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**PROJECT DOCUMENT**  
*[Regional Project]*

**Project Title:** TURKEY - UNDP PARTNERSHIP IN DEVELOPMENT (PHASE 2)  
**Project Number:** 112325  
**Implementing Partner:** Istanbul Regional Hub, Regional Bureau for Europe and the CIS  
**Start Date:** 21 June 2018  
**End Date:** 31 December 2019  
**PAC Review date:** 22-28 November 2017

**Brief Description**

Turkey continues to increase its role as a global development partner and has been a strong advocate for the implementation/realization of the SDGs in the region and beyond. This project is designed to create a development partnership framework based on the outcomes of the 1<sup>st</sup> Phase, with the objective of a) strengthening Turkey's contribution to global development through implementation of specific projects in UNDP programme countries, including with a focus on the LICs/ LDCs b) enhancing Turkey's role as a knowledge hub that forges South-South, triangular and other forms of cooperation, supports the achievement of the SDGs, and present innovative development solutions. The project will result in better positioning of Turkey and its development cooperation partnership with UNDP as a source of experience for the countries in the region and beyond.

Contributing Outcome (RPD 2018-2021): <u>Outcome 2</u> : Addressing poverty and inequalities through more inclusive growth. <u>Output 2.3</u> . Enabling environment strengthened through diverse partnerships to expand opportunities for public and private sector, including alternative financing for the achievement of the SDGs Indicative Output(s): <ul style="list-style-type: none"> <li>• Turkey's contribution to South South and Triangular Cooperation strengthened</li> </ul>	<b>Total resources required:</b>	<b>USD 500,000</b>		
	<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	n/a	
		<b>Donor:</b> Ministry of Development of Turkey	<b>USD 500,000</b>	
		<b>Donor:</b>	n/a	
		<b>Government:</b>	n/a	
		<b>In-kind:</b>	n/a	
	<b>Unfunded:</b>	<b>0</b>		

Agreed by (signatures):

Ministry of Foreign Affairs of Turkey	
 Mustafa Osman TURAN Elçi Çok Taraflı Ekonomik İşler Genel Müdür Yardımcısı	
 UNDP	
Rastislav Vrbensky, Deputy Regional Director, Regional Bureau for Europe and the CIS	
Date: 13/01/18	

## I. DEVELOPMENT CHALLENGE

The global development cooperation landscape is rapidly changing. First, while traditional donors are showing signs of financial retrenchment and ODA is stagnating, many countries that only recently were net aid recipients are now becoming influential development actors themselves. These emerging players bring new perspectives, approaches and resources, acting at a crossroads of development assistance and South-South cooperation. While UNDP needs to stay engaged with traditional donors, it also needs to develop new partnerships for development cooperation. With its extensive field presence and leading expertise in the field of development cooperation, UNDP is uniquely positioned to support development cooperation providers in Europe and the CIS to strengthen their ODA capacities and enhance the effectiveness of their development efforts.

Second, South-South cooperation<sup>1</sup> and other forms of horizontal, knowledge driven cooperation are gaining new prominence, with many of the middle-income countries looking to their peers for ideas, experience and solutions.

Third, the launch of the Sustainable Development Goals at 70<sup>th</sup> UN General Assembly and the focus on 2030 Development Agenda requires innovative partnerships and development solutions. UNDP works with governments, civil society and the private sector to strengthen their cooperation and collaboration for achievement of the SDGs, especially in the developing world.

These global trends have found a reflection in the strong strategic partnership between UNDP and Turkey. Turkey and UNDP share a vision for strengthened cooperation for development globally, based on a long-term strategic relationship. The Partnership Framework Agreement (PFA) between Turkey and UNDP, signed in 2011, elevated this relationship to a new strategic level, thereby opening new avenues for cooperation on regional and global development issues.

International Development Cooperation is one of the four pillars of Turkey's 10th National Development Plan (2014-2018). The Plan lays out Turkey's objectives in this particular area, and also includes a priority transformational programme on "Improvement of the Infrastructure of International Cooperation for Development". In this context, the PFA with UNDP can be seen as one of the mechanisms through which Turkey's objectives in the field of international development cooperation can be further advanced.

