to help them better cope with the crisis. (ii) An analytical capacity and needs assessment conducted to identify needs and priorities of municipalities and their recipients 																								

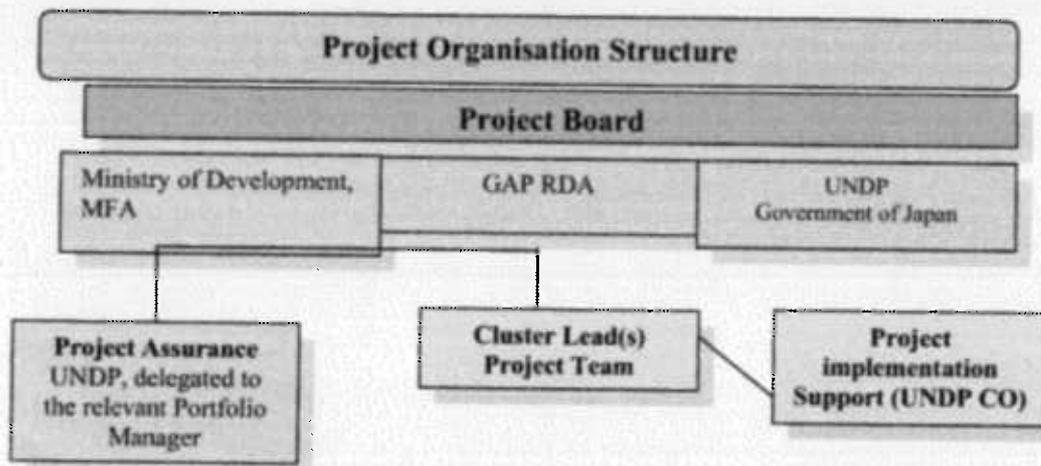
<p>of services</p> <p>(iii) At least one municipality is provided with technical support for higher operational efficiency</p> <p>(iv) Number of non-camp Syrian beneficiaries covered by the services provided by the municipalities (630,000)</p> <p>(v) Number of host community beneficiaries covered by the improved services provided by the municipalities: 2.5 mio (tbc)</p>	<p>involved in the process.</p> <p>Activity 2.3: Implementation of quick impact measures</p> <ul style="list-style-type: none"> - A number of short term interventions in selected service areas will be selected for each province and implemented. These will include quick impact interventions improving social cohesion, opportunity, public service delivery capacity and other forms of technical assistance - Key focal points in the municipalities are identified for following up, conducting and monitoring implementation - The priority actions will be investments in municipal infrastructure, including renovation of existing infrastructure through a total cost of ownership approach <p>Activity 2.4: Piloting of operational efficiency model/resilience in one selected municipality</p> <ul style="list-style-type: none"> - Throughout the initial strategy and action planning process, opportunities for process optimization will also be assessed in addition to the will/interest of the municipality to engage in such an intervention - The municipality service planning, design and implementation processes will be reviewed for its efficiency and in close consultation with the municipality key staff, some key action points for process optimization will be developed along with its actionable steps. 	<p>TOTAL OUTPUT 1 and OUTPUT 2</p>	<table border="1"> <tr> <td>a. Total Direct Eligible Cost</td> <td>USD 9,351,851</td> </tr> <tr> <td>b. Total Indirect Eligible Cost (GMS) (%)</td> <td>USD 748,148</td> </tr> <tr> <td>c. Total Eligible Cost (a+b)</td> <td>USD 10,099,999</td> </tr> </table>	a. Total Direct Eligible Cost	USD 9,351,851	b. Total Indirect Eligible Cost (GMS) (%)	USD 748,148	c. Total Eligible Cost (a+b)	USD 10,099,999
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V. ANNUAL WORK PLAN (YEAR 1)

