



**PROJECT DOCUMENT**

**Turkey**

**UNDP Project Title:** Employability, Entrepreneurship and Social Stability for Syrian and Turkish Youth - in response to the Syria Crisis

**Project Number:**

**Implementing Partner:** Ministry of Youth and Sports (General Directorate of Youth Services)

**Start Date:** 25.09.2020

**End Date:** 30 September 2021

**LPAC Meeting date:** 14.07.2020

**Brief Description**

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

The project will consist of three outputs:

- **Output 1 -Increased technical and ICT skills of Syrian and Turkish youth.** This output will provide Syrian and Turkish youth Technical and Vocational Education Trainings and other types of skills development, including ICT through Youth Centers (Ministry of Youth and Sports).
- **Output 2 -Syrian and Turkish youth increased their access to employment and entrepreneurship.** The trainings will allow youth to develop their skills in business proposals writing, budgeting, marketing, and customer services. Complementary to these trainings, a mentorship programme will be established to provide both in-kind and/or small grants to entrepreneurs that have feasible business plan to establish or scale-up their businesses.
- **Output 3 -Syrian and Turkish youth improved level of social cohesion.** To reduce risks of social problems, this output will organize activities and/or events for social cohesion through trained staffs of Youth Centers and youth focal points.

Contributing Outcome (UNDAF/CPD, RPD or GPD): UNDCS: 1.1. By 2020, relevant government institutions operate in an improved legal and policy multi, 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. Gen Marker: 2	<b>Total resources required:</b>	USD 2,909,090	
	<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	
		<b>Donor (Government of Japan):</b>	USD2,909,090
		<b>Government:</b>	
		<b>In-Kind:</b>	
	<b>Unfunded:</b>		

Agreed by (signatures)<sup>1</sup>:

Government  <b>Rauf Aip DENKTAŞ</b> Deputy Director General Deputy Directorate General for Multilateral Economic Affairs		Ministry of Youth and Sports General Directorate of Youth Services 
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<sup>1</sup> Note: Adjust signatures as needed

<sup>2</sup> The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

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## I. DEVELOPMENT CHALLENGE

As of July 2019, with well over 4 million refugees, Turkey still hosts the largest number of refugees in the world, including 3,6 million Syrians. Over 98% of the refugees<sup>2</sup> are residing in host communities, which continues to lead to increased pressures on service delivery, available job opportunities and social cohesion. At the same time, youth in Turkey (aged 15-29) constitute 23.2% of the total population<sup>3</sup>. Amongst Syrians in Turkey, the share of youth is even higher (32% of Syrian population which is equivalent to 1.2 million). Youth unemployment in Turkey remains high at 27.4% and far exceeds that of the general population at 13.8%<sup>4</sup>. 28.6% of the youth population (37% of which are women) is neither in education, employment nor training<sup>5</sup>.

Currently, out of the 3,6 million registered Syrians, over 98% live amongst Turkish host communities<sup>6</sup>. 45% of the Syrians are concentrated in 4 provinces in the South East. Within these provinces, there are four municipalities in Turkey, across or close to the Syrian border, each hosting more than 100,000 Syrians. In these cities, the ratio of the Syrian population to that of host communities is higher than 20%, including Kilis, Hatay, Gaziantep and Şanlıurfa<sup>7</sup>. In addition to that, cities like Istanbul, Konya and Izmir are increasingly hosting large numbers of Syrians as well. The large concentration of Syrians in certain areas has increased competition over access to services as well as jobs and livelihoods opportunities, which has affected social cohesion.

From a social and labor cohesion perspective, even though refugees have been generously hosted in Turkey, recent surveys have pointed out the fragility of relations between Syrians and Turkish host communities, somehow directly linked to the competition over access to job opportunities. For example, 71% of Turkish respondents agree that "Syrians are taking away jobs from people in Turkey."<sup>8</sup> Misinformation among Turks and Syrians are exacerbated by the difficulty to communicate with each other. Therefore, the need to address language barriers remains important not only for increased access to labor market for Syrian Youth, but also to build social capital for sustained peace and security. The inflow of informally employed Syrian under temporary protection led to large-scale displacement of Turkish workers from the informal sector. This had an impact in terms of pushing informal Turkish workers towards the formal sector. However, not all groups have benefited; specifically, there has been no increase in the participation of women, youth and uneducated informal employment<sup>9</sup>. Lack of employment opportunities is often reported to play a key role in driving inter-community tensions.

At the same time, there is an increase in acknowledgment and understanding that Syrians may not return in the near future. This risk of tensions related to the labor market has the potential to undermine the implementation of the government policy framework and the prospect of social inclusion and self-reliance of Syrians under temporary protection<sup>10</sup>. This is especially the case for the provinces targeted under the proposed action, as Syrians are densely populated in areas with chronically higher unemployment.

On the other hand, while Syrians under temporary protection generally manage to access informal jobs (84% of respondents to a TRC Livelihoods Surveys indicated having a household member working), only 3 percent of working Syrians under temporary protection have a formal work permit, providing job security, minimum wage and social security. This is insufficient for them to live dignified lives<sup>11</sup>. Lack of access to formal job opportunities is sustaining Syrians under temporary protection reliance on social assistance programmes instead of their transition towards social security schemes and self-reliance.

<sup>2</sup> Official data Directorate General for Migration Management, Jan 2020 <https://en.goc.gov.tr/temporary-protection27>

<sup>3</sup> TÜİK ADNKS, 2019

<sup>4</sup> [www.turkstat.gov.tr](http://www.turkstat.gov.tr), September 2019

<sup>5</sup> EU Needs Assessment, October 2018, and Turkstat, Labour Force Statistics, September 2019, <http://www.turkstat.gov.tr/PreHaberBultenleri.do?sessionid=YJTTPFrGSyMLCfvvpxdJ2t9VFVh9SnW4YGk1tGLc2MQZnlqc2WpDl1936309989?id=30688>

<sup>6</sup> Mostly in the South East, particularly Gaziantep, Kilis, Şanlıurfa, and Hatay.

<sup>7</sup> Republic of Turkey – Ministry of Interior Directorate General of Migration Management, Statistics – February 2019.

<sup>8</sup> Istanbul Bilgi University – Attitudes towards Syrians in Turkey-2017 (March 12, 2018),

<sup>9</sup> World Bank, Impact of Syrian Refugees on the Turkish Labour Market, 2015.

<sup>10</sup> EU Facility, Needs Assessment Final Report, October 2018. In 2014, 55% of Turkish nationals thought that most/all refugees would return, now 70% think that all/most will stay. The EU Needs Assessment confirms that "there is an increasing public perception among the host population that Syrian businesses and workers enjoy advantages over their Turkish counterparts and that livelihoods are thus being undermined, which can be detrimental to social cohesion"

<sup>11</sup> Turkish Red Crescent and WFP, Refugees in Turkey: Livelihoods Survey Findings, 2019

In January 2016, the Government of Turkey issued the Work Permit Regulation. To date the number of work permits issued is 115,837<sup>12</sup>, the number of work permits granted to Syrians under temporary protection is 34,573<sup>13</sup> and permissions granted to start their own business is 6,264 (as of 31 October 2018, Ministry of Family, Labor and Social Services). However, the influence of Syrians on the Turkish labor market is first and foremost driving up informality, which increased over the last five years and predominantly in the agricultural sector but also in other areas of the economy<sup>14</sup>. The lack of formal job opportunities remains a key factor driving high poverty rates among the Syrian population which largely maintains reliance on external support.

While the competition over jobs is increasing over time and contributing to social tensions, there is a number of sectors with labor demand and/or are expected to grow in the near future. However, unskilled labors amongst Syrians and Turkish nationals often do not have access to those jobs because of a lack of skills or certification to work in those sectors.

The analysis indicates that most Syrians under temporary protection have the skills and experience in the industry and service sectors that should be taken into account for the design of future Technical and Vocational Training and Education (TVET) and other employment support. In Turkey, Regional Refugee Resilience Plan (3RP) Livelihoods Sector partners have supported Syrians under temporary protection and Turkish citizens through the provision of TVET, skills, entrepreneurship and language trainings. As of November 2019, Livelihoods Sector partners have trained 44,055 beneficiaries. These programmes are crucial to allow a large portion of Syrians and host community members that cannot be immediately absorbed by the labor market to gain valuable experience while efforts on the demand-side of the labor market are producing results in parallel.

Women are further disadvantaged by traditional gender roles that discriminate their full participation in socio-economic life. One major limitation that Syrian youth experience in accessing livelihood opportunities is language barrier. Besides, they have limited information on incentives, regulations and opportunities for doing business or gaining formal employment.

The needs for youth are increasingly high (please see also 2019-2020 3RP chapter for Turkey). Yet limited to no funding from other key donors, including the EU FRIT II, was approved for support to the Ministry of Youth and Sports (MoYS) or activities specifically targeting individual youth and women.

