

PROJECT DOCUMENT
TURKEY

Project Title	Social Cohesion between Syrian and Host Communities in Turkey through Women's Empowerment
Project Number	000114210
Implementation Modality	National Implementation Modality (NIM)
Implementing Partners	Southeast Anatolia Project Regional Development Administration (GAP RDA)
Start Date	01.02.2019
End Date	31.07.2020
PAC¹ Meeting date	23.01.2019

Brief Description

The overall objective of the project is to pilot strengthening of social cohesion among Syrian and host communities in Turkey through women's empowerment.

The project will be composed of activities addressing (i) social and economic capability building of Syrian and host community women; (ii) social cohesion and integration among two communities and (iii) design and implementation of pilot social care and social support services. More specifically; the project will conduct detailed assessment of the social conditions in which Syrian women live in and their needs to participate in productive activities. In response, the project will provide, trainings (social and economic capability building), consultancy and mentoring services as well as social service support for the target groups. Ultimately this will help their social integration for the duration they live in Turkey and contribute to social cohesion.

Contributing Outcomes



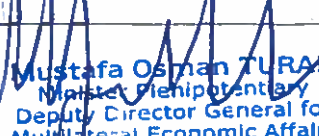
UNDCS: 1.1. By 2020, relevant government institutions operate in an improved legal and policy framework, and institutional capacity and accountability mechanisms assure a more enabling (competitive, inclusive and innovative) environment for sustainable, job-rich growth and development for all women and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

Indicative Output(s): 1.1.4. Citizens, with specific focus on vulnerable groups including in less developed regions have increased access to inclusive services and opportunities for employment

Gender Marker: GEN3

Total resources required:	300.000 USD	
Total resources allocated:	UNDP TRAC	N/A
	BPPS	300.000 USD
	In-Kind²	
	GMS (7%)	21.000 USD
Unfunded:	N/A	

Agreed by:

Southeast Anatolia Regional Development Administration	UNDP	Ministry of Foreign Affairs
 Mehmet ACIKGÖZ Başkan Yardımcısı	 Claudio Tomasi Resident Representative	 Mustafa Osman TURAN Minister Plenipotentiary Deputy Director General for Multilateral Economic Affairs Ministry of Foreign Affairs Republic of Turkey
Date: 17.06.2019	Date:	Date: 02/07/2019

¹ PAC: Project Appraisal Committee

² GAP RDA will make available their facilities, physical infrastructures, human resources, expertise and know-how for the smooth implementation of the project, to the extent possible. UNDP will provide programmatic contribution and operational support for the smooth implementation of the project.

I. DEVELOPMENT CHALLENGE

1.1. Situational analysis

According to the Directorate General of Migration Management as of December 2018, Turkey hosts 3.622.366 Syrians under Temporary Protection.³ Syrians under Temporary Protection are mainly located in the Southeast Anatolia Region bordering Syria, but as the crisis continued, the population has expanded to other regions as well. Turkey hosts the largest refugee population in the world and has demonstrated strong national ownership of the response. The Government of Turkey provides a rights-based legal framework through the Temporary Protection Regulation, which offers access to education, health care, employment and social security to Syrians. According to the Government of Turkey, it spent 35+ billion USD in response to the Syria crisis.

Currently, out of the 3.6 registered Syrians under Temporary Protection (46% women and 54% men) more than 3.4 million Syrians live amongst Turkish host communities.⁴ 40 % of the 3.6 million Syrians under Temporary Protection are concentrated in 4 provinces in the South East. Within these provinces, there are four municipalities in Turkey that are particularly impacted, each hosting more than 100,000 Syrians. In these cities, the ratio of the Syrian population to that of host communities is higher than 20%, including Kilis, Hatay, Gaziantep and Şanlıurfa.⁵ Populations have either reached or exceeded 2023 population projections. Kilis, for instance, hosts more Syrians as its local population.

The response provided in Turkey is increasingly focusing on a longer-term development and resilience-based approach- complementing the humanitarian response.

Turkey's Regional Refugee and Resilience Plan (3RP) has consistently stood out for its strong national ownership and leadership, with partners playing a support role to the Government of Turkey within the established national asylum framework. Turkey continues to demonstrate its capacity to receive and process admissions effectively and the temporary protection Regulation⁶ provides Syrians access to national systems such as health, education, employment and social services.

Following the adoption of the Regulation on Work Permits of Foreigners under temporary protection (hereafter Work Permits Regulation) in January 2016, by the end of 2016 there were 13,290 work permits issued to Syrians.⁷ According to the Ministry of Family, Labour and Social Services 32,199 Work Permits have been issued by November 2018. The work permit regulation allows Syrians under Temporary protection to access formal jobs.

A comprehensive needs assessment has been conducted by the Government to identify the needs of the Syrians under temporary protection as well as the local authorities in the host communities which will be the basis of the allocation and disbursement of donor funding, mainly the financial support expedited from the EU. This assessment addressed the following areas: (i) basic public services (education and health); (ii) social development, protection and cohesion; (iii) livelihoods and employability and (iv) municipal services and urban infrastructures.

Host communities and the local authorities in Turkey bear the burden of the political, economic, social and security spillovers of the conflict. As the Syrian population increased and expanded, the needs of both Syrian and host communities *go beyond humanitarian*, and call for longer term, more

³ Official data of Directorate General for Migration Management, Turkey, December 2018.

⁴ Mostly in the South East, particularly Gaziantep, Kilis, Şanlıurfa, and Hatay

⁵ DG of Migration Management, TURKSTAT (DGMM 2018)

⁶ The temporary protection Regulation was prepared on the basis of Article 91 in the Law No. 6458 on Foreigners and International Protection.

⁷ DG of International Labour

lasting and **resilience-based** solutions- particularly when it is acknowledged that the return of Syrian population will take much longer than initially expected, if ever. This underlines the importance of **self-reliance through livelihood opportunities and broader socio-economic integration**.

The impacts of the crises on the host communities in Turkey have felt on three major areas:

i. Population, demography and local socio-cultural patterns: the number of Syrians under Temporary Protection who left their country due to the crisis exceeds five million, with more than half (3,6 million) residing in Turkey. The Southeast Anatolia Region of Turkey (i.e. SEA Region or GAP Region) is mostly impacted by the displacement, socially and economically.

Only around 4 per cent of Syrians under temporary protection live in the 13 official Temporary Accommodation Centres in provinces along the Syrian border,⁸ while the remaining 96 per cent reside among the host community in urban, peri-urban and rural areas. Most of the Syrians under temporary protection live in the South East of Turkey. However, large numbers of Syrians under temporary protection have moved to other parts of Turkey. It is estimated that over 500,000 refugees are living in Istanbul making it the largest refugee hosting city in Turkey. Substantial populations are also found in Izmir, Bursa and other large cities in Turkey.



The Syrian population also changed the local socio-cultural patterns of the host communities, even though Syrians and the host communities along the Syrian border have traditionally been sharing the same history for centuries and there are linguistic and cultural ties among each community. A recent profiling study conducted by the Directorate General of Migration Management (DGMM) indicates that, around 48% of the Syrians residing in Turkey are below 18 age; approximately 800,000 Syrian children are at the school age; the **household leads in around 23% of Syrian families living in urban areas are women**.

Compared to Turkish host community members, **women are less likely to participate in the social and public life**. Child labor and child marriages are common; almost every Syrian family has a member with physical and/or mental disabilities.

Crisis situations, especially in conflict related settings, aggravate gender inequalities in various different forms. New and emerging situations effecting the family, brings many struggles on girl children's and women's daily lives. In addition to that, they become more vulnerable to sex based crimes such as sexual and gender based violence, sexual harassment, forced marriages, human

⁸ Directorate General of Migration Management, November 2017.

trafficking. For Syrian women (in Turkey as well as in other countries hosting Syrians), there is a wide range of incidents of sexual and gender-based violence, early marriages and additional trauma due to their family related responsibilities.

While the needs, skills and aspirations of the Syrian population in Temporary Accommodation Centers (TACs), urban settings and different segments vary, it is widely known and accepted that the Syrian crises impacted women disproportionately. The crisis exacerbated existing social and cultural disadvantages for women. Syrian women under Temporary Protection in Turkey have limited means to participate in social life, due to social and language barriers. The field work and studies conducted by various parties including other UN Agencies, UNDP and GAP RDA confirm that the Syrian women are in need for social guidance and consultancy to lead their daily lives.