On the basis of the PFA and further to consultations between UNDP and the government of Turkey, UNDP and Turkey launched the first phase of Turkey-UNDP Partnership in Development project with a budget of \$500,000 for the period 2015-2017, enabling to implement pilot projects in the key areas identified in the PFA. The first phase of the project generated significant value added to help achieve results on the ground in four countries selected by Turkish Government and UNDP. These four projects were:

1. Developing Capacities for Multi-stakeholder Partnerships for Skills Development in Kosovo\*
2. Development of Bee-farming in Karakalpakstan through application of advanced technology" (Uzbekistan)
3. Community Resilience through Inclusive Agricultural Value Chains in Abkhazia (Georgia)
4. Support to strengthening Statistics, Monitoring and Evaluation Capacities in Comoros in the Context of Post-2015 Agenda

The project was designed as an evolving instrument, which will complement UNDP's existing global, regional and country-level engagement modalities, as well as Turkey's own modalities of engagement in development cooperation. Therefore, the first phase was regarded as a pilot phase which was seen as a successful model by the partners. Based on this experience, partners are willing to continue this engagement.

Turkey is one of the largest donors globally according to ODA as a percentage of Gross National Income (GNI) with its increasing ODA amounts, \$8,142 billion in 2017 alone<sup>2</sup>. UNDP partnership in third countries offers Turkey great opportunities for making its ODA efforts more visible and for reaching countries that are challenging for bilateral implementations. UNDP's huge network in 177 countries is a great value for a donor like Turkey.

<sup>1</sup> The UN defines South-South Cooperation as "a process whereby two or more developing countries pursue their individual and/or shared development objectives through exchanges of knowledge, skills, resources and technical know-how and through collective actions including partnerships involving governments, regional organizations, civil society, academia and the private sector for their individual and/or mutual benefit within and across regions" (Nairobi Outcome Document). In Europe and the CIS, given that none of the countries geographically belong to the "South", the equivalent term being often used is "East-East Cooperation".

\* References to Kosovo shall be understood to be in the context of Security Council Resolution 1244 (1999).

<sup>2</sup> <https://data.oecd.org/oda/net-oda.htm>

One of the most significant outcomes of the World Humanitarian Summit held in Istanbul in May 2016 was 'The New Way of Working-NWOW' initiative. NWOW recognizes that humanitarian assistance should be designed in a way that helps build a bridge between short-term assistance and medium-term outcomes. By committing to NWOW, development actors - in this case Turkey and UNDP - can deliver development programming and financing that will broaden the reach of development outcomes to the most vulnerable.

For Turkey, replenishing this project represents an opportunity to enrich the wide-ranging and important bi-lateral cooperation with new modalities for triangular cooperation. Turkey's development cooperation is generally based on bilateral cooperation. On the other hand, influencing global and regional development agenda requires active participation in multilateral development cooperation platforms, including through programmatic cooperation that involve (i) a recipient country, (ii) Turkey as a donor, and (iii) UNDP as an implementing partner. In this context, the projects that promote Turkish development experience on an international platform and contribute to fostering the multilateral dimension of Turkey's development cooperation approaches, can generate additional visibility for Turkey as a global player and can ensure that Turkish expertise can be more effectively engaged in Turkey's development cooperation. This is even more relevant in countries where Turkey's geographical access is limited (e.g. no TIKa presence, etc).

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## II. STRATEGY

This project is designed as an evolving instrument which will complement UNDP's existing global, regional and country-level engagement modalities, as well as Turkey's own modalities of engagement in development cooperation. This instrument will address the development challenges of the partner countries through a demand driven approach and at the same time provide opportunities to test new modalities of development cooperation for Turkey.

As such the project directly contributes to the Output 2.3. of UNDP's Regional Programme for 2018-2021, "Enabling environment strengthened through diverse partnerships to expand opportunities for public and private sector, including alternative financing for the achievement of the SDGs" through the diverse partnership structures it will help establish. For this to take place, active engagement of all key partners, i.e. UNDP CO's, TIKa offices and embassies as well as other local partners will have to be ensured throughout the project cycle (from design to completion of the projects).

On the other hand, this project contributes to UNDP's Strategic Plan (2018-2021) through helping with the 'Global development advisory and implementation services platforms' through which UNDP will deliver its work.