Support is increasingly needed for youth, particularly noting the Government's priority to reduce reliance on ESSN cash assistance.<sup>15</sup> As of July 2019, the Emergency Social Safety Net (ESSN) supports more than 1.6 million individuals. Over 26% of those enrolled in the ESSN are profiled with higher capacities and potential to work. Yet, job opportunities are limited and youth are typically faced with a mismatch between their skills and the market demand. Additional support to increase their employability and support their entry into the formal labor market is more urgent than ever to prevent further marginalization and ensure youth are contributing positively to their communities. This focus is well aligned with the Government of Japan to prioritize entrepreneurship to reduce youth unemployment, foster further economic development and social integration. It is also going to be an important achievement towards Sustainable Development Goals, such as Goal 8, decent work and economic growth and Goal 10 Reduced inequality.

UNDP is a key agency in the coordination and implementation of the Agenda 2030 and SDGs and a leading UN agency in its support to the Government of Turkey to the development of the United Nations Sustainable Cooperation Framework which outlines common priorities of the Government of Turkey and United Nations for the next five years. The objectives of the Action are aligned with the national development priorities. The 11<sup>th</sup> NDP both under its axis 2 "Competitive Production and Productivity" as well as the axis 3 "Well-qualified Human Source and Society" have clear objectives related to labor force development for the new jobs due to digital transformation and youth programs on software development.

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<sup>12</sup> <https://www.ailevecalisma.gov.tr/media/31746/yabanciizin2018.pdf> page 3

<sup>13</sup> Ibid page 11

<sup>14</sup> UNDP, 3RP Livelihoods and Employment Data Analysis, 2017 Progress and Way Forward for 2018-2019.

<sup>15</sup> FRIT Office of the Presidency of Turkey, Ministry of Labour Family and Social Services, ESSN Exit Strategy, December 2018.



The NDP also promotes greater participation of youth and women in socio and economic activities, with specific measures such as the establishment of youth centres (the NDP has a target of 350 youth centres to be established by 2023) and development of youth programs in innovative areas (i.e. software). This project by way of encouraging entrepreneurial and innovative skills as well as greater collaboration among the Turkish and Syrian youth is closely related to and supporting the national development priorities. The Action will be implemented in coherence with the SDGs prioritized in Turkey and contribute to one of its key principles to 'leave no one behind'.

Specific SDG targets that the project contribute the most are;

- SDG 4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
- SDG 8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training

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

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## II. STRATEGY

This is a 12-months project with the overall objective of increasing social stability and enhancing the socio-economic cohesion of Syrian and Turkish youth through entrepreneurship, skills development and access to labor market. The project will have special focus on young women.

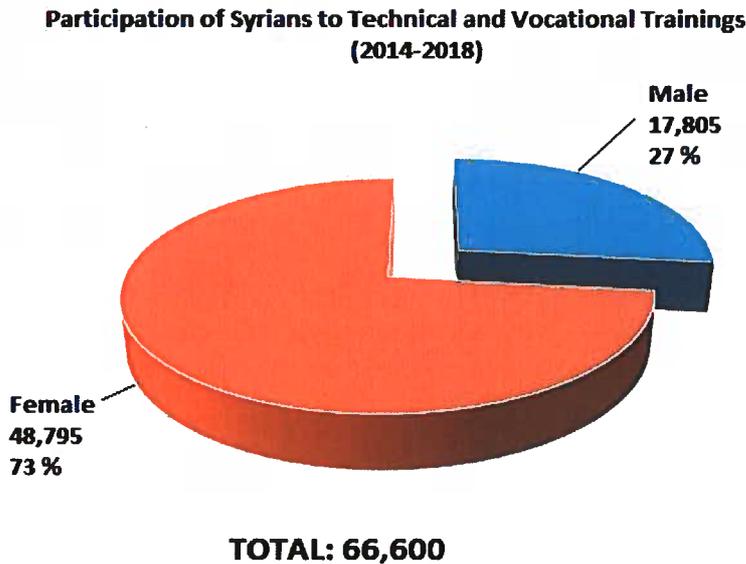
**Theory of Change:** The assumptions behind the logic of the proposed action are listed below.

- If the MoYS receive technical and financial support to be aimed at fostering youth employability, skills development and social cohesion then they will be able to reach an increasing number of target Syrian and Turkish youth and improve their existing services to better respond to youth's needs and constraints towards accessing decent work.
- If Syrian youth that are less vulnerable with high capacity to work and Turkish youth who are informally or under-employed are provided with entrepreneurship support (i.e. training, grants, mentorship and guidance) then they will increase their chances of employability in the long run.
- If Syrian and Turkish youth are able to access formal employment (including self-employment) and are able to bring additional income and resources to their households, then Turkish and Syrian vulnerable households will be more resilient and less dependent on social/cash support to lift themselves out of poverty.
- If Syrian and Turkish youth are supported through trainings/sessions on gender equality in line with vocational trainings, then their community will be more aware of gender issues.
- If young Syrian and Turkish women are encouraged to participate in vocational trainings on non-traditional occupations, then it will have a positive impact on erosion of the occupational segregation by gender.
- Ultimately, If Syrian and Turkish youth feel more empowered through skills development, language support and decent work opportunities, then they will become more self-reliant, engaged in public and socio-economic affairs. The risk for youth marginalization will reduce and youth's likelihood to contribute to the well-being of their family and society will increase which will then help reduce the burden on socio-economic life in Turkey.

As per recent information (as of December 2018) provided by Directorate-General of the Life-Long Learning of the Ministry of National Education, 66,000 Syrians under Temporary Protection have participated in vocational and technical trainings varying in different sectors such as handicrafts technology, clothing



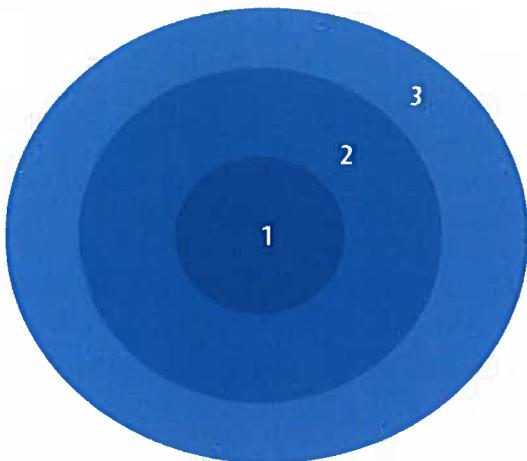
manufacture, beauty and hair care services, information technology and child development and education<sup>16</sup> (see Figure1). While the educational content has mostly been directed at children, the Ministry is currently working on developing standardized content for adult Turkish language skills trainings with UNDP project funded through EU MADAD.



**Figure 1:** Participation of Syrians to Technical and Vocational Trainings (2014-2018)

The project will be based on UNDP’s **resilience-based development approach**. This includes design and implementation modalities aimed at reducing vulnerabilities and contributing to improved livelihoods of individuals and communities so that they recover from the impacts of displacement and supporting local and national institutions to be able to cope with the impact of the influx of high number of Syrians and sustain quality and inclusive services.

## UNDP’s resilience based development approach



- 1. COPING:** Local governance structures and municipalities are strengthened to boost livelihoods opportunities, infrastructure and municipal services to respond to the increase in demand- following the inflow of refugees.
- 2. RECOVERING:** Syrians under Temporary Protection (SuTPs) and affected host communities are empowered to recover from the socio-economic impacts of the displacement. This includes support to the socio-support to local integration of refugees, enhanced social cohesion and women’s empowerment.
- 3. SUSTAINING:** Support to Government institutions on the implementation of relevant policy and regulatory frameworks. Secondly, support to sustain, for instance, infrastructure investments through the development of technical capacities.

<sup>16</sup>[https://hbogm.meb.gov.tr/meb\\_iys\\_dosyalar/2019\\_06/26115239\\_14\\_HAZiran\\_2019\\_YNTERNET\\_SUNUUU\\_.pdf](https://hbogm.meb.gov.tr/meb_iys_dosyalar/2019_06/26115239_14_HAZiran_2019_YNTERNET_SUNUUU_.pdf)

With the resilience-based development approach, this project focuses on: i) creating a basis to transition towards sustainable development and support self-reliance for the refugees wherever possible. This includes labor supply and demand side to strengthen self-reliance and socio-economic integration; ii) cooperation with and delivery through local partners, particularly municipalities and Chambers of Commerce and Industry; and iii) all activities are environmentally friendly, some of which contribute actively to environmental sustainability. In line with UNDP's resilience-based development approach, the project is designed to benefit individuals from both communities and to provide institutional support through the assessment and development of training materials.

During the scoping/design phase of the project, the project team consulted with different stakeholders who have already implemented projects related to youth empowerment in different provinces.

Accordingly the following aspects were identified to be addressed by the project:

- Support to the creation of an enabling environment for women to be part of the activities in this project, such as safe transportation or/and childcare facilities
- Workshops and trainings on prevention of Sexual and Gender Based Violence and Gender-equality and protecting the dignity of women at the work.
- Awareness raising on gender equality among youth and stakeholder organizations
- Promotion of young women entrepreneurs as role models and women to return to the employment.
- Promotion of women technicians/engineers as role models
- Support women youth from refugee and host communities to participate in cultural events and physical activities
- Produce communications and advocacy materials on positive messaging and fighting against stereotypes against women and the refugee population in general.