The assessment conducted by AFAD on Syrian women in Turkey⁹ (living in TACs and non-TACs) reveals that the age range of women is concentrated between 19-54 years (with 44 percent in non-TAC and 42 percent in TACs). The same research highlights that almost 21 percent of Syrian women under Temporary Protection in TACs and non-TACs setting are illiterate and 35 percent are primary school graduates. While it is acknowledged that this age group has the potential to be involved in productive activities and the labor force, the same research suggests that most Syrian women under Temporary Protection have limited professional background or income. The majority considers their profession as housewives.

The occupational skillsets and educational background of Syrians under Temporary Protection are rather unknown. Reports state that 79.8% of Syrians under Temporary Protection aged above 6 years have middle school or lower education and approximately 18% of the male population residing in TPCs have no profession.¹⁰

Disabled and elderly Syrians are amongst the disadvantaged groups and constitute around one third of the Syrian population residing in Turkey. According to the Assistance and Solidarity Association for the Disabled (SANAD) there are around 800.000 disabled among the 3.6 million Syrians. The number of Syrians over age of 69 is 37.475. Since the majority of care work is performed by women, this creates an extra burden for women.

ii. Urban infrastructure and municipal services: the large population increase in Turkey following the Syrian crisis, has put public institutions under considerable pressure to deliver basic municipal and public services, including urban waste management, energy, transportation, housing, and urban recreational areas. In a context of shrinking national resources allocated to local authorities for urban infrastructure and municipal services, this is testing the limits of infrastructure and public services that were already fragile before the crisis. For example, Kilis Municipality used those urban waste land fill facilities which were originally planned to be fully used only by 2023.

iii. Local labor market and local economic development: A number of assessments conducted by various actors' highlight the relatively low skills levels among Syrians under Temporary Protection, which significantly overlap with the skills of the host communities, mainly those in the SEA Region. This points to a possible risk of high-competition among two communities, particularly for low-skilled jobs (including women) and an increase of tensions between the two communities.

A high number of Syrians work informally in Turkey to sustain their families' livelihood. At the same time, there has been a large-scale replacement of Turkish workers from informal jobs (manual and agricultural labor), particularly women, by Syrians under Temporary Protection due to lower wages and worsened working conditions.

⁹ (AFAD, 2014-<https://www.afad.gov.tr/Dokuman/TR/80-20140529154110-turkiye'deki-suriyeli-kadınlar,-2014.pdf>)

¹⁰ (AFAD, 2014. "Population Influx from Syria to Turkey" <https://www.afad.gov.tr/Dokuman/TR/148-20150202172457-11549547929971633783.pdf>)

Pre-crisis labor force participation rate (LFPR) amongst Syrians was 73 percent for men and 14 percent for women).¹¹ Syrian women's employment opportunities are for the most part low in Turkey with a working rate of 20% as a result of struggle to survive in the conditions of displacement; therefore, they are more dependent on others for a living. Reason include as legal status, language barriers, security grounds and gender specific related obstacles. Gender based problem areas concerning the Syrian women and girls, include: i) Lack of conditions and regulations necessary for women's access to employment; ii) Lack of institutional and social support for care work; iii) Child labor as an issue of children's rights and (iv) lack of an employment policy sensitive to gender obstacle before women's access to employment.¹²

Youth unemployment in some regions, such as Sanliurfa, has reached up to 39%, two times higher than the country's overall. Moreover, the majority of the unemployed youth is not enrolled in any educational and training program, leading to an increased sense of exclusion, which in turn could become a source of future social tensions.

The impact of the Syrian refugee crisis on both the Syrians and Turkish host communities, in particular provinces hosting relatively high numbers (i.e. Şanlıurfa, Gaziantep, Kilis, Hatay and Kahramanmaraş) require an integrated response addressing *human security* – highlighting both humanitarian and resilience related.

As far as the *economic insecurities* are concerned, as one of the less developed regions in Turkey, the SEA Region has been suffering from decades' long economic stagnation, urban and rural poverty, persistent unemployment (covering women and youth) as well as limited livelihood opportunities for its communities, although the region serves huge potentials for boosting agricultural economies. As result of the Syrian crises and the influx of Syrians under Temporary Protection, the unemployment rate has further increased in the Region, where most of the Syrians have entered the local labor markets informally – which is also a root cause of *personal insecurities*.

The problem of child labor, which is yet another a root cause for *personal insecurities*, has even worsened all across the Region. The crises also resulted in high competition (sometimes in the form of civil conflicts) especially between the low-skilled labor force of the Syrian community and the host communities, which in turn leads to *community insecurities*. The socio-cultural differences between each community along with the social tensions at the local levels, also triggered *community insecurities*.

UNDP's study on the labor absorptive capacities of the local value chains mentioned above indicates that unless the local value chains and the small and medium sized enterprises are supported, the host communities will not be able to integrate the Syrian refugees into their local economic ecosystems. Local level assessments conducted by various agencies including partner UN Agencies of the present Project proposal also indicate that the capacity of the local institutions, mainly those mandated for skills development, economic development and livelihoods development are not sufficient to design and implement an integrated response to mitigate the root causes of the *economic insecurities* incurred by the crises.

UNDP's field level assessments indicate that women and girls are among the most vulnerable in emergencies facing higher risk of reproductive health (RH) problems and gender-based violence (GBV), including sexual violence. Securing their safety, dignity and health ensures the well-being of families and communities. Refugees, migrants, asylum seekers and undocumented Syrian migrants face with *health insecurities* due to difficult living and working conditions, as well as their specific migration history. They often face considerable social and cultural barriers in accessing public services – mainly health services. Barriers exist not only due to legal status, but due to lack of

¹¹ Absorptive Capacity and Potential of Local Labour Markets Assessment, UNDP 2016.

¹² UNWOMEN Assessment (2017) forthcoming.

interpreters/mediators, lack of information on the system at all levels, as well as a lack of cultural sensitivity and appropriateness of services provided. These conditions create protection risks especially for refugee women and girls on reproductive health, sexual and gender-based violence with such migration further limiting their access to knowledge, services and commodities. Human rights violations as reported by the governmental organizations as well as the NGOs and limited accessibility of the Syrians to legal aid are also addressing *political insecurities* triggered by the crisis.

There are some organizations already active in social cohesion and economic empowerment of Syrian women. In addition to that, UN agencies such as UNFPA and government agencies (i.e. Ministry of Family and Social Policies, AFAD, GAP RDA and others) provide support for Syrian women under Temporary Protection. UNDP has been a key actor in piloting initiatives to enhance the socio-economic empowerment of Syrian women and the women of the host communities and facilitate cohesion among the two communities, mainly in Southeast Anatolia Region. UNDP has long standing experience and know-how on women's empowerment and has the capacity to sustain and scale up its support, in the Southeast Anatolia Region and beyond as well (i.e. Hatay and Kahramanmaraş).

1.2. Past and current interventions

The response provided in Turkey combines both humanitarian and resilience-based support. There is an increasing recognition of the importance of longer term and development planning. The 3RP supports the Government of Turkey through interventions focusing on protection, basic needs, health, education, food security and agriculture and livelihoods. The 3RP budget for Turkey for 2018 has been 1,7 billion USD. Therefore, the proposed project will serve to this end, and it will be catalytic and will contribute to the multi-sectoral nature of the response.

1.3. UNDP's Interventions on livelihoods and socio-economic empowerment of women

UNDP Turkey's programmatic presence in the Southeast Anatolia Region expanded in the mid-90s in close cooperation with the Government to address socio-economic development gaps in this Region, making UNDP the only international organization with an uninterrupted presence of almost three decades in Turkey's most economically, socially and politically distressed region. The social development and entrepreneurship lenses of the UNDP's work in the field was most relevant in the mid-90s; however, this has had to be transformed into a more competitiveness-oriented approach as a result of the changing and emerging needs of the country. Entrepreneurship, competitiveness, renewable energy and energy efficiency in agriculture and industry, cluster based sectoral development and women's socio-economic empowerment have turned out to be the main thematic areas where UNDP had the opportunity to design and implement and prototype regional and local socio-economic development programmes and projects in collaboration with the Regional Development Administration responsible for this region.