EXPECTED OUTPUTS <i>And narrative, operational indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated activities</i>	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount (USD)
OUTPUT 1: Strengthened stability through increased livelihood opportunities and better municipal services in Southeast Anatolia in the Syrian crisis context	Component 1: Employability and Livelihood opportunities enhanced for the Syrians and the Host Communities Activity 1.1 Economic Geography-based Assessments	X				UNDP, GAP RDA In partnership with selected municipalities of Gaziantep, Şanlıurfa, Kilis and Hatay	Government of Japan	71400 Contractual Services	USD 273,612
								71500 Short Term Consultants	USD 183,123
								71600 Travel (Per Diems)	USD 16,750
								71600 Travel	USD 32,508
			X					72200 Equipment and Furniture (Office)	USD 27,500
			X					73100 Office rent	USD 9,000
			X					74225 Sundries (Consum & Utility Services)	USD 22,200
			X	X				72100 Contractual Services- Companies	USD 1,772,514
			X					72200 Equipment and Furniture (Contract)	USD 1,125,000
			X					74200 Publications	USD 30,000
								71400 Contractual Services	USD 273,612
								71500 Short Term Consultants	USD 91,563
								71600 Travel (Per diems)	USD 16,750
								71800 Travel	USD 32,508
		X			72200 Equip&Fur (Off)	USD 27,500			
		X			73100 Office rent	USD 9,000			
					74525 Sundries	USD 22,200			
					72100 Companies	USD 5,952,560			
					74200 Publications	USD 30,000			

• More detailed and indicative version of the project budget calculations are attached as Annex I.

VI. MANAGEMENT ARRANGEMENTS



The project will be nationally implemented (NIM) and the implementing agency of the project will be GAP Regional Development Administration, with UNDP's technical and administrative support. This action will build on the ongoing and longstanding partnership of UNDP with GAP Regional Development Administration, with the objective of strengthening the competitiveness of the region for a more inclusive and productive local economy, creating employment and livelihood opportunities for its inhabitants. As such, this action will complement the multi-sectoral development programs that GAP RDA coordinates in partnership with local actors such as the provincial offices of line ministries, local business community and municipalities. UNDP will provide contract management services including procurement and finance.

GAP RDA:

- Will be responsible and accountable for the results of this project on behalf of the Government of Turkey;
- Will establish close working relationship with local partners including local authorities, Chambers, provincial directorates of relevant line ministries throughout relevant activities. Such relationship will be established through agreements/MoU's to be signed between GAP RDA and those agencies if not yet present and if needed;
- Will facilitate the dialogue with the national and local partners
- Will provide timely inputs and comments to the prepared studies,

UNDP

- Will provide technical support for implementation of the project. This support includes provision of human resources and consultancies, project management/monitoring and implementation support services such as contract management. UNDP's Corporate Cost Recovery Policy shall be applicable for reimbursement of UNDP's direct costs for implementation support services.
- Will prepare relevant work plans and facilitate implementation of these work plans through project management and consultancies.
- Bring in relevant international experience on resilience, with significant focus on local partners.
- Will conduct procurement of selected machinery, equipment and services as per its own rules and regulations for the procurement made by UNDP. The cases where procurement can be made by local partners will be agreed jointly with GAP RDA, and in those cases UNDP shall monitor and ensure effectiveness in line with its regulations.
- Will ensure that the project is managed in line with UNDP's Programme and Operations Policies and Procedures (POPP).

The implementation will entail participation of relevant local actors such as chambers, development agencies, municipalities, governorates whereas GAP RDA will play a coordination role, bringing in various actors and promote replication and scale up of the proposed action in the future. As such, GAP RDA's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes.

A Project Board (PB) is going to be established, in line with the above diagram. PB will be responsible for the overall direction and management of the project. The PB will approve all major plans and authorize any major deviation from agreed plans. PB will ensure that required resources are committed, will arbitrate on conflicts (if any) within the project, and will negotiate a solution to any problems between the project and external bodies. PB will approve plans and project documents provided by UNDP meets the requirements, will approve allocated staff are adequate and efficient.

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

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

The PB will be composed of the GAP RDA, UNDP, Embassy of Japan and Ministry of Foreign Affairs and Ministry of Development. The Project Board will meet two times throughout project period.