The project is also aligned with the overall strategies of Turkey with regard to increasing the employment and supporting the burden on the Emergency Social Safety Net (ESSN). As of February 2019, the ESSN supports 1.5 million individuals. It is a GoT priority to gradually reduce reliance on ESSN cash assistance and increase self-reliance. Youth's increased access to the labor market is key to achieve this, requiring support in terms of language training, skills development, work-placements and entrepreneurship support. An estimated 86% of Syrian households have a working member. This is similar for ESSN beneficiaries (who cannot work formally if they want to keep ESSN benefits). Only 2% have a work permit, consistent with statistics from the Ministry of Family, Labor and Social Services (MoFLSS) indicating that 114,475 work permits have been granted to Syrians by November 2019.

The project will contribute to the socio-economic empowerment of Syrian and Turkish youth and increase their access to employment opportunities. The project will do so by providing youth with language, vocational and social skills trainings, apprenticeship schemes, and entrepreneurship support. The objective of the proposed action is to work in partnership with MoYS to enhance the socio-economic integration of 200 Syrian and Turkish youth, aiming at least 40% of them will be women. through entrepreneurship, language and skills development support and temporary job placements. This will lead to the integration of refugees and host communities by facilitating job opportunities for the members of both Syrian and host communities, in particular current ESSN beneficiaries with "high capacity" through vocational education in an area that is rapidly developing in Turkey in the last couple of years. Thus, the project will help eventually to overall self-reliance of ESSN beneficiaries and assist to reduce dependency on the current cash assistance and support social integration.

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### **III. RESULTS AND PARTNERSHIPS**

#### ***Expected Results***

UNDP will work together with MoYS and other partners to empower Syrian and Turkish youth through a wide range of training, entrepreneurship support and social cohesion activities. With the implementation of this project, it is expected that youth will become the beneficiaries of the activities of 5 youth centres which will be identified among the potential provinces as Adana, Ankara, Bursa, Hatay, Kayseri, Kocaeli, Mersin, Sanliurfa,

Istanbul. 5 Youth Centers to be selected for the delivery of the trainings will be identified considering the density of the Syrian and Turkish Youth, labor market needs as well as the capacity of the MoYS Centers who will actively involve in the implementation of the project. The training and other support will be directed towards encouraging entrepreneurship, employment and self-reliance among youth. Youth will have access to a variety of support schemes depending on their interest and capacity, including ICT, soft or basic skills development, entrepreneurship or sports coaches training, career guidance and advice from İŞKUR employment clubs, mentorship programs and/or business start-up grants.

The project will target Syrian youth (ages 15-29) identified as less vulnerable ESN beneficiaries with 'high' or 'some' productive capacity (as per the analysis of ESN beneficiaries' vulnerability) as well as Turkish youth as members of the host communities. All outputs will be complementing each other so the target youth will be overlapped within three outputs. Enabling youth to access formal employment opportunities would make a more significant difference in the household income than if other members (older men working informally, women not looking for work) were targeted. Among Syrians, the proposed activities will be targeting youth ages 15-29 that live in target provinces from less vulnerable ESN beneficiaries across Turkey who have some capacity to work. The project also focuses on target areas where the institutional capacity of partner ministries is more established and where the labor market is able to absorb newcomers.

Within the project implementation, MoYS will receive technical and financial support to tailor and scale up their existing programmes aimed at fostering youth employability, skills development and social cohesion. It will be supported to be able to reach an increasing number of target Syrian and Turkish youth and improve their existing services to better respond to youth's needs and constraints towards accessing decent work. In addition, Syrian youth that are less vulnerable ESN beneficiaries with some capacity to work and Turkish youth who are NEET (Not in Employment, Education, Training) or unemployed will be provided with language, TVET, ICT, soft and basic skills training along with career counseling, they will be in a position to gain access to the labor market. Also, Syrian youth that are less vulnerable with high capacity to work and Turkish youth who are informally or under-employed are provided with entrepreneurship support (i.e. training, grants, mentorship and guidance), all of those who received training and grants will have a better possibility of becoming self-employed.

Furthermore, Syrian and Turkish youth are able to access formal employment (including self-employment) and are able to bring additional income and resources to their households, it will lead Turkish and Syrian vulnerable households to be more resilient and less dependent on social/cash support to lift themselves out of poverty.

Ultimately, Syrian and Turkish youth feel more empowered through skills development, language support and decent work opportunities, they will be able to become more self-reliant, engaged in public and socio-economic affairs. The risk for youth marginalization will be reduced and youth's likelihood to contribute to the well-being of their family and society will increase which will then help reduce the burden on Turkish social security and ESN programme.

Overall, UNDP is a key agency in the coordination and implementation of the Agenda 2030 and SDGs and a leading UN agency in its support to the Government of Turkey to the development of the United Nations Sustainable Cooperation Framework which outlines common priorities of the Government of Turkey and United Nations for the next five years. The objectives of this project are aligned with the national development priorities. The project will be implemented in coherence with the SDGs (SDG 4 Quality Education and SDG 8 Decent Work and Economic Growth) prioritized in Turkey and contribute to one of its key principles to 'leave no one behind'.

## **Output 1: Increased Technical and ICT skills of Syrian and Turkish youth**

The proposed project will provide Syrian and Turkish youth pathways to improve their livelihoods according to their needs and aspirations. For example, the more skilled youth will have the opportunity to benefit directly from entrepreneurship support to develop their business ideas through the in-kind and/or small grants and mentorship programs. Lower skilled youth who are not in employment or training will be enrolled in TVET and other types of skills development initiatives, including ICT. These different modalities will be crucial to provide tailored support to marginalized youth groups and those at risk of becoming NEET. The implementation of the

project through MoYS is expected to lead to improvements in the existing national capacities and resilience, and to pave the way for scaling up of project activities to other provinces over time.

Information technologies and digitalization are growing globally, and the technology sector faces a shortage of skilled labor. In the US, employment of computer and information technology occupations is projected to grow 13 percent from 2016 to 2026, faster than the average for all occupations<sup>17</sup>. In the EU, it is also estimated that the gap between demand and supply in IT practitioners will reach 500,000 in 2020<sup>18</sup>. It is expected that similar trends will be followed in Turkey as well. Recent research by World Bank has shown that Turkey has a higher multiplier effect than other countries for skilled jobs such as technology jobs where one skilled job is expected to generate 3.9 additional jobs in the non-tradable sector<sup>19</sup>. Skills such as coding, programming, cybersecurity and cloud computing have a high potential for youth to enter the job market. Technology skills enable disadvantaged youth to access the employment opportunities nationally and globally.

#### **Expected Results:**

- 200 Youth, aiming at 40% of them will be women, completed the skills development programmes in information technologies.
- 200 Youth who have improved levels of employability and therefore access to employment opportunities. At least 40% of targeted beneficiaries will be women.
- 30 computer classrooms established or renewed at youth centres

#### **Activity 1.1 Introduction of the trainings and orientation at the youth centres**

Youth Centre staff in the selected 5 youth centres will be introduced to the skills development programme in Tech/Digital and Entrepreneurship skills. Content, schedule, professional trainers and service providers will be introduced. The training schedules and needs will be integrated into the workplan of the youth centres. Also, trainings on gender equality and inclusive service approach will be provided to Youth Centre staff.

#### **Activity 1.2 Selection of the participants**

Trainings in the selected subject require basic language and computer skills, but not necessarily a formal educational background. More importantly, motivation of the candidates to participate in the trainings is the key factor determining how they will make use of the skills upon completion of the programme. In addition, women youth participation will be strongly encouraged during the selection process. The selection process will include language skills training, basic computer skills trainings, creativity and problem-solving assessments followed by the motivation interviews.

#### **Activity 1.3 Implementation of the skills development programmes**

Professional training and service providers will provide trainings at the Youth Centres in target provinces. UNDP will work with the service providers/partners providing the curriculum that is recognized globally and meet the needs of the private sector. The needs of the provinces and private sectors will be defined through a series of assessments. Android coding, app/programme development, network programming and cybersecurity subjects will be the main focus of the trainings which will last from 3 to 6 months. Professional trainers will provide offline and online classes.

UNDP has experience with this modality based on a previous project funded by the Government of Japan, and has organized coding, hackathon and web development trainings for youth to enter the digital economy as software developers, entrepreneurs and tech leaders.

#### **Activity 1.4 Establishment or renewal for the computer classrooms at the Youth Centres**

Based on the needs of Youth Centres to host the trainings, computer classrooms and IT infrastructure will be enhanced to meet the needs of the trainings in technology sector. The enhanced computer classrooms will also increase the capacity of the Youth Centres that will be used for similar programmes. 30 Youth Centers will be selected from the 9 provinces (Adana, Ankara, Bursa, Hatay, Kayseri, Kocaeli, Mersin, Şanlıurfa,

<sup>17</sup> US Department of Labor – Bureau of Labor Statistics

<sup>18</sup> European Commission - Growth

<sup>19</sup> World Bank, Local Job Creation Multiplier in Turkey, Focus Note, November 2017 <http://documents.worldbank.org/curated/en/471981509977868527/T%3BCrkiyede-Yerel-%C4%B0stihdam-%C3%87arpan-Etkileri> and World Bank, Local Job Multiplier in Turkey, <http://betam.bahcesehir.edu.tr/wp-content/uploads/2015/07/Local-job-multipliers-in-Turkey.pptx>

Istanbul) based on the convenience of the Youth Centers, availability of the MoYS Staff and density of the Syrian population;

The project will not cover the running cost of the centers, which are covered by the government (MoYS).