UNDP currently implements the Syria Crisis Response and Resilience Programme, which an estimated budget of 75 million USD for 2018-2019 (donors include EU, USBPRM, KfW and the Government of Japan). Key programme components include: i) livelihoods and job creation; ii) municipal service delivery; iii) social cohesion and protection. In addition to that, UNDP co-leads the 3RP with UNHCR (i.e. UNDP coordinates the resilience response), UNDP leads the 3RP livelihoods sector and is a key partner in the Basic Needs and Protection sectors.

UNDP is thereby the lead agency on resilience in Turkey and key actor in terms of the crisis and resilience response provided in the Southeast Anatolia Region. UNDP thereby builds on its long-standing experience in the region under its Inclusive and Sustainable Growth Portfolio.

Based on its extensive accumulated field level experience, UNDP Turkey has partnered mainly with the GAP RDA and relevant local stakeholders through a set of projects/initiatives targeting socio-economic empowerment of women in Syrian community as well as the local communities hosting the Syrians in the Southeast Anatolia Region.

The 3RP Livelihoods sector, under the coordination of UNDP Turkey, focuses on both the supply and demand side of the labour market equation with relevant expected outputs of

- (i) increased employability and skills for the Syrians to better match the labour market demand
- (ii) stronger employment support services available targeting the Syrians under temporary protection
- (iii) improved entrepreneurial and self-reliance capabilities for new start-ups
- (iv) effective implementation of labor and work permit regulations thru advocacy and awareness raising activities targeting employers and potential employees
- (v) socio-economic empowerment of Syrian Community and Host Communities' women and facilitate effective cohesion of both communities
- (vi) improved labor absorptive capacities of the local economies through pilot local economic development initiatives (i.e value chain, business cluster development and unionization/organization) to increase employment opportunities and demand for labor in the selected territories.

More specifically, during the last decade, UNDP has successfully implemented two projects on women's socio-economic empowerment and social cohesion/inclusion namely: (i) Innovations for Women's Empowerment in Southeast Anatolia (Phases I and II); (ii) Support to the Adaptation of Syrian Women Living in Southeast Anatolia to Social and Economic Life Project.

Firstly, Innovations for Women's Empowerment in Southeast Anatolia Project (aka IWEP); (which was not directly linked with the Syrian Refugee Crises indeed), was a two-phased project funded by the SIDA and executed by the UNDP and the GAP RDA (Phase I: 2008-2012; Phase II: 2012-2016). The first phase of the Project was implemented to strengthen the capacities at the local level and strengthen sustainability of the initiatives. It achieved an important set of results as outlined in the present document and forms the basis for the development of the second phase. Building on the first phase the second phase of the project has two main objectives.

Leveraging on the results of Phase I, the purpose of Phase II of the IWEP Project was to empower the women of Southeast Anatolia within their communities by developing social and productive capacities and enterprise level management skills and increasing women's income through entrepreneurship and increased income opportunities mainly within the scope of labor-intensive textile and ready wear sector.

The second phase of IWEP Project generated significant results, some of which are highlighted below:

- 577 women and 106 men benefitted from the services provided by Multipurpose Community Centres (CATOMS) and training programs on gender equality, reproductive health, civil rights, participation, etc
- ~ 300 women participated in design workshops
- ~ 4,000 women participated in sewing/needlework ateliers supported by provision of machinery and supplies
- 3 women cooperatives were given in-kind support in form of machinery and supplies and received trainings
- 5 women owned businesses received business development support
- Business plan prepared for one enterprise
- ~ 2,500 women generated TL 820,000 in İstanbul Fairs between 2013 and 2016
- ~ 800 women generated TL180,000 from beadwork
- ~ 200 women sewing household textiles for their neighbours on fee per piece basis

- 3 women cooperatives participated in fairs
- ~20 members of women cooperatives and ~100 women employed on seasonal and/or need basis generating income

Benefitting from the intervention modality of the IWEP Project but with a much more orientation on the impact of the Syria crisis on women, Adaptation of Syrian Women Living in Southeast Anatolia to Social and Economic Life Project (ASW) aimed at strengthening the social and economic skills of Syrian women living in selected locations of Southeast Anatolia - both in camp and non-camp settings, through a holistic perspective. Funded by the Government of Kuwait and executed by the UNDP and the GAP RDA (2015- 2017), the beneficiaries of the Project included the Syrian women as primary beneficiaries as well as the women of the host communities and the local systems that provide services to Syrian women as indirect beneficiaries.

ASW Project generated significant results, some of which are highlighted below:

- ~ 6000 Syrian women and women of host communities were reached through multi-purpose community centres (CATOMs) with various types of social and economic empowerment activities.
- ~ 800 Syrian women were engaged in income generation activities through inclusive business models in textile and ready wear sector.
- ~ 400 Syrian women were engaged in income generating activities consisting of pickling, cooking, desiccating (dried) vegetables, dolls production, and gift items workshops.
- In cooperation with Turkish Family Planning Association (TAPV), 37 officers and instructors from CATOMs in 9 different provinces were provided Women's Health Training Programme (trainers training) in order to increase the instructors' capacity on providing counselling and support on women's health and family planning issues.
- ~ 600 women benefitted from inter-cultural and social cohesion activities
- 13 Multi-Purpose Community Centers (ÇATOMs) and 1 women's cooperative delivering services for Syrian women were supported in 4 provinces:

In addition to above, funded by SIDA, UNDP Turkey has implemented a specific project entitled "Support to the Improvement of Legal Aid Practices for Access to Justice for All in Turkey" Project which aims to develop coordinated efforts for enhancing the quality of the legal aid services in Turkey as well as capacity of the attorneys, particularly addressing the needs of disadvantaged groups as well as Syrian population at southern provinces of Turkey. In addition, the Project also addresses the institutional needs of Bar Associations for an effective coordinated and monitored legal aid system. The project paved the way for an effective functioning legal aid system and ultimately better access to justice in Turkey. It developed coordinated efforts for enhancing the quality of the legal aid services in Turkey as well as capacity of the attorneys, particularly addressing the needs of disadvantaged groups as well as Syrian population at southern provinces of Turkey.

Launched in 2006, UNDP's Growing Inclusive Markets Initiative highlights that the private sector is a great untapped resource for investment, innovation and human development as well as it is a unique platform that would help alleviate the root causes of poverty and trigger socio-economic empowerment. In this sense, the Inclusive Business Models (IBM) Approach addressed in UNDP's Growing Inclusive Markets Initiative¹³ also draws attention to the fact that once inspired by a favourable business climate and high-level strategic guidance and commitment by the government; through policy dialogue private sector, governments and civil society organizations can create value for all – including those which are the most vulnerable.

IBM include the disadvantaged groups on the demand side as clients and customers, and on the supply side as employees, producers and business owners at various points in the value chain.¹⁴ They

¹³ UNDP, 2008, Creating Value for All: Strategies for Doing Business with the Poor

¹⁴ BMZ, 2013, Federal Ministry for Economic Cooperation and Development, Inclusive Business Models, Options for support

build bridges between business and the disadvantaged groups for mutual benefit. The benefits from IBM go beyond immediate profits and higher incomes. For business, they include driving innovations, building markets and strengthening supply chains. And for the disadvantaged, they include higher productivity, sustainable earnings and greater empowerment.

With a view to improve sustainable involvement of the Syrian/host community women in economic activities and help generate decent job opportunities with sustainable earnings for the women, UNDP deployed **IBM Approach** within the scope of IWEP and ASW Projects in favour of the disadvantaged women of the Syrian/host communities around the following strategies in collaboration with two large-scale textile and apparel manufacturers in Turkey:

- **Strategy 1. Adapt products and processes:** The partnering private sector textile and apparel manufacturing companies developed a special set of products for which the beneficiaries of the projects (i.e. women attending to ateliers) were enabled to take active roles in production of these specified products at the local ateliers of the projects and the CATOMs.
- **Strategy 2. Invest to remove market constraints:** Locally produced textile products have been marketed through the online marketing channels and physical stores of the partnering manufacturers under dedicated branding initiatives
- **Strategy 3. Leverage the strengths of the disadvantaged:** Syrian and host community women who are participating to the textile ateliers have been provided with technical trainings on weaving, knitting, needlework etc., on which they have improved their capabilities and skills. Through the IBM Approach, the strengths of the women have been matched with the demand of the business through the principle of decent work.
- **Strategy 4. Engage in policy dialogue with government and private sector partners:** The results of the initiatives have regularly been communicated with the government and private sector partners for potential policy making, replication and scale up. The results have also been shared with the relevant local institutions, Development Agencies, chambers, CATOMs and NGOs for potential replication in other sectors (agriculture, agro-based micro-industrial processing, services sector, manufacturing etc.)