Being the second phase of a previous project, this project is built on lessons learned during the first phase. The first phase of the project drew attention from several countries in the region and donors. A regional programmatic instrument to facilitate cooperation between Turkey and UNDP in third countries that enables the participation of other partners has been seen as an innovative partnership and a model for triangular cooperation. This is manifested through a wide range of partnerships established during the implementation of the specific projects, including beneficiary country governments, UNDP COs, TIKa CCOS, Turkish Embassies, IICPSD and private sector organizations such as BUTGEM. As such the first phase of the project has allowed to test such a multi-stakeholder approach, together with its lessons learned, which will be essential in this new phase, and for successful implementation of the SDG initiatives in the region and beyond. Phase 1 helped clarify the added value of UNDP as a facilitator among a number of actors, particularly for soft assistance type of projects. This value added is even more critical in locations where Turkey does not have a representation. Additionally, the involvement of Turkish embassies and TIKa offices in partner countries provided significant opportunity for better ownership and motivation at the local level. One other issue to mention is the need for planning for visibility at the onset to ensure that the support provided by the Government of Turkey is communicated consistently at all levels. Although this project does not have a specific component on knowledge management, it will aim to integrate these aspects in the implementation of the selected projects to increase exposure of Turkish experts as knowledge to international development work.

The experience in the first phase, as well as the interactions of the Istanbul Regional Hub (IRH) with Turkish private sector shows that there is a significant potential for partnering with the Turkish private sector companies building on their investments and plans in the region. This partnership can be in any form and modality in support of the SDGs. This phase will also seek to bring together private sector companies around SDGs, on the basis of the interest of both sides.

The project will provide a framework for implementation of specific initiatives to be agreed upon by the Government of Turkey and UNDP. Under the overall management responsibility of the UNDP Istanbul Regional Hub, the project will facilitate implementation of a series of development solutions designed by UNDP Country Offices, the UNDP Istanbul Regional Hub and the Turkish partners, addressing the geographical and

thematic priorities of Turkey's official development assistance within the overall SDG framework. The project proposals will be collected by UNDP and evaluated by the Project Board. Implementation will be closely monitored by UNDP IRH and other members of the Project Board. Details regarding the whole project cycle will be reflected in the Annual Work Plan. In line with the experiences, such initiatives will be collected through issued Call for proposals or direct project proposals from programme partners.

To implement the above Strategic Objectives the project will rely on Direct Implementation Modality (DIM) by the Istanbul Regional Hub, employing a range of tools to identify and select specific activities, ensuring flexibility, results orientation and full accountability towards Turkey, UNDP and the beneficiaries. The Project's role will be to provide on-demand funding facility for initiatives that advance the implementation of the PFA, serve for achievement of the SDGs in selected countries, fall within the thematic priorities established in line with Turkey's and regional/country priorities, and help create a track record of effective cooperation between Turkey and UNDP in third countries. Additionally, the project will strengthen Turkey's role as a knowledge provider in the area of development cooperation through a number of initiatives designed and implemented throughout.

The following key implementation modalities, to be considered or blended during implementation, are foreseen:

- a) **Initiatives selected based on the call for proposals from UNDP Country Offices** (the Country Offices will implement activities based on the proposal, and will receive the respective allocation in instalments (while the Project provides oversight and coordination); *This implementation modality will be the key modality for which majority of funding will be allocated. Engagement of Turkish experts will also be considered and encouraged for these initiatives as well as engagement of relevant private sector companies to the extent possible.*
- b) **Initiatives proposed by UNDP regional and global units** (implementation rests with the respective units, in close cooperation with the Project and with or without a direct allocation of funds (i.e. the respective Chart of Accounts can be provided without actual cash transfer); *This modality will be used if and when there is a joint agreement from the Board members on the initiatives proposed. Funding for this modality will be limited, if any.*
- c) **Initiatives proposed by Turkey's government, non-governmental and academic institutions** (implementation rests with UNDP, which involved the respective organizations, via various programmatic modalities, e.g. the Micro-Capital Grant Agreements (MCGA). *This modality will be used if and when there is a joint agreement from the Board members on the initiatives proposed. Funding for this modality will be limited, if any.*

Each of the supported initiatives will have to demonstrate clear added value, relevance and impact for beneficiaries, as well as good use of Turkish and other expertise and knowledge. To ensure this, the project will establish the respective reporting guidelines for all allocations to COs and other units, with the focus on reporting on the concrete results, measurable deliverables, and feedback from beneficiaries. The criteria for project selection will include a number of jointly agreed development areas and priorities of UNDP Strategic Plan such as eradication of poverty, accelerating transformations for sustainable development, building resilience and promoting gender equality and women's empowerment.

The proposals received in line with the above-mentioned implementation modalities will be presented to the Project Board. Based on the agreed development priorities and selection criteria reflecting SDG priorities, the Project Board will select the sub-projects that will be implemented under this project. In the preparatory phase for the selection of the sub-projects, UNDP IRH will coordinate with respective UNDP units whereas MOD will be the coordinator of the Turkish government and other stakeholders' inputs.