## **Output 2: Syrian and Turkish youth increased their access to employment and entrepreneurship**

The entrepreneurship programme will be provided to youth and will equip participants with the knowledge and skills required to set up their own business in Turkey. The programme designed in close cooperation with technoparks and technology transfer offices will be the tools for developing business proposals, budgeting, marketing, and customer services. Trainings will be provided by the service provider who will be selected through UNDP tender process. In addition to this programme, participants will have the opportunity to take part in the online entrepreneurship trainings provided by KOSGEB<sup>20</sup>. A full cycle approach will be applied in training from business idea development to provision of capital to business registration to incubation, running a start-up and scaling up. This will include:

- (1) developing, scaling up or restructuring viable business concepts/projects to accelerate growth of youth-led businesses;
- (2) engaging in knowledge-sharing activities around business incubation, providing access to finance, mentoring and partnerships;
- (3) promoting inclusive strategies for Syrian youth, women and other marginalized groups such as gender responsive firm training.

Complementary to these trainings, entrepreneurs support will be provided through mentorship programmes as well as small and/or in-kind grants to aspiring entrepreneurs that have a viable business plan to establish or scale-up their businesses. Several forums and platforms will be organised in the form of business networking and information sharing events to inspire youth and provide space to connect universities, private businesses and Angel investors with aspiring young entrepreneurs to share information and explore opportunities to work together. UNDP project funded through EU MADAD has established a network of mentors during Start-Weekend in Adana, this network could be used. Apart from this, Human Development Foundation (INGEV), Angel Investor Networks, Crowdfunding Platforms such as Turkcell's Beehive provide mentorship and also raise funds for youth entrepreneurs. These networks and expert institutions will facilitate integration of those youth entrepreneurs into the market and expand their businesses.

### **Expected Results:**

- 150 youth received Entrepreneurship trainings and improve their skills to become entrepreneurs and establish their own businesses
- 70 youth benefitted from mentorship programmes and gained access to financial support (small and/or in-kind grants) through this action to establish or scale-up their business. They also received part mentorship programme that enables them to access technical expertise and professional experience from sector leaders. At least 40% of targeted beneficiaries will be women.
- 5 İŞKUR employment clubs established at youth centres
- Awareness raising campaigns in 5 provinces

### **Activity 2.1. Implementation of Entrepreneurship Trainings**

150 Youth will receive entrepreneurship-oriented programmes to enter the digital economy as software developers, entrepreneurs and tech leaders. A service provider will be identified to deliver the various programmes in addition to the KOSGEB online entrepreneurship trainings which the participants can enroll and have the opportunity to receive KOSGEB accredited certificate at the end of the training programme.

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<sup>20</sup> Small and Medium Industry Development Organization, which was established with the law numbered 3624 in 1990, provided services and supports only for the production industry SMEs until 2009. However, due to the increase in the added value production and employment creation potentials of the sectors other than the production sector in our country and due to the requests received from SMEs in the sectors other than the production sector, the necessity to enlarge the target population of KOSGEB so as to cover all SMEs except from agriculture, health and sport sectors and some subsectors of arts and culture sector.

The training activities will also be supported with various types of additional activities like technology workshops, start-up weekends, coding bootcamps to keep the Youth's attention to build the technology and startup ecosystem and skills capacity amongst youth in Turkey. The trainings not only offers the opportunity for economic resilience for youth populations, but also facilitates opportunities for social cohesion between refugee and host communities in Turkey

#### Activity 2.2. Entrepreneurs support through Mentorship Programme

Among 150 Youth who attended the entrepreneurship training programme and other participants who have received trainings from different providers and are interested in establishing their own business or planning to scale up 70 Youth will be identified and benefitting from mentorship programmes and will have access to small and/or in-kind grants. They will also be provided with trainings on CV preparation, interviewing, marketing, presentation that will support their access to employment opportunities by gaining professional skills. Private sector including angel investor networks in Turkey, mentors, successful entrepreneurs and start-ups will be engaged throughout the programme to support entrepreneurs in addition to the trainings on entrepreneurship to be organized for the participants. The trainings and the network of professionals will facilitate the access of participants to TURKCELL, Beehive, World Bank, International Centre for Migration Policy Development (ICMPD), Turkish Industrial Development Bank (TSKB), KOSGEB and other institutions providing grants to entrepreneurs. At least 20% of the business ideas that will be developed by 70 participants will be referred to the potential financial support programmes through networks of MoYS and the UNDP.

The planned mentorship programme and small and/or in-kind grants are expected to provide following types of support to potential entrepreneurs;

- Business development consultancy
- Business plan roadmap preparation
- Evaluation and enhancement of business plans that already exist.
- Consultancy on business opportunities (tenders, loans), commercialization of the products and services, etc.,
- Consultancy provided on marketing including the marketing tools (social media website, e-commerce platforms etc.) to be used to improve their sales and find new customers and/or investors,
- Consultancy provided on law and regulations with regards to doing business in Turkey
- Call Center for daily support
- Accessibility of the services ensured through Arabic speaking Consultants and/or interpreters.
- Financial support for work permit and establishment and registration costs
- Business networking and information sharing events
- Referral to the potential financial support programmes.

The methodology of providing financial support (in-kind and/or small grants) will be identified in the inception phase of the Project in agreement with UNDP and MoYS.

#### Activity 2.3 Establishment of IŞKUR employment clubs at youth centres

MoYS has an agreement with IŞKUR to host their job counselors at youth centres to provide youth the dedicated opportunity to receive career guidance, job referrals, legal support and IŞKUR's other services through establishment of IŞKUR employment clubs. IŞKUR job counselor will also have gender responsive and inclusive counseling.

#### Activity 2.4 Visibility and promotion activities

Outreach activities will be designed and implemented to reach and encourage the Syrian and Turkish youth to participate in the project activities. The outreach activities will include awareness raising and communication materials (videos, brochures, posters) to increase the interest among the youth. Visibility activities will include the project launch events and media events. All types of communication materials will be developed and disseminated in agreement with MoYS (General Directorate of Youth Services) within the scope of the Project.

### **Output 3: Syrian and Turkish youth improved level of social cohesion**



In any refugee or displacement situation, there is a lack of mutual understanding and as such social cohesion between communities becomes a challenge. Turkish public institutions have led a remarkable effort to respond to the impact of the Syrian crisis and are implementing a policy framework designed to foster social cohesion. The Government has set the basis for inclusion into national systems by granting Syrians under Temporary Protection and refugees' access to services and to the labour market. This has proven crucial not only for avoiding the segregation and marginalization of refugees by allowing them to meet their basic needs for themselves, but also for fostering positive relations. This policy framework has largely echoed positive host community attitudes, as local people have also displayed welcoming attitudes to the refugee populations living in their communities. This has been important for keeping inter-community violence or other incidents at a remarkably low level – an achievement that cannot be understated given the magnitude of the impact of the Syria crisis on Turkey. More importantly, the fact that a majority of refugees still report that they feel welcome and are happy with their lives in Turkey is a testament to the resilience of the efforts of Turkish society and Turkey's institutions.

On the other hand, Refugee-host community relations have become an increasing concern in Turkey since early 2017, as inter-community incidents have coincided with the emergence of worrying findings about intercommunity perceptions.<sup>21</sup> Social exclusion and economic depreciation (10.56% inflation rate as of November 2019) have the risk of driving vulnerable youth to adopt negative coping strategies, leading to a lost generation and a significant increase of young people who are in NEET. The urgency is also evidenced by an increase in recent incidents between Syrian and Turkish youth in several locations.<sup>22</sup>

Recent 3RP Turkey Social Cohesion Framework indicated that one of the most effective approach has been not only to get different communities together but also to get them to identify common issues and to work together to address them. This requires dedicated, deliberate activities to organize communities with both refugee and host community members. As refugees are increasingly accessing services in the same facilities as host community members, such dedicated efforts should be led by local institutions (municipalities, schools, health centres etc). Youth Center is a key and effective channel to bring both communities together noting the importance of mediation capacity of them to avoid tensions to lead in incidents.