Through deployment of the IBM Model; IWEP and ASW Projects were jointly able to generate sustainable earnings/income for ~2000 Syrian/host community women for a total amount of ~350.000 USD over the course of last 18 months. The proposed project will also be linked with UNDP's broader programme funded by EU Trust Fund (aka MADAD) between 2018-2019 especially in terms of provision of dedicated services on improvement of the productivity of women owned SMEs through the SME Capability Centres to be established and made operational by the UNDP.

II. STRATEGY

2.1. Scope of Action and Intervention Strategy

Leveraging on the results of the previous interventions, UNDP prioritizes extension of its long-lasting partnership with the Southeast Anatolia Regional Development Administration (GAP RDA). In addition, UNDP would like to initiate a strategic partnership and collaboration with the newly structured Ministry of Family, Labour and Social Services for scaling up at policy level and replication purposes. Thus, the Project will be catalytic in establishing policy level strategic partnerships with the Ministry additional substantive public funding would be channelled in the upcoming years.

The Ministry and GAP RDA (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 partners including local authorities, Chambers, provincial directorates of relevant line ministries throughout the project implementation. Such relationship will be established through agreements/MoU's to be signed between GAP RDA 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.

Building on UNDP's vast experience in socio-economic empowerment of women and community-based development in the lagging regions of Turkey and with a view to contributing to the mitigation of the risks of tensions among the Syrian and host communities; the *objective of the project* is to pilot strengthening of social cohesion among Syrian and host communities in Turkey through women's empowerment. The project will be composed of activities addressing (i) social and economic capability building of Syrian and host community women; (ii) social cohesion and integration among two communities and (iii) design and implementation of pilot social care and social support services.

More specifically; the project will conduct detailed assessment of the social conditions in which Syrian women live in and their needs to participate in productive activities. In response, the project will provide, trainings (social and economic capability building), consultancy and mentoring services as well as social service support for the target groups. Ultimately this will help their social integration for the duration they live in Turkey and contribute to social cohesion.

The overall objective of the Project is also linked with the Women's Empowerment Strategy and Action Plan 2018-2023^[1] which was prepared and enacted by the Ministry of Family, Labor and Social Services in 2018. The Strategy and Plan consists of five policy axes; education, economy, health, participation in decision-making mechanisms, media. In terms of education the main objective is to ensure girls and women's full access and active participation to all levels of education. This objective has six targets and strategies. In terms of health the main objective is to improve the health services offered to women and increase the health awareness of women to ensure a healthy life. This policy area has three targets and strategies. In terms of economy the main objective is to ensure that women have a say in economic life in line with the changing dynamics of the labor market by ensuring their full and active participation in all areas of working life. This area has six targets and strategies. In terms of participation in decision-making mechanisms the main objective is to increase the representation of women at local and national level in decision making mechanisms and to ensure their effective participation in decision processes. This policy area has four targets and three strategies. In terms of media the main objective is improvement and

[1] http://www.sp.gov.tr/upload/xSPTemelBelge/files/RySPo+KADININ_GUCLENMESI_STRATEJI_BELGESI_VE_FYLEM_PLANI_2018-2023_.pdf

strengthening of women representation in the media, and also to ensure the efficient use of media by women. This policy axe has two targets and three strategies.

The project has a catalytic effect by nature. In this sense, the Project will help geographically and thematically expand and upscale UNDP's intervention approach in the field of women's socio-economic empowerment, social cohesion among guest and host communities and prototyping of social care services. Although UNDP has traditionally been partnering with local/national partners; through the Project, new partnerships will be established with regional development agencies, CSOs, private sector, community centres, newly structured line ministries (Ministry of Family, Labor and Social Services) etc. The Project will also help attract additional resources mainly through the national public investment program for 2019 - 2020, FRIT II, private sector (through IBM) and other relevant donors. The project will also contribute formulation of innovative financing mechanisms in pilot regional development agencies (i.e. small grant programs etc.) addressing women's empowerment and social cohesion at that would help mobilize additional resources in support to achieve project's objectives. The project will also provide opportunities for the design and implementation of UN Joint Programmes targeting both women's empowerment and social cohesion/social care given the fact that most of the UN agencies are operating within the provinces targeted by the present project.

With the implementation of the project it is planned to contribute to several strategies of the Women's Empowerment Strategy and Action Plan 2018-2023 through the project components. Under Economy Strategy 5: by "improving women's entrepreneurship and increasing the use of information and communication technologies in order to strengthen women's economic empowerment" contributions planned to be made to the following activities: Priorities will be given to women in the field of information and communication technologies; Awareness-raising activities will be carried out in order to develop entrepreneurship culture among women. Under Economy Strategy 6: with "priority will be given to efforts to strengthen women in rural areas" the contributions planned to be made to the following activities: Increasing studies on the participation of women who require special policies in economic life; Women entrepreneurship will be encouraged by benefiting from technological opportunities and developments especially in agriculture-based business lines; Services related to access to labor market will be developed for women in need. Under Economy Strategy 3: by "strengthening the economic position of women and the development of economic and social policies aimed at combating informality, especially for unpaid family labor" the contributions planned to be made to the following activities: Efforts to strengthen women's co-operatives will continue to increase; In order to reduce the burden of care work on women, efforts will be made to create shared care work responsibilities within household and socialized/publicized care work facilities and diversify the support and incentives for child, disabled and elderly care; In the in-service training programs of institutions and organizations, the issue of equal opportunities for women and men shall be included.

Moreover, the project activities are planned in a way to contribute to the following strategies in general: Economy Strategy 2: "strengthen opportunities for vocational training and skills development to increase employability of women in the labor market" and Economy Strategy 4: Education "improving the capacities of institutions to ensure equal access to education and ensuring coordination among institutions".

For a more sustainable and inclusive world, women's social and economic empowerment is also an important item on the United Nations development agenda. In this context, the present project contributes directly and indirectly to the following UN's 2030 Sustainable Development Goals:

- SDG #1 No Poverty: End poverty in all its forms everywhere
- SDG #3 Good Health and Well Being : Ensure healthy lives and promote well-being for all at all ages

- **SDG #4 Quality Education:** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- **SDG #5 Gender Equality:** Achieve gender equality and empower all women and girls
- **SDG #8 Decent Work and Economic Growth:** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- **SDG #10 Reduced Inequalities:** Reduce inequality within and among countries
- **SDG #11 Sustainable Cities and Communities:** Make cities inclusive, safe, resilient and sustainable
- **SDG#12 Responsible consumption and production:** Ensure sustainable consumption and production patterns
- **SDG #16 Peace, Justice and Strong Institutions:** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

The Project will be implemented in the provinces of Turkey which possess;

- Relatively intense socio-economic impacts of the Syria crises on host communities
- UNDP's and GAP RDA's field experience on socio-economic empowerment of women as well as generation of livelihoods opportunities
- Potentials for collaboration with other complementary projects/activities
- Relatively higher potential for replication and scaling up/down for other territories of Turkey.

In this sense, the project will be implemented in Sanliurfa, Mardin, Gaziantep, Kilis and Hatay provinces.



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

As noted above, the Project will support (i) social and economic capability building of Syrian and host community women; (ii) social cohesion and integration among two communities and (iii) design and implementation of pilot social care and social support services. These interventions will be built on the existing community empowerment initiatives and local networks of the Southeast Anatolia Regional Development Administration (i.e. Multipurpose Community Centers - ÇATOMs) in the targeted GAP provinces as well as the existing provincial level mechanisms and institutions of the Ministry of Family, Labor and Social Services (i.e. directorates, Family Support Centres etc.) based on their institutional capacity at local level. To achieve the objectives set forth within the scope of the Project, establish collaboration models with the relevant local authorities (governorates, municipalities etc.) in target provinces will also be established and/or maintained.