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

Project personnel	Duty Station(s)
Project Manager	Ankara
Project Associate (2)	Ankara and Sanliurfa
Field Coordinator	Sanliurfa*
Vocational Training and Competency Development Specialist	Sanliurfa*
Value Chain Development Specialist (1/2)	Sanliurfa*
Social Development and Social Integration Specialist (1/2)	Sanliurfa*
Municipal Services Coordinator (1/2)	Sanliurfa*
Procurement and Contract Manager (2)	Ankara
Project Assistant/Interpreter	Sanliurfa*
Driver / Messenger	Sanliurfa*

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

GAP RDA 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.

There will be a project office established in Sanliurfa, to ensure that sufficient logistical arrangements are in place. There will also be a local project team established in Sanliurfa to plan, implement and monitor the project activities. The team will mainly be composed of business development and employment support related expertise. In addition to the local team, UNDP will also provide strategic, procurement and administrative support throughout the project

to ensure timely implementation of the activities in line with relevant procedures, but also to ensure that synergies exist with other ongoing programmes both regarding the Syria crisis response, but also other local economic development interventions.

UNDP will conduct the procurement in line with its own procurement procedures. UNDP, together with partners, will ensure proper visibility of the project in close coordination with the Embassy of Japan in Turkey.

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.

Partnerships and relations with donor:

UNDP will, coordinate closely with Embassy of Japan in Turkey through meetings and field visits on regular basis.

Moreover, full acknowledgement of the donor (Japan) will be given in all of communication products and other relevant materials through the display of logo.

- a) UNDP Country Office will submit a written request to the Government of Japan for the prior approval in case (1) the extension of the project is required, and/or (2) the re-deployment of funds between approved project budget components (transfer between project components/Outputs) is required, if more than 20% increase or decrease is expected.
- b) For any fund balances at the end of the project, the country office shall consult with the Government of Japan on its use.
- c) The interest income should be treated in accordance with the Japan-UNDP agreement on Arrangement for the Interest Income derived from Japan-UNDP Partnership Fund.

Visibility of Government of Japan

UNDP will make efforts to ensure the visibility of its institutional donor, the Government of Japan, where it provides support to partners' activities.

- The project along with its achieved results are publicized through the UNDP's website, with acknowledgement of the fact that the project is funded by the Government of Japan;
- Workshop / official meeting invitations, press releases, agendas and related materials should contain the phrase this project is funded by the donor, the Government of Japan, and where possible, include the logos of respective institutions including the national flag of Government of Japan as well as those of the government.
- Publications/Reports utilized will reflect that this project is funded by the Government of Japan.

Where appropriate, UNDP may provide display panels for ongoing activities, or other devices indicating donor as the Government of Japan.

Where appropriate, partners are requested to photograph events or actions supported by UNDP and share these with the organizations with information on the action being undertaken, and reflecting the Donor as the Government of Japan.

Engagement of Japanese actors in project management:

This project proposal is prepared in close consultation with the Embassy of Japan as well as technical discussions with JICA in Turkey, in addition to the relevant desk office in the Bureau of External Relations and Advocacy at the UNDP Headquarters. In this connection, UNDP will prioritize partnership and coordination with the interventions funded and/or managed by the Government of Japan as mentioned above, and will also explore opportunities to increase the involvement of Japanese nationals in the project, within its corporate rules and regulations.

On the other hand, UNDP will establish coordination and working relations with other Japan funded interventions as laid out in Section-III. In both components of this intervention, cooperation with ongoing interventions in the target location will be critical. Local coordination mechanisms will include but not be limited to the interventions funded by Japan. For example, possible partnerships for implementation will include partnership with Association for Aid and Relief, Japan (AAR-Japan)-which runs a Community Center in Sanliurfa-pending such agreement. On the other hand, close cooperation with the JICA loan programme will be ensured at various levels for the municipal capacity development component. For the livelihoods component, specific assessments will be conducted to understand the scope of interest of Japanese private sector firms to be part of the local production ecosystems in the target regions.

VI SUSTAINABILITY

The Project's intervention modality addresses all three levels (i.e. financial, institutional and political) of sustainability; however due to the sui generis nature of the Project, institutional and financial sustainability has been prioritized. In other words, the progresses to be achieved at the institutional and financial levels are expected to trigger financial and political sustainability.