#### **Expected Results:**

- 50 youths (10 each from 5 provinces, both Syrian and Turkish) identified as youth focal points. At least 50% of targeted beneficiaries will be women.
- 50 youth center staffs and 50 youth focal points received training on social cohesion and conflict prevention
- Activities/events for social cohesion designed and conducted with trained youth focal points and youth centres in 5 provinces
- 500 Youths directly benefitted from the social cohesion activities organised in 5 provinces and in the long run, it is expected that 2000 people (families and/or close associates of these direct beneficiaries) will experience positive indirect effect on their lives

#### **Activity 3.1 Selection / nomination of youth focal points (youth leaders) in each region from both Syrian and Turkish**

50 youths (10 each from 5 provinces, both Syrian and Turkish) will be identified and selected as youth focal points who are expected to play a vital role in conducting subsequent activities for inter-group harmonization between Syrian and Turkish in each location. The process will be undertaken by the Japan Center for Conflict Prevention (JCCP) in consultation with Youth Centers and aim at identifying youth who have demonstrated experience of community work or relevant activities. With a cascade approach, Youth leaders who will improve their skills within the coverage of the project is expected to take part in additional social cohesion activities

<sup>21</sup> See the following recent articles: "Growing tensions between Syrians and Turks in 'little Syria'", AFP, 18 May 2018, available at: <https://www.afp.com/en/news/826/growing-tensions-between-syrians-and-turks-little-syria-doc-14m30h1> ; "Syrian Refugees in Turkey face calls to return as public mood changes" IRIN News 27 March 2018, available at: <http://www.irinnews.org/feature/2018/03/27/syrian-refugees-turkey-face-calls-return-public-mood-changes>; and International Crisis Group, "Integrating Syrian Refugees in Istanbul's "District of Victimhood"", 15 February 2018, available at: <https://www.crisisgroup.org/europe-central-asia/western-europemediterranean/turkey/integrating-syrian-refugees-istanbul-districtvictimhood>

<sup>22</sup> Recent examples from media. <https://t.co/VkKxIQaz9X>; <https://twitter.com/ragipsoylu/status/1145200820042031104>. Overall trends in social cohesion have also been well analyzed by 3RP partners in the Social Cohesion framework.



even after the end of the project. Appropriate ethnic and gender balance will be considered in selecting the youth focal points.

### Activity 3.2: Training of Youth Center staffs and youth focal points

JCCP will develop training curriculum and deliver the trainings to 50 youth center staffs and 50 youth focal points on social cohesion including subject on how to design community activities, Do No Harm principles, how to be gender responsive, good practice and lessons learned from Turkey and neighbouring countries. The training will also focus on identifying common factors and issues that could bring youth from both Turkish and Syrian backgrounds together in each target areas. Methods of effective messaging in awareness raising, basic social cohesion practices methods including how to mediate or mitigate tensions in case any incident happens in the course of activities will be also included in the training.

### Activity 3.3 Activities and/or events for social cohesion

Community activities and / or events for social cohesion and enhancement of mutual understanding will be designed and conducted targeting the Syrian and Turkish youth by JCCP. The trained youth center staff as well as youth focal points in respective provinces will play a major role in planning and organising the activities with advice and guidance from JCCP.

Ideal activities for social cohesion will be identified / designed during the training with the selected youth focal points and staff of youth centers based on the factors identified in order to reflect local contexts, interests of youth, political/cultural appropriateness in the target areas focusing also on gender mainstreaming. However, followings can be given as an example of possible social cohesion activities;

- Create songs / short drama that could promote social cohesion
- Sports events with teams of mixed identity
- Fashion / cultural show / exhibition highlighting and merging unique fabric / decoration techniques of Turkish / Syrian heritages
- Cooking / food event of both Turkish and Syrian cuisines with a cultural understanding

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

The project will be financed by the Government of Japan through Supplementary Budget (i.e. 2,909,090 USD). The technical cooperation model applied by the UNDP in collaboration with the local stakeholders will be maintained in the implementation of the current project.

In this regard, through Syria Crisis Response and Resilience Programme, UNDP will provide contribution both in programmatic areas and project implementation areas (operation) in the light of the experiences gained through projects already implemented/being implemented by UNDP through the following items in accordance with its corporate competencies and operation model:

- i. Synergy with other programmatic portfolios of UNDP (inclusive and sustainable growth, private sector development etc.) and providing thematic contribution (community based socio-economic development, private sector development, entrepreneurship, gender responsive firm transformation, SME development, empowerment of woman in socio-economic regard, localization of sustainable development goals etc.)
- ii. Provision of qualified individual and/or corporate expertise support, access to national and international knowledge and cooperation networks
- iii. Transferring field level implementation experience into the project gained in other countries where UNDP operates
- iv. Provision of expertise and consultancy support from the UNDP Istanbul Hub Region which initiated its activities in 2015 as well as UNDP's International Centre for Private Sector Development (IICPSD) based in Istanbul.



- v. 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
- vi. 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
- vii. Fund raising for the current project and/or next phases of the project

By its mandate, UNDP does not provide direct financial resources for the projects. Among others, UNDP's main corporate competency areas rather include provision of synergies and cooperation among projects; enabling and facilitating access to financial resources/schemes for qualified project ideas and management of fund raising processes. In this sense, the project will benefit from the lessons learned and key project outputs derived from (i) Government of Japan funded Strengthening Social Stability in Southeast Anatolia Region and Resilience Building via Increased Livelihoods Opportunities and Strengthened Social Cohesion for Syrians and Host Communities; (ii) funded through EU MADAD – Job Creation Project and (iii) KfW funded Employment and Skills Development Programme.

### **Partnerships**

The MoYS as the central government authority for youth in Turkey will be the implementing partner. MoYS plans, implements and monitors all youth services except for formal education. The Government of Turkey has been pursuing youth-oriented policies over the last decade and has achieved progress, including across education, sports, and disability related issues. The country still faces fundamental gaps in ensuring that youth is empowered sufficiently to respond to contemporary development challenges and contribute to Turkey's development agenda. MoNE and İŞKUR will be important partners as well for the vocational training certification and job counsellors respectively.

In addition, JCCP is an international NGO with its headquarters in Tokyo, Japan, and ongoing operation in Kenya, Somalia, South Sudan, and Turkey. JCCP runs a wide variety of field projects, ranging from community security and safety, research and training in peace and security, protection of war-affected population, promotion of social cohesion, prevention of and response to gender based violence, livelihood, to peacebuilding programmed with a strong focus on capacity-building. The organization has been active since 1999, and was registered as an official NGO under the name JCCP in 2002. JCCP supports those whose livelihoods, freedom and life choices are threatened by conflict, and to help prevent further outbreaks of violence by building long-term solutions in conflict affected societies. In terms of rich experiences on Social cohesion, JCCP will be the responsible party for output 3.

Other potential partners will be INGEV, Angel Investor Networks, Crowdfunding Platforms such as Turkcell's Beehive to both provide mentorship and also raise funds for youth entrepreneurs other than the resource allocated in the Project budget or the financial incentives that KOSGEB would provide. These networks and expert institutions will facilitate integration of those youth entrepreneurs into the market and expand their businesses. Moreover, cooperation with the private sector which are especially operate in the field of information and communication technologies will be ensured considering the fact that youth graduated from training programs will have an easy access to employment market through the private sector.

### **Risks and Assumptions**

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

- Relevant Government stakeholders continue their support to project activities;
- Host communities remain open to socio economic integration of Syrians.

Identified risks for smooth implementation of the project are listed below in Table 1.

**Table 1: Risk Assessment**

<b>RISK</b>	<b>Likelihood</b>	<b>Impact</b>	<b>MITIGATION MEASURE</b>
Not being able to reach out to desired number of participants to the vocational	Low	High	Close collaboration with local institutions to reach out to the right profile of target groups through their own networks and proactive

trainings and entrepreneurship programme			announcements of training courses including online channels and social media means. The project will target 200 beneficiaries, including both Syrian and host community members. The project will aim for 50-50%. The selection criteria will be further defined during the inception phase.
Not being able to reach out desired number of women participants to the vocational trainings and entrepreneurship programme	Low	High	Close collaboraton with both Turkish and Syrian women's civil society organizaitons.  Including 50-50% men and women focal points and job counsellors.
Low level engagement in vocational trainings	Low	High	Development of curricula which is convenient to all participants from different backgrounds and capabilities.
Delays in mobilization of trainers and scheduling of trainings	Low	High	Ensure regular coordination with MoYS at headquarters and provincial levels through establishing a joint coordination group composed of UNDP project staff and relevant MoYS staff.

### **Stakeholder Engagement**

The intended beneficiaries of the project are Syrian and Turkish youth (age 15-29) with a specific focus on women and relevant governmental organizations (i.e. MoYS and IŞKUR etc). The project will also be supported by International NGO, JCCP for social cohesion activities in the scope of the Project.

Collaboration with Turkish and Syrian women and youth civil society organizations will be good for networking and having information on the field. Therefore, in the beginning of the project women and youth CSOs will be visited and engaged in the Project. Moreover; UNDP Turkey Syria Crisis Response and Resilience Programme with it's projects implemented under livelihoods sector has already established partnership with various NGO's who has access to Syrian and Turkish Youth. This project will benefit from already established networks and connection related to employment, entrepreneurship and skills trainings.

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

In collaboration with UN Office for South-South Cooperation and UNDP's Art Initiative; the project will deploy a SSC and TC strategy along with a time-bound action plan. In this sense, with a view to benefit from the lessons learned as well as the results/knowledge products of similar interventions in different countries, UNDP will establish/maintain networks and seek opportunities for inter-regional/inter-institutional collaboration and cooperation. The outputs of the Project will also be disseminated for the benefit of other countries through the networks to be established/maintained within the scope of the Project.

### **Knowledge**

All training content, evaluations, progress reports, need assessment reports, applicant list, application evaluation criteria, completion of deliverables will be reported in form of progress and final reports. All mentioned documentation and knowledge products to be prepared within the scope of the project will be shared with the Ministry of Youth and Sports (General Directorate of Youth Services) in hard and soft copies.