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. Social and Economic Capability Building of Syrian and Host Community Women

In the scope of this component, linked with the existing ÇATOMs primarily in the GAP Region and the existing local mechanisms run/operated by the NGOs, local authorities, provincial directorates of Ministry of Family, Labour and and Social Services in target provinces such as ADEMs (i.e Family Support Centres), the productive capacities of the women will be developed for livelihoods and income generation. In this sense, cooperative based micro-scale design and production ateliers/facilities and infrastructures will be improved. The existing ateliers/facilities will be supported in terms of additional physical space, equipment, raw material (as needed) as well as customized vocational training modules targeting Syrian and host community women, local designs and the products of the region.

This specific component of the Project will also aim at improvement of access of the products produced by the Syrian and host community women in the production ateliers supported by the Project to sustainable markets. Although the Project will initially aim at accessing the local and national markets, for some of the niche products (such as textile products with local motifs) international markets will also be addressed through the principle of fair trade.

With a view to generating income for the Syrian women as well as the host community women benefiting from the project activities, initially a branding exercise will be conducted for the products to be produced in the local production facilities/ateliers. Based on UNDP's and GAP RDA's intense experience in supporting the local products for access to markets, the Project will conduct intensive marketing activities through (i) participation in domestic and international fairs, (ii) cooperation with the large-scale retailers and stores, (iii) e-commerce and web-portal based sales etc. The project will also organize networking and business forums to facilitate matching between the Syrian and host community women who benefitted from the Project and the demand side of the labour-intensive sectors (such as textile, and micro-scale agro-processing).

And finally, based on the principle of decent work for all, this component will also aim at piloting and prototyping inclusive business models in labour intensive sectors such as manufacturing sector (textile, micro-scale agro-food processing) and service sector (telecommunication, tourism etc.) in collaboration with responsive private sector companies through the engagement of the beneficiaries of the Project (i.e. Syrian and host community women) into the value chains of these companies as suppliers. In this context, the Project will heavily benefit from the experience, know-how and expertise on deployment of inclusive business models gained over the last decade through the IWEP and ASW Projects¹⁵.

Component 1 will indicatively include the following activities:

- 1.1. Mapping of existing women-intensive and women-oriented production capacities and facilities in target provinces (i.e. textile, artisanship, micro-scale agri-food processing etc.)
- 1.2. Through a market-oriented strategy as well as in line with the local demographics, identification of the local production facilities (i.e. textile ateliers, artisanship ateliers etc.) in each target province
- 1.3. Develop inclusive business plans for each production facility and identify the requirements for support (i.e. machinery and equipment, training needs, capacity development needs etc.)

¹⁵ IWEP: Innovations for Women's Empowerment in Southeast Anatolia Project; ASW Adaptation of Syrian Women Living in Southeast Anatolia to Social and Economic Life Project

- 1.4. Procurement and provision of the infrastructural capacity development needs for the facilities to be supported at the target provinces.
- 1.5. Design and implementation of vocational and skills development activities targeting generation of livelihoods and income opportunities for the Syrian and host community women benefitting from these production facilities
- 1.6. Complement vocational and skills development activities with technical language and basic life skills development trainings along with a series of trainings¹⁶ indicatively on social development and awareness raising (i.e. reproductive health, entrepreneurship, access to justice and social rights, occupational health and safety, maternity leave/rights, insurance system etc.) as well as experience sharing technical visits
- 1.7. Development of product/facility-based marketing strategies and identification of target markets and market penetration strategies and action plans
- 1.8. Development of branding strategies for the products produced by the target groups of the Project
- 1.9. Implementation of marketing activities through direct sales in local markets, participation in fairs, collaboration with large-scale retailers, deployment and operationalization of web-based sales portals, B2B activities with the demand side etc.
- 1.10. Identification of the potential private sector companies which could be collaborated in the scope of piloting and prototyping inclusive business models mainly in manufacturing and service sectors
- 1.11. Development of the cooperation framework and business model with the partner private sector companies and development/signature of cooperation protocols
- 1.12. Demand driven production in local facilities/ateliers
- 1.13. Design and implementation of micro-grant programmes targeting women entrepreneurs and/or cooperatives and provision of continuous mentoring services to the business start-ups.
- 1.14. Design of voluntarism programs for effective implementation of the economic empowerment activities
- 1.15. Conduct of pilot childcare activities linked with the local production units

Component 2. Social Cohesion and Integration Among Syrian and Host Community Women

In addition to the provision of technical assistance and support as well as counselling for social development and economic productivity, through Component 2, the project will support joint initiatives developed by ÇATOMs/local authorities and Syrian organizations/platforms targeting social integration and inter-cultural interaction of the Syrian and host community women through social and cultural events etc.

Component 2 will indicatively include the following activities:

- 2.1. Design of territory/target province based inter-cultural and social integration strategies along with time bound action plans
- 2.2. Conceptualization and delivery of awareness raising programs on social cohesion, cultural differences, mutual trust and empathy building, communication skills, etc.
- 2.3. Implementation of replicable and scalable social and intercultural activities in partnership with CATOMs such as study tours, ateliers, cultural interaction activities (theatre and cinema days), sports activities etc
- 2.4. Design of voluntarism programs for effective implementation of the social cohesion and integration activities
- 2.5. Implementation of bilateral and multilateral experience and know-how exchange programmes between Syrian and host community women NGOs.
- 2.6. Design and implementation of capability development and social-cultural interaction programmes for Syrian and host community youngsters through the Youth

¹⁶ Trainings will be organized and delivered through the Project budget and in collaboration with GAP RDA.

Centres run by the GAP RDA and Youth Centres run by the Ministry of Youth and Sports.

Component 3. Design and Implementation of Pilot Social Care and Social Support Services

This component primarily aims at piloting social care and social support services for the benefit of the most vulnerable groups. For a broader outreach to the most vulnerable segments of the Syrian community and the host community, the project will target women, youth, disabled and elderly population. The project aims at replication and scalability of these pilot interventions therefore, for sustainability reason, the Project will collaborate with the local authorities (i.e. governorates, provincial directorates, municipalities etc.), NGOs, academia etc. for a systemized approach which is complementary to the existing local mechanisms and systems on delivery of social care and social support services.

Component 3 will indicatively include the following activities:

- 3.1. In cooperation with the local stakeholders (mainly the provincial directorates of MoFLSS and their affiliated Family Support Centres) identification of the portfolio of social care and social support services to be piloted in target provinces
- 3.2. Conceptualization of two replicable and scalable social care and social support pilot initiatives along with time bound action plans and business continuity plans including a sustainability strategy (i.e. elderly care and support centres, rehabilitation and sports programmes for disabled youth)
 - 3.2.a Establishment and operationalization of an Elderly Care and Social Support Centre in Kilis based on the specific needs at province level in collaboration with the Governorship of Kilis and GAP RDA.
 - 3.2.b Design and implementation of a pilot programme for the disabled Syrian and host community youth on social development through sports activities in Sanliurfa
- 3.3. Delivery of professional social care and social support services through the Elderly Care and Social Support Centre such as conduct of routine health checks, counselling services for wellness, physiotherapy and nutrition, psychological therapy etc.
- 3.4. Delivery of complementary services within the Centres such as social interaction and development activities (i.e. reading, cinema, music, handicrafts etc.)
- 3.5. Delivery of professional social care and social support services regarding the prevention of drug use through awareness raising activities, trainings etc.
- 3.6. In collaboration with local stakeholders (i.e. ISKUR etc.), delivery of elderly care vocational training programs to Syrians and host community members who could be mobilized within the Elderly Care and Social Support Centre¹⁷
- 3.7. Delivery of social support services and awareness raising programs to the families of the disabled youth on how to care disabled children and how to access social care and social support services provided by the public institutions
- 3.8. Design of voluntarism programs for effective implementation of the pilot social care and support services

Upon completion of the Project, based on the lessons learned and the accumulated know-how and experience gained throughout the implementation of the Project, a Policy Recommendation Note for the use of the Ministry as well as a Scalability and Replication Toolkit for the use of the local institutions will be developed.