While the Project Board will have the role of selecting the recommended projects, if and when an implementing partner is foreseen in the implementation or a contractor is selected as a result of a procurement process, UNDP will ask for a 'No Objection' from the Government of Turkey. If a No Objection is not received within 10 working days, UNDP will interpret this as an affirmative response.

In the case of a procurement action, prior to awarding contracts financed through this contribution, UNDP tasked with undertaking such procurement actions will communicate to Government of Turkey its intentions to award a contract to a company or individual. The Government of Turkey will have 10 working days to present its no objection on the selected awardee. In the event that the no objection is denied, UNDP may, at its sole discretion, select another awardee; cancel the process; or locate separate source of funds, where available. If no response is received at the end of this term, it will be interpreted as an affirmative one.

The (Annual and more frequent as needed) Partnership Dialogue meetings between UNDP and Turkey will be a forum where the results of completed projects will be presented for information along with other Turkey-UNDP partnership related issues.

This second phase of the project will be implemented in 18 months including the preparation and closing of the country-level interventions. The contribution of the Government of Turkey will be transferred to the bank accounts of UNDP IRH in instalments, upon progress review of the Government of Turkey and approval for release of the new instalment by the Project Board. In agreement with the decision of the Project Board on the specific country projects to be financed by the project, UNDP IRH will further transfer the agreed funds to the UNDP Country Offices as per the predefined instalment plan. The decision regarding continuation of the programme will be made upon the review of the results achieved by the Government of Turkey and UNDP towards the end of the programme.

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### III. RESULTS AND PARTNERSHIPS

This project will have 1 strategic output, based on the priorities of the PFA:

#### **Output 1-Strengthening Turkey's contribution to South-South and triangular cooperation**

This Strategic Objective will contribute to (a) achievement of SDGs, and specifically in the areas of poverty reduction, democratic governance, environment and sustainable development, gender equality and empowerment of women, crisis prevention and recovery, as well as disaster risk reduction benefitting developing countries; (b) achievement of the Istanbul Programme of Action for LDCs (IPoA), in support of Turkey's development cooperation's focus on Least Developed Countries (LDCs) and Low Income Countries (LICs).

This Strategic Objective will be implemented through a range of joint initiatives of Turkey and UNDP, facilitated by the project and concerning the topics below. Several activities may contribute to more than one key objectives. These objectives and topics will be used to define the content and objectives of supported initiatives in third countries.

- **Supporting a strong SDGs framework.** This will include specific actions to help achieve "progress on the 2030 development agenda and SDGs" through local level initiatives implemented in collaboration with a range of local partners (e.g. government, civil society and private sector). Engagement of Turkish private sector companies will also be prioritized building on the dynamic private sector in Turkey.
- **Supporting integration of the SDGs into global policy dialogue.** This will include, inter alia, collaboration, between Turkey and UNDP, geared towards embedding SDGs and related targets into development agenda of global and regional partnership platforms such as the G20, the OIC/COMCEC, the BSEC, the Turkic Council and others. IFIs will also be targeted as well as private sector.
- **Collaborating for results on the ground.** This will include collaboration, between Turkey and UNDP in supporting specific initiatives that focus on improving productive capacities and achievement of SDGs and related targets in priority partner countries, especially the LDCs. These initiatives should showcase innovation, efficiency, impact and be demand-driven and collaborative in nature, in line with the principles of the Paris and Busan Declarations and UNDP development priorities.
- **Involving the private sector in development:** This will include pilot partnership initiatives engaging with the private sector providing innovative solutions for development. To the extent possible, utilizing Turkey's unique experience and leadership, and IICPSD's ongoing policy and research work will be explored to create synergies.

This Phase will also aim at increased visibility of Turkey's contribution to development debates and projects. This will be done through regular visibility of the actions, but also through engaging with emerging donors to share the experience and expertise in various platforms and events organized by UN/UNDP.

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

In order to achieve the stated results, the project will require a budget of **\$500,000**.