Within the scope of the visibility activities short videos, project progress briefs and infographics will be prepared and shared with a wider audience including policy makers to demonstrate the value adding contribution of the project interventions for enhanced social cohesion among Syrians and host community members.




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

UNDP also ensures the visibility of the Government of Japan. Several activities will be conducted in partnership with the JCCP and UNDP will include a Japanese staff as part of the project team. The visibility activities will focus on project impact and results through using different means of communication such as press releases, photo stories and short videos. Moreover, single donor signboards on the project sites, donor visibility on project materials and events, donor impact human stories will be part of project visibility efforts. The Government of Japan will continue to be invited to attend regular donor briefings on a broad range of topics and will have the opportunity to visit project sites over the implementation period. All related publicity materials will acknowledge that the project is implemented with funding from the Government of Japan.

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

This project will scale up and build on the outcomes of the youth skills development component within the scope of previously funded projects implemented by UNDP with funding from the Government of Japan. As mentioned above, the needs for support to youth on employability and social stability in communities are higher than ever.

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## **IV. PROJECT MANAGEMENT**

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

The fact that the project builds at national and local levels 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 conducted by the UNDP in collaboration with the local partners. 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.

### ***Project Management***

MoYS General Directorate of Youth Services will act as the National Implementing Agency for this project. With its Directorate General in Ankara and Youth Centers located in Adana, Ankara, Bursa, Hatay, Kayseri, Kocaeli, Mersin, Şanlıurfa, Istanbul will have the ownership of activities with support from UNDP. The Project related information including reports will be shared with the MoYS by UNDP Project Team for their records, upon request. The financial, procurement and contractual documentation will be kept within UNDP.

Regarding project management, UNDP will deploy its in-house experience (i.e. relevant programme and operations staff) as well as mobilize other capacities in the form of Service Contracts and individual contracts. For this project, UNDP will avail the capacities of a Project Manager and relevant administrative and operational support staff. In addition, Junior professional Officer, JPO funded by the Government of Japan will be closely engaged with the project implementation, monitoring and evaluation and liaison with the Embassy of Japan in Ankara, Turkey. The project will secure short-term experts to provide the required technical input as indicated in the Results Framework. This support will focus on providing technical assistance to the project through GPN ExRoster by deploying immediate capacity needed for the implementation of the project activities in areas of analysis, trainings, workshops, monitoring and evaluation. The GPN capacity will also be leveraged to support complex studies ensuring timely and efficient delivery of these activities.



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

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

The project shall be subject to independent evaluation according to UNDP's standard evaluation procedures, if required. The organization, terms of reference and timing of such evaluation will be decided after consultation between the Government and UNDP. Finally, as the project follows UNDP's NIM modality, audit will be made through the regular external (UN Board of Auditors) or internal audits (audits managed by UNDP's Office of Audit and Performance Review).



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## V. RESULTS FRAMEWORK<sup>23</sup>

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<sup>23</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.


**Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:** By 2020, relevant government institutions operate in an improved legal and policy framework, and institutional capacity and accountability mechanisms assure a more enabling (competitive, inclusive and innovative) environment for sustainable, job-rich growth and development for all women and men.

**Outcome indicators as stated in the Country Programme Document**

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

**Project title and Atlas Project Number:** Employability, Entrepreneurship and Social Stability for Syrian and Turkish Youth – in response to the Syria Crisis

EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>24</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)	DATA COLLECTION METHODS & RISKS
			Value	Year 2019		
<b>Output 1</b> Increased Technical and ICT skills of Syrian and Turkish youth	1.1 Introduction and orientation at the youth centres	Assessments and Project Progress Reports	0	0	5 (Youth Centers)	Through project based M&E tools and systems
	1.2 Selection of the participants	Assessments and Project Progress Reports	0	0	200	Through project based M&E tools and systems
	1.3 Implementation of the skills development programmes	Assessments and Project Progress Reports	0	0	200	Through project based M&E tools and systems - Conducting tests after the delivery of the activities ( 40% of the participants are expected to be women)
	1.4 Establishment or renewal for the computer classrooms at the Youth Centres	Assessments and Project Progress Reports	0	0	30	Through project based M&E tools and systems
<b>Output 2</b> Syrian and Turkish youth increased their access to employment and entrepreneurship	2.1 Implementation of Entrepreneurship Trainings	Assessments and Project Progress Reports	0	0	150	Through project based M&E tools and systems ( 40% of the participants are expected to be women)
	2.2 Entrepreneurs support through mentorship programme as well as small and/or in-kind grants	Assessments and Project Progress Reports	0	0	70	Through project based M&E tools and systems

<sup>24</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

<b>Output 3</b> Syrian and Turkish youth improved level of social cohesion	<b>2.3</b> Establishment of IŞKUR employment clubs at youth centres	Assessments and Project Progress Reports	0	0	5	Through project based M&E tools and systems
	<b>2.4</b> Visibility and promotion activities	Assessments and Project Progress Reports	0	0	5	Through project based M&E tools and systems
	<b>3.1</b> Selection / nomination of youth focal points (youth leaders) in each region from both Syrian and Turkish	Assessments and Project Progress Reports	0	0	50 ( 10 each project provinces)	Through project based M&E tools and systems ( 40% of the participants are expected to be women)
	<b>3.2</b> Training of Youth Center staffs and youth focal points	Assessments and Project Progress Reports	0	0	100 (50 youth center staffs and 50 youth focal points)	Through project based M&E tools and systems ( 40% of the participants are expected to be women)
	<b>3.3</b> Activities and/or events for social cohesion	Assessments and Project Progress Reports	0	0	5 (Activities/events for social cohesion)	Through project based M&E tools and systems (40% of the participants are expected to be women)

## 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 Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track progress results</b>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Semi-annually, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Once a year	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least once a year	Relevant lessons are captured by the project team and used to inform management decisions.		
<b>Project Assurance Quality</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Every other year	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	At least once a year	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
<b>Project Report</b>	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary,	Annually, and at the end of the project (final report)			

<p><b>Project Review (Project Board)</b></p>	<p>an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.</p>	<p>Biannually</p>	<p>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.</p>		
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## VII. MULTI-YEAR WORK PLAN <sup>2526</sup>

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (USD)			RESPONSIBLE PARTY	PLANNED BUDGET		
		2020	2021	Total		Funding Source	Budget Description	Amount
						Funding Source	Budget Description	Amount
<b>Output 1:</b> Increased skills on technical and ICT of Syrian and Turkish youth  <i>Gender marker 2:</i>	1.1 Introduction and orientation at the youth centres			\$35,000.00	UNDP in collaboration with implementing partner	Govt. Japan	HR (Service Contracts and Staff)	224,400.00
	1.2 Selection of the participants			\$35,000.00			Short Term Consultants	75,000.00
	1.3 Implementation of the skills development programmes			\$165,000.00			Travel (Per Diems)	90,000.00
	1.4: Establishment or renewal for the computer classrooms at the youth centres			\$645,000.00			Travel	70,000.00
	Operational Costs			\$476,702.40			Contractual Services - Companies	1,985,000.00
							Equipment and Furniture (Office)	38,000.00
<b>Sub-Total for Output 1 : 1,316,702.43 USD</b>							Publications	25,000.00
<b>Output 2:</b> Syrian and Turkish youth increased their access to employment and entrepreneurship  <i>Gender marker 2:</i>	2.1 Implementation of Entrepreneurship Trainings			\$250,000.00	UNDP in collaboration with implementing partner	Govt. Japan	Consumables and Utilities	39,532.00
	2.2 Entrepreneurs support through mentorship programme			\$350,000.00			Direct Project Costing - UNDP <sup>27</sup>	70,000.00
	2.3 Establishment of I\$KUR employment clubs at youth centres			\$25,000.00			GPN Direct Support Service - GPN	50,000.00
	2.4 Visibility and promotion activities			\$70,000.00			<b>a. Total Direct Eligible Cost</b>	<b>2,666,932.00</b>
	Operational Costs			\$ 344,895.70			<b>b. Total Indirect Eligible Cost (GMS) (8%)</b>	<b>213,354.56</b>
<b>Sub-Total for Output 2 : 1,039,895.67 USD</b>								
<b>Output 3:</b> Syrian and Turkish youth improved level of social cohesion  <i>Gender marker 2:</i>	Activity 3.1: Selection / nomination of youth focal points (youth leaders) in each region from both Syrian and Turkish			\$350,000.00	UNDP in collaboration with implementing partner	Govt. Japan		
	Activity 3.2: Training of Youth Center staffs and youth focal points							

<sup>25</sup> Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

<sup>26</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

<sup>27</sup> 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.



## **VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS**

This project will be implemented through a national implementation modality (NIM), with the Ministry of Youth (General Directorate of Youth Services) as the implementing partner. UNDP's rules and regulations for programme management will apply throughout the project and UNDP will also provide direct project management support including procurement, financial management and strategic support in line with its rules and procedures.

A Project Board (PB) with representation from Ministry of Youth and Sports, Government of Japan, Presidency of Strategy and Budget, Ministry of Foreign Affairs and UNDP will be set up to guide and oversee the implementation of the project.