¹⁷ The cost of the delivery of elderly care vocational training programs to Syrians and host community members will be covered through the project budget.

III. RESULTS AND PARTNERSHIPS

3.1. Expected Results

The project will deliver the following results:

- Women run businesses, micro-scale enterprises, start-ups, cooperatives, etc. supported;
- Volunteerism among host community and refugee women promoted.
- SMEs were engaged for inclusive business models, with focus on employability of Syrian and host community women
- Women business owners and employees provided with language courses (Turkish and Arabic)
- Social care services piloted (youth/student mentorship programs, disability and elderly care services etc.)
- Training and counselling programs targeting women in response to the needs designed/delivered.
- Awareness on gender equality raised among host and guest communities through trainings and other complementary activities.
- Social cohesion among the host and guest communities supported through social activities to be implemented in partnership with CATOMs such as tours, cultural interaction activities;
- Productive capacities of Syrian and host community women improved through activities with community centres for livelihoods and income generation, including household applied culinary activities, joint production atelier activities (skills building and sharing between Turkish and Syrian women);
- Syrian women capacitated with dedicated programs on confidence building, communication skills, health, basic life skills related programs
- Support schemes for women's empowerment, social inclusion and social cohesion initiatives piloted in collaboration with local development agencies etc.

3.2. Resources Required to Achieve the Expected Results

The project will be financed by the BPPS Funding Windows (i.e. 300.000 USD). The technical cooperation modality currently existing between GAP RDA and UNDP will be maintained in the implementation of the current project.

In this regard, UNDP will provide contribution both in programmatic areas and project implementation areas (operation) in the light of the experiences gained through projects already implemented/being implemented by UNDP and GAP RDA; Ministry of Family, Labor and Social Policy through the following items in accordance with its corporate competencies and operation model:

- Synergy with other programmatic portfolios/interventions of UNDP (inclusive and sustainable growth, Syria crises response, private sector in development and gender equality) and providing thematic contribution (community based socio-economic development, rural development, empowerment of woman in socio-economic regard, localization of sustainable development goals etc)
- Provision of qualified individual and/or corporate expertise support, access to national and international knowledge and cooperation networks
- Transferring field level implementation experience into the project gained in other countries where UNDP operates
- Provision of expertise and consultancy support from the UNDP Istanbul Hub Region
- Using the analysis and planning tools (toolkits etc) developed/supported by UNDP within local/regional development areas in planning, implementation and monitoring of project activities
- 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

- Fund raising for the expansion and scale up of the current project and/or next phases of the project

3.3. Partnerships

While the main implementing partners of the Project are GAP RDA and UNDP, cooperation will be established with many local partners at the local implementation level of the Project.

Although a high-level stakeholder assessment exercise was conducted in the project formulation phase, a detailed analysis will be conducted in the inception phase of the Project, where the stakeholders with which the Project will set up strategic partnerships will be concretized. 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 a structural change in the local service provision to Syrian and host community women such as skills development, access to markets 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 will be implemented in partnership with local actors such as the local unions in rural settings, chambers of industry and trade, development agencies, civil society and business sector representatives and other relevant local stakeholders. The Project will also generate/maintain strategic partnerships with other UN Agencies as well as relevant NGOs operating in the SEA Region. 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 final beneficiaries in participating to the Project activities and (ii) lack of interest from the local stakeholders in participating to the execution of the Project activities at the local level. With a view to mitigate these risks, the project will design and conduct of intensive advocacy and dissemination activities targeting the final beneficiaries and the local stakeholders of the Project. A detailed Risk Log is annexed to the project document.

3.5. Stakeholder Engagement

The intended beneficiaries of the project are Syrian and host community women, women cooperatives, elderly and disabled people of both communities, local multipurpose community centres, youth centres as well as other key local stakeholders (NGOs etc.) The project will also engage local institutions through its local consultation platforms (i.e. technical working groups etc.) to be established in the scope of the Project.

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

Within the scope of the project, an action-oriented SSC and TrC Strategy will be developed by the UNDP with a view to benefit from country-specific good experiences from countries implementing similar interventions in the field of women's socio-economic empowerment, social cohesion and social care services. As a part of this strategy, the results and the key lessons learned of the project will be also be disseminated to other countries in the Region (especially those impacted by the Syrian crises). The project will also benefit from the UNDP RBEC's extensive network in designing and implementation of cooperation models with other countries.

3.7. Knowledge

The project will produce a number of knowledge products including training materials and toolkits/knowledge tools on productive skills development (including inclusive business models), social cohesion and social care services. Demonstration and pilot projects will also contribute to the knowledge repository of the Project. The project will also have a communication/outreach strategy to communicate the achievements in the project.

3.8. Sustainability and Scaling Up

As noted above, the implementing partner of the project will be GAP RDA, with UNDP's technical, operational and administrative support. With a view to secure high-level institutional commitment in the project activities and sustainability of the project results, GAP RDA and UNDP will strategically partner with the Ministry of Family, Labour and Social Services (DG Status of Women) at the central level. 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. Therefore, strong involvement of the GAP RDA and the Ministry in execution of the Project will contribute to the sustainability of the project in general.

Specifically, the project will develop a fully-fledged sustainability strategy with a view to maintain political, financial and institutional sustainability of the project's intervention modality and outcomes. In addition, a scaling up road map will be formulated based on the findings and experience gained from the Project. This road map shall also include the relevant documents and required activities that can increase and sustain the contributions and impacts of the project. Based on the availability of public funding; further financing possibilities will be sought through public investment programs.

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. For example, the project will rely on the regional analyses and results of the field level implementations on socio-economic empowerment of women conducted by the GAP RDA and UNDP. In addition, UNDP will adopt a programme approach in line with its new structure, whereas staffing will be made to serve for and to be costed to more than one project where possible. Following a programme approach will also be relevant for procurement and other administrative issues. This will increase cost efficiency of the project. Leveraging on UNDP's and GAP RDA's strong collaboration with the local partners (i.e. governorates, Multi-purpose Community Centres, Youth Centres, provincial directorates etc.) - kind contributions (i.e. human resources, facilities etc.) will be provided by the local partners through formalized cooperation models.

4.2. Project Management

Regarding project management, UNDP will deploy its in-house experience (CO staff and relevant ISG Portfolio staff) as well as mobilize other capacities in the form of Service Contracts and Individual Contracts. For this specific project, UNDP will avail the capacities of (part time) Project Manager and relevant administrative and operational support staff based in Ankara as well as a Field Coordinator to be based in Sanliurfa.

UNDP will provide direct country office support services (including for the functions of procurement, human resources, administrative services, communication, office space), and direct project costing will apply in line with UNDP's cost recovery policy. Financial transactions and financial statements shall be subject to internal and external auditing procedures laid down in the Rules and Regulations of UNDP, whereby the cost of audit will be charged against the relevant budget line in project budget.

Using programme and country office staff allows UNDP to build on the existing mechanisms and exploit synergies with other ongoing projects, leading to increased efficiencies in project and budget management and procurement. The direct cost of such support will be included in the project budget and pro-rated as per UNDP's regulations.