As spelled out under "Project Management" section, the substantive oversight for the project outputs will be provided by the UNDP IRH based Partnership Specialist who is primarily responsible for Turkey- UNDP partnership. S/he will:

- Ensure the daily management of the project activities, including substantive monitoring and evaluation, identification of operational and financial problems, development of solutions;
- Facilitate communication between different project stakeholders;
- Networking with national and international organizations active in the development cooperation field, civil society organizations, private sector and beneficiaries with a view to contribute to the impact and visibility of the projects;
- Ensure appropriate project visibility and promotion;
- Elaborate the required reports on the performance of the project (more detail provided in the section below on monitoring and evaluation);
- Implements project board recommendations with the objective to improve the projects' implementation and delivery

## Partnerships

The implementation of the above mentioned two outputs require a number of partnerships, including with:

1. **National stakeholders:** *the Ministry of Development* will be part of the project board and will contribute to strategic decisions on the implementation and design of the project, while also acting as funding agency; *TIKA Coordination Offices and Turkish Embassies* in the partner beneficiary countries will actively contribute to the design of the projects and will support the monitoring of the initiatives in consultation at all phases of the project and participating in site visits; *Turkish line Ministries and Agencies* will provide substantive support in the form of technical assistance, leveraging Turkish best practices wherever needed; *the Ministry of Foreign Affairs* will also be part of the project board contributing to strategic decisions on the implementation of the project, while also facilitating and coordinating the communication with the relevant Turkish Embassies.
2. **Regional/international partners:** the project aims to leverage additional resources from regional groupings-where possible/relevant, including *BSEC and the Turkic Council*; also, a close partnership with other *emerging donors* in Europe and the CIS will be encouraged, to facilitate joint learning and capacity building in the field of development cooperation and to strengthen the emerging donors' network in the region.
3. **UNDP Country Offices:** the partnership specialist will work closely with UNDP Country Offices who will lead project design and implementation of pilot projects to be funded. These CO's will include LDCs where projects will be implemented, and their Regional offices as relevant.

The project will encourage establishment of various partnerships for the supported projects to build on the existing knowledge base as well as leverage other resources for increased impact.

## Risks and Assumptions

During the second phase of the Turkey-UNDP Partnership in Development Project, ensuring a **systematic and substantive engagement of all governmental partners** in the project design and planning is essential for maintaining the momentum created by the first phase of the partnership.

For capacity building measures targeting Turkish partners, **retention of knowledge and expertise** remains an important risk, as staffing may be subject to changes, rotations, etc.

The risk of **political and security instability** in the beneficiary countries is another risk that needs to be addressed jointly by the Partnership Specialist, relevant UNDP COs, TIKA Program Coordination Offices and Turkish Embassies on the ground.

Regarding selected projects, disaster and extreme weather events shall be included the Risk Log of the project as projects and their corresponding risks are identified. All possible actions shall be taken by project to provide for risk-informed solutions within the framework of project activities.

The project design is based on the assumption that the countries have a **continued interest** for programmatic support in the areas outlined in the PFA.

## Stakeholder Engagement

This project brings together a wide range of national (MoD, MFA, Turkish Embassies, TIKA) and regional/international partners (regional groupings, UNDP COs, other donors) to ensure substantive ownership from both the donor and beneficiary side, a close relationship with final beneficiaries and alignment

to communities' development priorities, as well as potential for scaling up/regional dissemination of best practices. Please see the partnerships section above for more details.

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

The project will make a direct contribution to advancing the sharing of knowledge and expertise across the countries and represents a classic case of Triangular Cooperation, with the donor (Turkey), international organization (UNDP) and partner countries (to be agreed by the project board). As described in the section on Partnerships, to the extent possible, this project will facilitate the sharing of Turkish expertise and best practices, by engaging specialised agencies and ministries in the implementation of project activities.

The project will also aim to secure the participation of regional groupings such as BSEC and the Turkic Council, LDCs to create synergies with this project's activities, disseminate best practices, and possibly leverage additional funding.

The project will contribute to peer-to-peer learning on the best practices in development cooperation among the emerging donors in ECIS region and beyond.

### **Knowledge Management/Dissemination**

UNDP will codify best practices related to both the process of project formulation and identification, but also the actual development results on the ground through the regular reports described below (in the monitoring and evaluation section) and other ad-hoc reporting requests.

UNDP IRH and UNDP COs will ensure that development results will be adequately communicated to both the public audience in selected partner countries as well as international development practitioners' networks. This will also be a part of the visibility strategy/action plan developed for the project.

### **Sustainability and Scaling Up**

This project aims to further strengthen the partnership between Turkey as an emerging donor among a wide range of local and regional actors including line ministries, other donors and regional groupings (including BSEC and the Turkic Council), to increase coordination and effectiveness of their respective development efforts, but also to leverage existing resources to scale up and ensure the sustainability of the project results. One of the desired effects of this project is to identify and nurture complementarities between national as well as regional groupings priorities and the Turkish overall development assistance efforts.