The Project Board is the group responsible for consultation and consensus based decision making and management for a development project/when guidance is required by the Project Manager (PM), including recommendation for UNDP/Implementing Partner about approval of plans and revisions. The Project Board is chaired by the Senior Executive (Implementing Partner) or co-chaired by the UNDP. It depends on the arrangements agreed with all parties and the Donor in design stage of the Project. From UNDP side, the Assistant Resident Representative ARR-P co-chairs the PB meetings as the Head of the CO programme from UNDP.

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

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

Specific responsibilities of the Project Board:

- Review and approve the Work Plan
- Agree on Project Manager's responsibilities, as well as the responsibilities of the other members of the Project Management team;
- Delegate any Project Assurance function as appropriate;
- Review the Progress Report for the project;
- Review and appraise detailed AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log, M&E and communication plan.
- Provide overall guidance and direction to the project implementation, ensuring it remains within any specified constraints;
- Address issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances in the Annual Work Plan when required;
- Conduct regular meetings and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to acknowledgement by the Implementing Partner;



- Appraise the Project Annual Review Report, make recommendations for the next AWP and inform the Outcome Board about the results of the review.
- Review and approve end technical reports, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assure that all deliverables have been produced satisfactorily;
- Review and approve the Final Review Report, including Lessons-learned;

**Senior Executive (Executing/Implementing Partner: Ministry of Youth and Sport (General Directorate of Youth Services))**

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

Specific Authorities and Responsibilities:

- Follow-up and maintaining of all kinds of activities to be carried out within the scope of the project, as indicated in the AWP and in consultation with UNDP through the Project Manager
- Consulted during the Project personnel recruitment, their performance evaluation and material supply processes that will be managed by UNDP, in line with its rules and regulations
- Ensure coordination with the Youth Centers and Youth Centers Managers where the project activities will be carried out within the scope of the project.
- Provide coordination of Youth Services Department Managers in the provinces where the project will take place

**Senior Beneficiary (Ministry of Youth and Sport (General Directorate of Youth Services))**

This role requires representing the interests of the institution who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board will be to ensure the realization of project results from the perspective of project beneficiaries.

**Senior Supplier (UNDP)**

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

Specific Responsibilities (as part of the above responsibilities for the Project Board)

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

UNDP will provide direct country office support services (including for the functions of procurement, human resources, administrative services, communication, office space), and direct project costing will apply in line with UNDP's cost recovery policy. UNDP will be responsible for finance and human resources management of the Project and will provide quarterly financial reports to the MoYS for their acknowledgement that the funds are used for project purposes. UNDP will mobilize the Project team in line with its rules and procedures and in consultation with the Implementing Partner.

#### **Donor (Government of Japan)**

The Donor which is funding the project becomes a natural member of the Project Board.

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

These two offices are natural members of each Project Board. SBO is the Government coordinating agency of the UNDP in Turkey and ensures that all UNDP programmes are designed/implemented in line with national priorities. Ministry of Foreign Affairs gives final approval to all UNDP implemented projects, hence has an overall oversight function under each project.

#### **Project Assurance**

The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance has to be independent of the Project Manager; therefore, the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. At UNDP Project Assurance function belongs to ARR/P, Portfolio Manager and M&E Analyst with a clear mandate for oversight and monitoring functions. Project assurance can also include key staff in Beneficiary institutions that have a stake in the quality execution of the project. However, project assurance function cannot be assumed by Senior Executive since assurance function is to be carried out by an impartial party.

#### **Project Management Unit**

A Project Management Unit (PMU) will be established by UNDP comprising permanent staff including: **Project Manager (PM)** and any other support staff appointed for successful completion of this project i.e. Project Associate, Project Finance and Procurement Officer, Portfolio Administrator as well as **Project Support Unit**. The PMU will assist and support to the Senior Executive in performing its role as an implementing partner. PMI also includes any **technical expert/consultant** hired for the successful implementation of the project. PM will be responsible for close surveillance of performance of technical experts if any. The PMU also includes any **technical teams in pilot provinces** which report directly to PM. The Project Management Unit will be working in coordination with the Ministry of Youth and Sports (General Directorate of Youth Services) in all activities.

#### **i. Project Manager**

The Project Manager recruited by UNDP has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner and work in close cooperation with the senior executive within the constraints laid down by the Board. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The PM will be recruited in accordance with UNDP regulations and will be based in Ankara. S/he will report to the relevant UNDP Portfolio Manager. The PM will be responsible for overall project coordination and implementation, consolidation of work plans and project papers, preparation of quarterly progress reports, reporting to the project supervisory bodies, and supervising the work of the project experts and other project staff. The PM will also closely coordinate project activities with relevant Government institutions (if applicable) and hold regular consultations with other project



stakeholders and partners. Under the direct supervision of the PM, the Project Associate will be responsible for administrative issues while Project Finance and Procurement Officer will be responsible for financial issues and will get support from UNDP CO administration. The PM will do the supervision of the Project Team in close coordination with the Implementing Partner.

**ii. Project Support**

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

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

The Project oversight will be managed by the UNDP Syria Crisis Response Portfolio Manager. In addition, the Project will be led by a full-time Project Manager who will be responsible for the day to day management of project implementation including administration and project finance. The Project Manager will be responsible for overall team management and supervision in both Ankara and field locations in coordination with MoYS. The PM and Youth Center Manager will be in close coordination in day to day supervision of the staff work at the local level. The Project Manager will be the first responsible for project level reporting and support project specific donor engagement.

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

Project personnel	Duty Station(s)*
Project Manager	Ankara
Project Associate	Ankara
Project Assistant	Ankara
Project Assistants (UNV)	5 pilot provinces

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

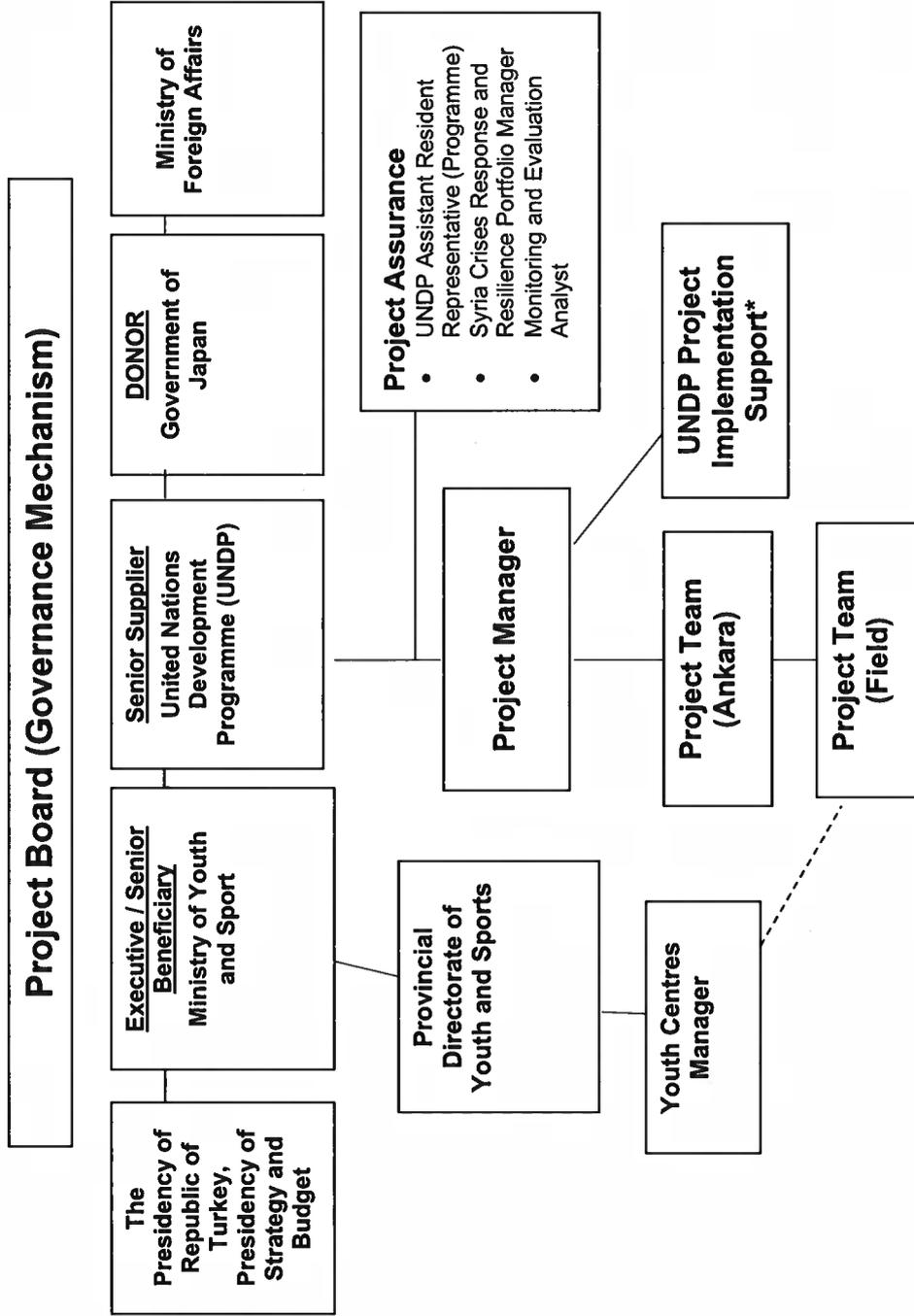
When needed, Project Associate or Assistant based in Ankara will have temporary assignments to work in MoYS premises to increase the effectiveness of communication and liaison with two teams. MoYS will provide an office when Project staff works from MoYS premises. Project Assistants based in the pilot provinces will work from the Youth Centers

UNDP's direct costs will be charged in line with its rules and regulations, as outlined in the project document and budget. Financial transactions and financial statements shall be subject to the internal and external auditing procedures laid down in the Regulations and Rules of UNDP. UNDP will be responsible to submit to the donor (Government of Japan) interim, fiscal and final reports and the assessment of the project.