V. RESULTS FRAMEWORK¹⁸

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS ¹⁹		METHODS
			2019	2020	2019	2020	
Output 1: Social and economic capabilities and competencies of the Syrian and host community women enhanced	# of local production facilities to be supported technically and/or financially by the Project	Project Progress Reports	0	5	5	5 (cont'd)	Thru project-based M&E tools and systems
	# of Syrian and host community women benefitted from skills, capacity and competency development programmes	Project Progress Reports	0	500	750	1250	Thru project-based M&E tools and systems
	# Syrian and host community women benefitted from sustainable income out of the products produced in local production facilities and sold through the marketing channels	Project Progress Reports	0	250	250 (cont'd)	250	Thru project-based M&E tools and systems
	# of Inclusive Business Models piloted and prototyped in the scope of the Project	Project Progress Reports, cooperation protocols	0	1	2	3	Thru project-based M&E tools and systems
Output 2: Social cohesion and integration among Syrian and host community women improved	# of entrepreneurs/entrepreneur groups financially and/or technically supported by the Project through micro-grant support programmes	Project Progress Reports, grant agreements	0	10	10 (cont'd)	10	Thru project-based M&E tools and systems
	# Syrian and host community women benefitted from replicable and scalable social and intercultural activities such as study tours, cultural interaction activities, ateliers, sports activities etc.	Project Progress Reports	0	1000	1500	2500	Thru project-based M&E tools and systems
Output 3: Sustainable, replicable and scalable pilot social care and social support services designed and implemented	# of pilot social care and social support initiatives designed and implemented	Project Progress Reports	0	2	2 (cont'd)	2	Thru project-based M&E tools and systems
	# of Syrian and host community elderly people benefitted from the services provided by the Project	Project Progress Reports	0	50	50	100	Thru project-based M&E tools and systems
	# of Syrian and host community disabled youngsters benefitted from the services provided by the Project	Project Progress Reports	0	75	75	150	Thru project-based M&E tools and systems

¹⁸ 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.

¹⁹ The project aims to target 50% SuTP and 50% Host community women in principal.

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:

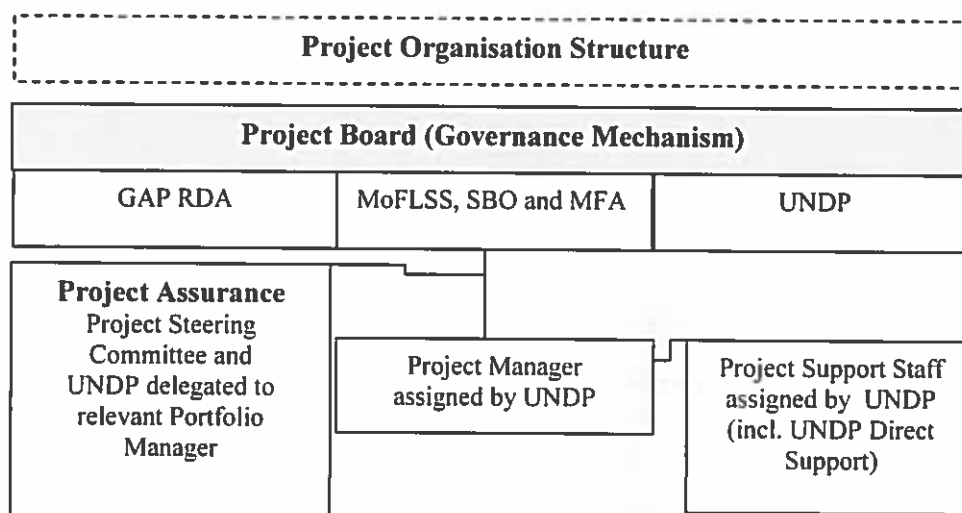
Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analyzed to assess the progress of the project in achieving the agreed outputs.	Monthly	Slower than expected progress 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

PLANNED BUDGET FOR ALL COMPONENTS*							
EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	Budget Code and Description	2019 (\$)	2020 (\$)	Total (\$)	Notes
Output 1: Social and economic capabilities and competencies of the Syrian and host community women enhanced	1.1. Mapping 1.2. Identification of the local production facilities 1.3. Develop inclusive business plans for each production facility 1.4. Infrastructural capacity development needs 1.5. Vocational and skills development activities 1.6. Technical language and basic life skills development trainings, social development and awareness raising programmes 1.7. Development of marketing strategies 1.8. Development of branding strategies 1.9. Implementation of marketing activities 1.10. Identification of the potential private sector companies 1.11. Development of IBM models 1.12. Demand driven production in local facilities/ateliers 1.13. Micro-grant programmes 1.14. Voluntarism programmes 1.15. Pilot childcare services linked with production local production facilities	GAP RDA and UNDP in collaboration with local implementing partners and MoFLSS	71400 Service Contracts	2,500	2,500	5,000	1
			71300 Short Term Consultants	14,000	14,000	28,000	2
			71600 Travel (Per Diems)	5,000	2,500	7,500	3
			71600 Travel	2,000	2,000	4,000	4
			72100 Contractual Services - Companies	17,000	17,000	34,000	5
			72200 Equipment and Furniture	12,322	7,500	19,822	6
			74200 Publications	1,000	1,000	2,000	7
			74500 Consumables and Utilities	3,500	2,500	6,000	8
			75700 Training, Workshop and Conference	4,000	2,500	6,500	9
			74598 Direct Project Costing	2,000	2,000	4,000	10
	a. Total Direct Eligible Cost		63,322	53,500	116,822		
	b. Total Indirect Eligible Cost (GMS) (%7)		4,433	3,745	8,178		
	c. Total Eligible Cost (a+b)		67,755	57,245	125,000		
Output 2: Social cohesion and integration among Syrian and host community women improved	2.1. Design of social integration strategies along with time bound action plans 2.2. Conceptualization and delivery of awareness raising programs 2.3. Social and intercultural activities 2.4. Voluntarism programs 2.5. Implementation of bilateral and multilateral experience and know-how exchange programmes 2.6. Design and implementation of capability development and social interaction programmes for Syrian and host community youngsters	GAP RDA and UNDP in collaboration with local implementing partners and MoFLSS	Budget Code and Description	2019 (\$)	2020 (\$)	Total (\$)	Notes
			71400 Service Contracts	2,500	2,500	5,000	1
			71300 Short Term Consultants	8,500	8,093	16,593	2
			71600 Travel (Per Diems)	3,500	2,000	5,500	3
			71600 Travel	2,000	2,000	4,000	4
			72100 Contractual Services - Companies	10,000	10,000	20,000	5
			72200 Equipment and Furniture (Office)	1,000	1,000	2,000	6
			74200 Publications	1,000	1,000	2,000	7
			74500 Consumables and Utilities	3,000	2,500	5,500	8
			75700 Training, Workshop and Conference	3,000	2,500	5,500	9
	74598 Direct Project Costing	2,000	2,000	4,000	10		
	a. Total Direct Eligible Cost		36,500	33,593	70,093		
	b. Total Indirect Eligible Cost (GMS) (%7)		2,555	2,352	4,907		
	c. Total Eligible Cost (a+b)		39,055	35,945	75,000		

Output 3: Sustainable, replicable and scalable pilot social care and social support services designed and implemented	3.1. Identification of the portfolio of social care and social support services 3.2. Conceptualization of two replicable and scalable social care and social support pilot initiatives 3.2.a Establishment and operationalization of an Elderly Care and Social Support Centre 3.2.b Design and implementation of a pilot programme for the disabled Syrian and host community youth on social development through sports activities in Saniurfa 3.3. Delivery of professional social care and social support services through the Elderly Care and Social Support Centre such as conduct of routine health checks, counselling services for wellness, physiotherapy and nutrition, psychological therapy etc. 3.5. Delivery of complementary services 3.6. Delivery of professional social care and social support services regarding the prevention of drug use through awareness raising activities, trainings etc. 3.7. Delivery of elderly care vocational training programs 3.8. Pilot programme for the disabled Syrian and host community youth on social development through sports activities in Saniurfa 3.9. Delivery of social support services and awareness raising programs to the families of the disabled youth 3.10. Voluntarism programs	GAP RDA and UNDP in collaboration with local implementing partners and MoFLSS	Budget Code and Description					2019 (\$)	2020 (\$)	Total (\$)	Notes
			71400 Service Contracts					2,500	2,500	5,000	1
			71300 Short Term Consultants					9,000	9,000	18,000	2
			71600 Travel (Per Diems)					5,000	2,458	7,458	3
			71600 Travel					2,000	2,000	4,000	4
			72100 Contractual Services - Companies					12,000	12,000	24,000	5
			72200 Equipment and Furniture (Office)					12,000	6,000	18,000	6
			74200 Publications					1,000	1,000	2,000	7
			74500 Consumables and Utilities					3,000	2,500	5,500	8
			75700 Training, Workshop and Conference					3,000	2,500	5,500	9
74598 Direct Project Costing					2,000	2,000	4,000	10			
a. Total Direct Eligible Cost					51,500	41,958	93,458				
b. Total Indirect Eligible Cost (GMS) (%7)					3,605	2,937	6,542				
c. Total Eligible Cost (a+b)					55,105	44,895	100,000				
Annotated Budget Notes											
1					Prorated salaries of the managerial staff and the support staff to be contracted in the scope of the Project (i.e. Project Manager and Support Staff)						
2					Fees of the short-term consultants who will be mobilized in the scope of the conduct of the Project activities						
3					Per diems to be incurred by the official missions of the project staff and/or the short-term consultants						
4					Travel costs to be incurred by the official missions of the project staff, government officials and/or the short-term consultants						
5					Professional contractual services for implementation of the pilot projects (including supply of goods, equipment etc) organization of workshops; design services, field surveys, visibility events etc.						
6					IT equipment and office equipment to be purchased in the scope of the Project						
7					Publications to be printed in the scope of the Project (i.e. Reports, toolkits, handbooks etc.)						
8					Office consumables (utility services, tel/fax, cargo etc.)						
9					Direct project costing for UNDP HR capacities supporting the smooth implementation of the Project (i.e. Portfolio Manager, Finance Associate, Procurement Associate, Service Support Centre)						