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## **IV. PROJECT MANAGEMENT**

Given the innovative nature of the Project, and its direct link to the PFA, the Project will have a two-layer governance structure:

**Overall guidance – Annual Consultation Dialogue between UNDP and the Government of Turkey.** The Annual Consultation Dialogue, foreseen by the PFA, will be a venue for review and discussions on the results and possible continuation of the Project.

**Operational decisions during the year – the Project Board consisting of representatives of the UNDP and the Government of Turkey** (including MoD, MFA and TIKA), with respective roles, as per the diagram in section VII. The Project Board will:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Be responsible for making strategic decisions by consensus, including the approval of project revisions (i.e., changes in the project document);
- Approve annual work plans, annual reviews, and bi-annual reports, including the specific allocations to projects, micro-capital grants, etc. as well as the annual report, presented by the Project Manager;
- Meet at least twice yearly in-between the Annual Consultation Dialogue, and will convene virtually (via email) as per need to review project implementation, management risks, and other relevant issues;
- Authorize the Programme Manager (Programme Specialist in the IRH Regional Partnerships Team) to lead on the implementation of agreed activities;

- Be consulted by the project manager (who will act as the project board secretary) for decisions when management tolerances (in terms of time and budget as per work plan) have been exceeded (the project board defines tolerances).
- Address project issues as raised by the project manager;
- Provide guidance on new project risks and agree on possible countermeasures and management actions to address specific risks.

All operational and programme related services will be provided by UNDP IRH and the project will be managed by Partnership Specialist, supported by a Project Associate in UNDP IRH under the supervision of the Team Leader for New Partnerships and Emerging Donors, IRH

## V. RESULTS FRAMEWORK<sup>3</sup>

<p><b>Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:</b>  <i>UNDP Regional Programme for Europe and CIS (2018-2021) Outcome 2: Addressing poverty and inequalities through more inclusive growth. Output 2.3. Enabling environment strengthened through diverse partnerships to expand opportunities for public and private sector, including alternative financing for the achievement of the SDGs</i></p> <p><b>Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:</b>            Outcome 1.3 Dollar value of financial and technical assistance (including through North-South, South-South and triangular cooperation) committed to developing countries</p> <p><b>Output Indicator 2.3.2</b> <i>Number of new regional initiatives, including new financial mechanisms and technologies created and sustained in support of mobilizing resources for the achievement of the SDGs</i>  <b>Baseline:</b> 0 (2017)  <b>Target:</b> 10 (2021)</p>								
<p><b>Applicable Output(s) from the UNDP Strategic Plan:</b> Advance poverty eradication in all its forms and dimensions</p> <p><b>Project title and Atlas Project Number:</b> Turkey-UNDP Partnership in Development (Phase 2), 112325</p>								
EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>4</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 2017	Year 2018	Year 2019	
Output 1 Turkey's contribution to South South and triangular Cooperation strengthened.	2. No of country specific projects launched and implemented in developing countries, including LDCs	Project progress reports	4	2015-2017		7-8	7-8	Monitoring of Project implementation Risks: limited demand from the beneficiary countries; potential political and security instabilities in the beneficiary countries;
	2. Number of SDG indicators contributed within the national implementation framework	Implementation plans	0	2017		Tbd	Tbd	Risks: SDG framework not clearly adopted by the national partners Data collection: Local level implementation reports highlighting linkages with SDG frameworks

<sup>3</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

<sup>4</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

## VI. MONITORING AND EVALUATION

The Project Board (PB) is responsible for assuring quality of implementation. To that end, PB may avail the services of experts, academicians working on development issues, representatives of civil society organizations and IFIs etc.

Each proposal will be monitored in accordance with UNDP's results-based monitoring approach. The performance of the PD will also be reviewed at the PFA consultation meetings (Article 7 of the PFA). PD shall also be in line with the relevant UNDP RBs' and COs' monitoring frameworks and systems. The parties can make evaluations independently which will be discussed during PB meetings.

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring plans:  
**Monitoring Plan**

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators of the country specific projects will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Semi-annually	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Semi-annually	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Annually and at the end of the project (final report)	Lessons learned from PFD implementation captured in previous phases are applied in the project implementation. Additional relevant lessons, if any, will be captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		

<p><b>Review and Make Course Corrections</b></p>	<p>Internal review of data and evidence from all monitoring actions to inform decision making.</p>	<p>Semi-annually</p>	<p>Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.</p>	
<p><b>Project Report</b></p>	<p>A progress report (including Financial report) will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.</p>	<p>Annually, and at the end of the project (final report)</p>	<p>Annual reporting will be supplemented during the year by quarterly mini-reports – a short summary in 'bullet points' format of the country specific/S-S cooperation initiatives submitted to the Ministry of Foreign Affairs of Turkey.</p>	
<p><b>Project Review (Project Board)</b></p>	<p>The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences. Such review is also possible on ad-hoc basis as required.</p>	<p>Bi-annually</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>	