Component 1: Livelihoods and Employability

Regarding the livelihoods and employability component, present Project has been designed to provide substantive and financial inputs for already conceptualized interventions on establishment and operationalization of vocational training centres targeting Syrians on industrial and service sectors by the Chamber of Industry and Trade and on agriculture and agro-based industries GAP TAEM in Sanliurfa. In this sense, the institutional sustainability of the livelihood component of the Project has already been secured through the commitments of these two local institutions, which have already initiated their endeavors prior to the launch of the present project and receipt of financial support by the EU. Regarding the financial sustainability, the business model of the centers will be designed in the sense that, the centers will be providing the demand side of the local industrial, agricultural and the local services sector with skilled and qualified labor as per their demands. These services will be fee-based and are expected to generate revenue for the smooth running of the centers. In addition, the centers have the potential to be financially supported by the Chamber's own resources as well as by other external funding, including but not limited to the development agencies, EU, GAP RDA etc.

Component 2: Social Infrastructure support to Local authorities/municipalities

The municipal services component aims to develop the capacities of the municipalities to deliver their services. The detailed initial needs assessment/diagnosis will provide the needed information for the priority needs, and will have a sustainability dimension included through the Total Cost of ownership approach as outlined in previous sections.

VII. LEGAL FRAMEWORK

This document together with the CPAP signed by the Government and UNDP which is incorporated herein by reference, constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA-signed on 21 October 1965); as such all provisions of the CPAP apply to this document. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner", as such term is defined and used in the CPAP and this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, 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 executing agency's security, and the full implementation of the security plan.

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 this agreement.

The Implementing partner agrees to undertake all reasonable efforts to ensure that none of the 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/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VIII MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see Section VII), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events
- Two Project Board meetings will be held.

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.
- **Progress and final reports** will be provided in line with reporting requirements set out in the relevant agreements.

IX RISK LOG

Project Title: Strengthening Social Stability in Southeast Anatolia Region	Award ID:	Date: March 2016
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#	Description	Date Identified	Type	Impact (I) & Probability (P)	Countermeasures/ Mngt response	Owner	Submitted, updated by	Last Update	Status
1	There is a lack of interest to the trainings from the Syrian community	March	Operational	Impact: 3 Probability: 2	The project management will conduct a strong awareness raising and interest building operation at the local level from the beginning of the project, and will expand the outreach of the project.	Portfolio Manager	Portfolio Manager	<i>(In Atlas, automatically recorded)</i>	