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



The project will be nationally implemented (NIM) and the implementing agency of the project will be GAP RDA, with UNDP's technical, operational and administrative support. GAP RDA will provide strategic oversight in project implementation as well as technical expertise and knowhow for the smooth implementation of the Project. 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, A Project Steering Committee (PSC) will also be established to provide technical inputs for the effective implementation of the Project activities as well as dissemination of the results. Strategy and Budget Office of Presidency (SBO) will be represented as natural member of the PSC along with the other relevant institutions and the members of the Project Board.

Project's day-to-day implementation will be carried out by the Project team (i.e. Project Manager and Project Support staff) as well as UNDP staff providing direct project support. 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. 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, GAP RDA and UNDP will strategically partner with the Ministry of Family, Labour and Social Services (DG Status of Women) at the central level. 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 and GAP RDA (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 partners including local authorities, Chambers, provincial directorates of relevant line ministries throughout the project implementation. Such relationship will be established through agreements/MoU's to be signed between GAP RDA 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.

Project's day-to-day implementation will be carried out by the Project team (i.e. assigned Project Manager and Project Support staff at UNDP) as well as UNDP staff providing direct project support. 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. UNDP will carry out the operational and administrative processes such as procurement, contract management and budget/financial management. UNDP's direct costs will be charged in line with its rules and regulations, as outlined in the project document and budget. Financial transactions and financial statements shall be subject to the internal and external auditing procedures laid down in the Regulations and Rules of UNDP.

IX. LEGAL CONTEXT

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

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

This project will be implemented by GAP RDA (“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

Option a. Government Entity (NIM)

1. Consistent with the Article III of the SBAA [or the Supplemental Provisions to the Project Document], the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b. assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner’s obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/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. 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.

XI. 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

Project Information

<i>Project Information</i>	
1. Project Title	Social Cohesion between Syrian and Host Communities in Turkey through Women's Empowerment
2. Project Number	
3. Location (Global/Region/Country)	Turkey: Şanlıurfa, Gaziantep, Kilis, Mardin and Hatay provinces

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

The project mainstreams human rights approach through interventions targeting disadvantaged communities, their access to economic opportunities and livelihoods.

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

The project is designed as GEN3 category where gender equality and women's empowerment is the ultimate objective. In this sense, the project will generate the following gender-related results:

Women run SMEs, startups, cooperatives, etc. supported;

- Volunteerism among host community and refugee women promoted.
- SMEs were engaged for inclusive business models, with focus on employability of Syrian and host community women
- Women business owners and employees provided with language courses (Turkish and Arabic)
- Social care services piloted (youth/student mentorship programs, disability and elderly care services etc.
- Training and counselling programs targeting women in response to the needs designed/delivered
- Develop and implement social activities to be implemented in partnership with CATOMs such as tours, cultural interaction activities;
- Productive activities with community centres for livelihoods and income generation, including household applied culinary activities, joint production atelier activities (skills building and sharing between Turkish and Syrian women);
- Syrian women capacitated with dedicated programs on confidence building, communication skills, health, basic life skills related programs
- Cultural interaction activities among refugee/host community women conceptualized and
- Support schemes for women's empowerment, social inclusion and social cohesion initiatives piloted in collaboration with local development agencies.

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

The project aims to contribute to environmental sustainability through promotion of sustainable production and consumption within the production related project activities.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks?	QUESTION 3: What is the level of significance of the potential social and environmental risks?	QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?	
Risk Description	Impact and Probability (1-5) Significance (Low, Moderate, High)	Comments <i>Description of assessment and management measures as reflected in the Project design. If ESIA or SESIA is required note that the assessment should consider all potential impacts and risks.</i>	
Risk 1: There is a risk that duty-bearers do not have the capacity to meet their obligations in the Project.	I = 4 P = 2 Moderate	Considering the capacity of the local actors, there is a risk of meeting their obligations. The project will provide technical assistance to mitigate these risks as outlined in the project document. Additionally, protocols will be signed to ensure that the local parties accept their commitments and are accountable.	
Risk 2: There is a risk that right-holders do not have the capacity to claim their rights?	I = 3 P = 3 Moderate	This risk is related to awareness of the farmers The project will also address the issues that relate to increasing of the outreach of service providers to the young farmers, to ensure that they can claim such services	
QUESTION 4: What is the overall Project risk categorization?			
Select one (see SESP for guidance)			
	Low Risk <input type="checkbox"/>	Comments if any	
	Moderate Risk <input type="checkbox"/>		
	High Risk <input type="checkbox"/>		
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?			
Check all that apply			
Principle 1: Human Rights		Comments if any	
Principle 2: Gender Equality and Women's Empowerment			
1. Biodiversity Conservation and Natural Resource Management	<input type="checkbox"/>		
2. Climate Change Mitigation and Adaptation	<input type="checkbox"/>		
3. Community Health, Safety and Working Conditions	<input type="checkbox"/>		
4. Cultural Heritage	<input type="checkbox"/>		
5. Displacement and Resettlement	<input type="checkbox"/>		
6. Indigenous Peoples	<input type="checkbox"/>		
7. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>		

Final Sign Off

<i>Signature</i>	<i>Date</i>	<i>Description</i>
QA Assessor: Bülent Açıkgöz, UNDP ISG Portfolio Manager	23.01.2019	UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver Seher Alacaci Arner ARR (P)	23.01.2019	UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Principles 1: Human Rights		Answer (Yes/No)
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	N
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ²⁰	N
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	N
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	N
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	Y
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	Y
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	N
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	N
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	N
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	N
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	N
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	N
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	N
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	N
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	N
1.4	Would Project activities pose risks to endangered species?	N
1.5	Would the Project pose a risk of introducing invasive alien species?	N
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	N
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	N
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	N
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	N
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	N
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area?	N

²⁰ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

Standard 2: Climate Change Mitigation and Adaptation	
2.1 Will the proposed Project result in significant ²¹ greenhouse gas emissions or may exacerbate climate change?	N
2.2 Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	N
2.3 Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	N
Standard 3: Community Health, Safety and Working Conditions	
3.1 Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	N
3.2 Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	N
3.3 Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	N
3.4 Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	N
3.5 Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	N
3.6 Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	N
3.7 Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	N
3.8 Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	N
3.9 Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	N
Standard 4: Cultural Heritage	
4.1 Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	N
4.2 Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	N
Standard 5: Displacement and Resettlement	
5.1 Would the Project potentially involve temporary or permanent and full or partial physical displacement?	N
5.2 Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	N
5.3 Is there a risk that the Project would lead to forced evictions? ²²	N
5.4 Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	N
Standard 6: Indigenous Peoples	
6.1 Are indigenous peoples present in the Project area (including Project area of influence)?	N
6.2 Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	N
6.3 Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	N

²¹ In regard to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

²² Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	N
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	N
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	N
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	N
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	N
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	N
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	N
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	N
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?	N
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	N
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	N

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	01/2019	Economic / Social	Impact:5 Probability: 2	Design and conduct of intensive advocacy and dissemination activities targeting the final beneficiaries of the Project	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	01/2019	Institutional	Impact:5 Probability: 2	Design and conduct of intensive advocacy and dissemination activities targeting the local stakeholders	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