UNDP will ensure visibility of Japan including through issuing press releases, organizing launching ceremonies, making sure the Japanese national flag is present on all equipment procured within the scope of the project with the statement "From the People of JAPAN", or placing sign boards which identify the contribution of the Government of Japan in appropriate places.  
Any surplus budget remaining at the end of the implementation period should be returned to the Government of Japan.



# Project Organisation Structure



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

*[Handwritten signature]*

## **IX. LEGAL CONTEXT**

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

This project will be implemented by the Ministry of Youth and Sports General Directorate of Youth Centers ("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 the best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

## **X. RISK MANAGEMENT**

1. Consistent with the Article III of the SBAA [or the Supplemental Provisions to the Project Document], the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
  - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
  - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as 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/qa\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/qa_sanctions_list.shtml).
4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document. (a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA"). (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.



5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:
  - i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
  - ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;
  - iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;
  - iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
  - v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
6. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
7. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
8. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
9. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

10. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).
  11. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
  12. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.  
Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.
  13. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that 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. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.  
  
Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.
- Note:** The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.
14. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
  15. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.



16. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.



**ANNEXES**

**1. Project Quality Assurance Report**

**Section 1: Project Risks and Issues**

Updated Project Risks and Issues

Type	Date Identified	Description	Comment or Response	Management	Critical Flag

Updated Project Issues

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

**Section 2: Project Progress**

Project ID	
Description	
Implementing Partner	
Baseline	
Indicator	
Annual Target	
Annual Achievements	

**Section 3: Activity Performance**

Activity ID	
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## 2. Social and Environmental Screening Template

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document. Please refer to the Social and Environmental Screening Procedure and Toolkit for guidance on how to answer the 6 questions.

### Project Information

Project Information	
1. Project Title	Employability, Entrepreneurship and Social Stability for Syrian and Turkish Youth – in response to the Syria Crisis
2. Project Number	
3. Location (Global/Region/Country)	Turkey

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

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

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

The Project focuses on increasing access to employment opportunities for Syrian and Turkish youth, and will have special focus on women youth. This will be achieved by providing youth with vocational and social skills training, and entrepreneurship support- including tailored trainings for women youth

Besides, the project also aims to strengthen the social cohesion between the Syrians and host community members. Within the framework of this project, in line with UNDP's resilience-based development approach, the project is designed to benefit individuals from both communities and to provide institutional support through the assessment and development of training materials.

The project will target Syrian youth (ages 15-29) identified as less vulnerable Emergency Social Safety Net (ESSN) beneficiaries with 'high' or 'some' productive capacity (as per the analysis of ESSN beneficiaries' vulnerability) as well as Turkish youth as members of the host communities (of which at least 50% women). Due attention will be given to proper outreach, awareness raising around the Project and selection criteria.

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

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

The Project will target Syrian and Turkish youth aged between 15-29 and of which 50% of women youth. The Project includes specific measures targeting women and providing gender sensitive support and gender sensitive monitoring. The project will be in close collaboration with women's civil society organizations. Furthermore, focal points, youth center staff, job counselors and youth will have

several trainings on gender equality and inclusiveness. During the life of the project, monitoring study service and gender advice of a gender expert will be received.

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

With the resilience-based development approach, this project focuses on: i) creating a basis to transition towards sustainable development and support self-reliance for the refugees wherever possible. This includes labor supply and demand side to strengthen self-reliance and socio-economic integration; ii) cooperation with and delivery through local partners, particularly municipalities; and iii) all activities are environmentally friendly, some of which contribute actively to environmental sustainability. Within the framework of this project, in line with UNDP's resilience-based development approach, the project is designed to benefit individuals from both communities and to provide institutional support through the assessment and development of training materials.

**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)?

<i>Risk Description</i>	<i>Impact and Probability (1-5)</i>	<i>Significance (Low, Moderate, High)</i>	<i>Comments</i>	<i>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</i>
Risk 1: 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 work in close collaboration with the Ministry of Youth and Sports, a trusted partner for UNDP.
Risk 2: Risk that rights-holders do not have the capacity to claim their rights	I = 4 P = 2	High	This risk is related to awareness of the Syrians about their rights and services provided by the public service providers.	The project will also address the issues that relate to increasing of the outreach of service providers to the Syrian populations as well as their awareness, to ensure that they can claim such services.

**QUESTION 4: What is the overall Project risk categorization?**

Select one (see <a href="#">SESP</a> for guidance)	Comments if any
<p><i>Low Risk</i></p> <p style="text-align: center;">x</p>	<p>The project aims to reduce the risks and mitigate the impact of the Syrian crisis. The objective is to increase inclusiveness of the services provided as well as support sectors that provide a higher potential of labor absorption for the Syrian population. The interventions do not pose significant risk.</p>
<p><i>Moderate Risk</i></p> <p style="text-align: center;"><input type="checkbox"/></p>	
<p><i>High Risk</i></p> <p style="text-align: center;"><input type="checkbox"/></p>	

**QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?**

Check all that apply	Comments if any
<i>Principle 1: Human Rights</i>	x
<i>Principle 2: Gender Equality and Women's Empowerment</i>	x
1. <i>Biodiversity Conservation and Natural Resource Management</i>	<input type="checkbox"/>
2. <i>Climate Change Mitigation and Adaptation</i>	<input type="checkbox"/>
3. <i>Community Health, Safety and Working Conditions</i>	<input type="checkbox"/>
4. <i>Cultural Heritage</i>	<input type="checkbox"/>
5. <i>Displacement and Resettlement</i>	<input type="checkbox"/>
6. <i>Indigenous Peoples</i>	<input type="checkbox"/>
7. <i>Pollution Prevention and Resource Efficiency</i>	<input type="checkbox"/>

**Final Sign Off**

<b>Signature</b>	<b>Date</b>	<b>Description</b>
<b>QA Assessor:</b>		UNDP Portfolio Manager
<b>QA Approver</b>		UNDP M&E Analyst
<b>PAC Chair</b>		UNDP Assistant Resident Representative Programme

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

Checklist Potential Social and Environmental Risks	
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? <sup>28</sup>	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 <u>Natural</u> Resource Management	

<sup>28</sup> Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person 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.

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?  <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	N
<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1	Will the proposed Project result in significant <sup>29</sup> 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 <u>vulnerability to climate change</u> 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

<sup>29</sup> In regards to CO<sub>2</sub>, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

<b>Standard 3: Community Health, Safety and Working Conditions</b>	
3.1 Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	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
<b>Standard 4: Cultural Heritage</b>	
4.1 Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	N
4.2 Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	N
<b>Standard 5: Displacement and Resettlement</b>	
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? <sup>30</sup>	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
<b>Standard 6: Indigenous Peoples</b>	
6.1 Are indigenous peoples present in the Project area (including Project area of influence)?	N

<sup>30</sup> Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

6.2	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	<p>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)?</p> <p><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></p>	N
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
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or <u>transboundary impacts</u> ?	N
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	N
7.3	<p>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?</p> <p><i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i></p>	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

### 3. Risk Analysis

Project Title: Employability, Entrepreneurship and Social Stability for Syrian and Turkish Youth - in response to the Syria Crisis						Award ID:		Date:	
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Not being able to reach out to desired number of participants to the vocational trainings	Jan 2020	Operational	P = 1 I = 5	Close collaboration with local institutions and relevant NGOs to reach out to the right profile of target groups through community centers and proactive announcements of training courses including online channels and social media means. The selection criteria will be further defined during the inception phase.	Project Team	Project Manager	March 2020	N/A
2	Not being able to reach out to desired number of women participants to the vocational trainings	Jan 2010	Operational	P = 1 I = 5	Close collaboration with both Turkish and Syrian women's civil society organizations. Including 50-50% men and women focal points and job counsellors.	Project Team	Project Manager	March 2020	N/A
3	Low level engagement in vocational trainings	Jan 2020	Operational	P = 1 I = 5	Development of curricula which is convenient to all participants from different backgrounds, age groups and capabilities.	Project Team	Project Manager	March 2020	N/A



4	Delays in mobilization of trainers and scheduling of trainings	Jan 2020	Operational	P = 1 I = 5	Ensure regular coordination with MoYS at headquarters and provincial levels through establishing a joint coordination group composed of UNDP project staff and relevant MoYS staff.	Project Team	Project Manager	Jan 2020	N/A
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**5. Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment) (to be added before the start of the Project)