* on Scale of 5; 5 being the highest

ANNEX 1 indicative Budget for the Action	All Years (ORIGINAL)			
	Unit	# of units	Unit value (in USD)	Total Cost (in USD) ²
1. Human Resources				
1.1 Salaries (gross salaries including social security charges and other related costs, local staff)				
1.1.1 Technical				
1.1.1.1. Vocational Training and Competency Development Specialist (Saniurfa)	Per month	12	3500	42000
1.1.1.2. Value Chain Development Specialist (Saniurfa)	Per month	6	3500	21000
1.1.1.3. Social Development and Social Integration Specialist (Saniurfa)	Per month	12	3000	36000
1.1.1.4. Cluster Lead (UNDP Staff)	Per month	12	4250	51000
1.1.1.5. Portfolio Manager (UNDP Staff)	Per day	48	398	19104
1.1.2 Administrative/ support staff				0
1.1.2.1. Project Manager (Ankara)	Per month	12	3500	42000
1.1.2.2. Procurement and Contract Managers (2 - Ankara)	Per month	24	3000	72000
1.1.2.3. Municipal Components Coordinator (Ankara)	Per month	12	3000	36000
1.1.2.4. Field Coordinator (Saniurfa)	Per month	12	2500	30000
1.1.2.5. Municipal Components Field Coordinator (Saniurfa)	Per month	12	2500	30000
1.1.2.6. Project Associates (1: Ankara, 1: Saniurfa)	Per month	24	2250	54000
1.1.2.7. Project Assistant / Interpreter (Saniurfa)	Per month	12	1750	21000
1.1.2.8. Driver / Messenger (Saniurfa)	Per month	12	1250	15000
1.1.2.9. Portfolio Administrator (UNDP Staff)	Per day	72	250	18000
1.1.2.10. PSC Assist (1) (UNDP Staff)	Per day	48	90	4320
1.1.2.11. PSC Associate (1) (UNDP Staff)	Per day	24	250	6000
1.1.2.12. Communications (1) (UNDP Staff)	Per day	24	200	4800
1.1.2.13. Procurement Associate (UNDP Staff)	Per day	36	250	9000
1.1.2.14. Component Assistants (3) UNV	Per month	36	1000	36000
1.1.3. UNDP Staff Assigned for Action (ISS)	Per month	0	0	0
1.2. Salaries (Consultants)				0
1.2.1. International Consultants	Per day	14	550	7700
1.2.2. National Consultants	Per day	765	349	266985
1.3 Per diems for missions/travel				0
1.3.1. Abroad (staff and UNDP staff assigned to the Action)	Per diem	50	200	10000
1.3.2. Local (staff and UNDP staff assigned to the Action)	Per diem	275	100	27500
Subtotal Human Resources				859409
2. Travel				
2.1. International travel (round trip)	Per flight	21	715	15015
2.2. Local transportation	Per day	250	200	50000
Subtotal Travel				65015
3. Equipment and supplies				
3.1. Purchase of vehicle (UN MOSS Compliant 4*4 Vehicle)	Per vehicle	1	35000	35000
3.2. Furniture, computer equipment	Per action	1	20000	20000
Subtotal Equipment and supplies				55000

4. Local office				
4.1 Vehicle costs	Per month	12	1200	14400
4.2 Office rent	Per month	12	1500	18000
4.3 Consumables - office supplies	Per month	12	1250	15000
4.4 Other services (tel/fax, electricity/heating, maintenance)	Per month	12	1250	15000
Subtotal Local office				62400
5. Other costs, services				
5.1 Publications ⁹	Per Publication	12	5000	60000
5.2 Sector Specific Skills Mapping Studies (3) Value Chain Assessments (5) Sector specific Local demand for Labor Analyses in Industrial Sectors (3)	Per study	6	20000	120000
5.3 Expenditure verification/Audit	Per audit	1	6028	6028
5.4 Evaluation costs	Per evaluation	1	15000	15000
5.5 Translation, interpreters	Per action	1	14000	14000
5.6 Costs of conferences/seminars	per event	5	12000	60000
5.7. Visibility actions	Per action	1	50000	50000
5.8. Refurbishment/Improvement/Operationalization of Agriculture Sector VT Centre	Per action	1	375000	375000
5.9. Refurbishment/Improvement/Operationalization of Industry Sector VT Centre	Per action	1	375000	375000
5.10. Refurbishment/Improvement/Operationalization of Service Sector VT Centre	Per action	1	375000	375000
5.11. Women and Youth Empowerment Programme	Per programme	1	500000	500000
5.12. Joint Initiatives on inter-communities information and knowledge intensive competency development programmes	Per initiative	5	16000	80000
5.13. Value-chain based feasibility studies	Per feasibility study	5	16000	80000
5.14. Pilot and demonstrative initiatives to improve the productivity of the local value chains	Per action	4	230000	920000
5.15 Pilot Project Portfolios on Municipal Services	Per Project Portfolio	4	1320000	5280000
Subtotal Other costs, services				8310028
6. Other				
Subtotal Other				
7. Subtotal direct eligible costs of the Action (1-6)				9351852
8. Indirect costs (8%)				748148
9. Total eligible costs of the Action (7+ 8)				10100000
10. Provision for contingency reserve (maximum 5% of 7, subtotal of direct eligible costs of the Action)				0
11. Total eligible costs (9+10)				10100000
12 - Taxes - Contributions in kind				0
13. Total accepted costs of the Action (11+12)				10100000
the costs and cost breakdown in this budget is totally indicative and subject to change as per the needs of the project.				

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End of Document