## VII. MULTI-YEAR WORK PLAN <sup>56</sup>

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

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year, USD				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Y1*	Y2	Y3	Total			Budget Description	Amount, USD
<b>Output 1: Turkey's contribution to South and South and triangular cooperation strengthened.</b>	<p><b>ACTIVITY 1.1</b> Implement projects with partner countries in support of SDGs with Turkish funding and technical cooperation:</p> <p>1.1.1 Develop the set of criteria (geographical, thematic and process) for third party implementation projects</p> <p>1.1.2 Communicate the call for proposals to the agreed countries through UNDP networks</p> <p>1.1.3 Monitoring and assessment missions to the project fields as needed</p> <p>1.1.4 Collect the project proposals and work with the CO's, relevant line ministries and respective TIKA Offices to refine the proposals</p> <p>1.1.5 Develop a visibility plan for the whole project and separate projects and implementation of the plan</p> <p>1.1.6. Convene Project Board to discuss and agree on the allocations</p> <p>1.1.7 Project implementation through budget allocations to respective CO's, promoting partnerships throughout and monitoring of implementation by IRH</p> <p>General Management Support</p>	4,000			4,000	UNDP and Project partners	Government of Turkey funds	71300 -Short term cons.	4,000
		24,000			24,000	UNDP and Project partners		71400-Contractual services-ind	24,000
		20,000			20,000	UNDP and Project partners		71600-Travel	20,000
		2,500			2,500	UNDP and Project partners		72100-Contr.serv-comp.	2,500
		400,000			400,000	UNDP and Project partners		72600-Grants	400,000
		5,000			5,000	UNDP and Project partners		74200-Publications/Visuals	5,000
		5,000			5,000	UNDP and Project partners		74500-Miscellaneous	5,000
		2,000			2,000			75700-Meeting costs	2,000
		37,000			37,000	UNDP and project partners		75100- F&A/GMS	37,000
		<b>499,500</b>			<b>499,500</b>			<b>Total</b>	<b>499,500</b>

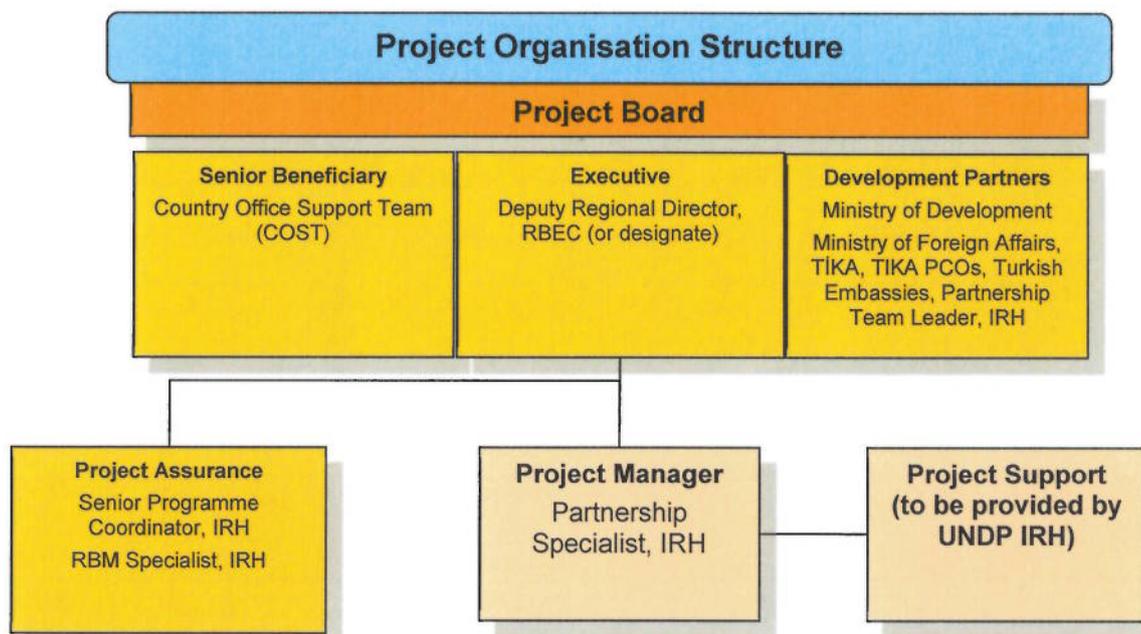
\*Yearly budget allocations will be decided during the first meeting of the Project Board after project signature.

<sup>5</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>6</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.

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## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



The Programme Board will meet at least annually and as needed. The projects will also organize local consultative platforms as needed to provide guidance at the country level.

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## IX. LEGAL CONTEXT

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAA for the specific countries; or (ii) in the [Supplemental Provisions](#) attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

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

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## X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]<sup>7</sup> [UNDP funds received pursuant to the Project Document]<sup>8</sup> 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/ag\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/ag_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. 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>).
4. UNDP as the Implementing Partner will: (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.
5. 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.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
  - a. Consistent with the Article III of the *Supplemental Provisions to the Project Document* the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
    - i. 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;
    - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
  - b. 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 responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
  - c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It 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.
  - d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient 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).
  - e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions

<sup>7</sup> To be used where UNDP is the Implementing Partner

<sup>8</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

- f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- g. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient 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 this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this 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.

- h. Each contract issued by the responsible party, subcontractor or sub-recipient 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 it shall cooperate with any and all investigations and post-payment audits.
- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, 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.
- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

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## **XI. ANNEXES**

- 1. Schedule of Transfers and Special Clauses for Third-Party Financing**
- 2. Risk Analysis.** Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions. **Risk log for the previous phase of the PFD project (2014-2016) attached.**

## **Annex 1: Schedule of Transfers and Special Clauses for Third-Party Financing**

**Project Title:** TURKEY-UNDP Partnership in Development (Phase 2)

**Fund Resource:** Ministry of Development of Turkey

**Implementing Institution:** UNDP

**Schedule of payments:** By 30 June 2018: \$500,000

**Note 1:** Project activities and outputs are aligned with the Payment Schedule. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

**Note 2:** Payment in US\$ is to be made to the UNDP Account (indicating project number and title):

Bank name: Bank of America

Address: 304 East 45<sup>th</sup> Street Suite 478 New York NY 10017

Account No.: 375 217 4553

Wire Routing Number (ABA Code): 026009593

SWIFT code: BOFAUS3N

Account holder: UNDP Istanbul Regional Hub USD Account

**Note 3:** UNDP shall receive and administer the payment in accordance with UNDP regulations and rules and its policies and procedures.

**Note 4:** All financial accounts and statements shall be expressed in United States dollars.

**Note 5:** If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required. All losses (including but not limited to losses as result of currency exchange fluctuations) shall be charged to the Project.

**Note 6:** If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [ ]above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.

**Note 7:** Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

(a) 8% cost recovery - General Management Support Cost (GMS) by the UNDP Headquarters and the Regional Hub

(b) Direct cost for implementation support services (DPC) provided by UNDP and/or implementing partner.

**Note 9:** Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

**Note 10:** The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the Financial Regulations and Rules, policies and procedures of UNDP (including but not limited to asset disposal, auditing, cost recovery, narrative/financial reporting formats, procurement and project management policies).

## ANNEX [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

<b>Project Information</b>	
1. Project Title	Turkey-UNDP Partnership in Development (Phase 2)
2. Project Number	112325
3. Location (Global/Region/Country)	ECIS Region

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

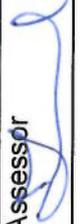
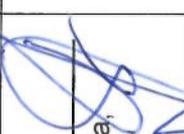
<b>QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?</b>
<b>Briefly describe in the space below how the Project mainstreams the human-rights based approach</b>
The project aims at Turkey's supporting development objectives of partner countries and contribute to their human development. The projects will serve for achievement of the SDGs in the selected countries and will ensure. UNDP will uphold the principles of accountability and the rule of law, participation and inclusion, and equality and non-discrimination. As such, the projects selected will contribute to realization of human development objectives of the target groups.
<b>Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment</b>
The programme will develop criteria for the initiatives and projects to be supported with funding. These criteria will also include gender equality and women's empowerment to provide a preference for projects that serve for equality. The proposed projects will have to present their suggested actions for ensuring that women also benefit equally from the project.
<b>Briefly describe in the space below how the Project mainstreams environmental sustainability</b>
The Turkey funding will not be used for any initiative that will be detrimental to the environment. Criteria for proposal review will also include an environmental review to ensure that the Project Board reviews any possible environmental risk with the project.

## Part B. Identifying and Managing Social and Environmental Risks

<p><b>QUESTION 2: What are the Potential Social and Environmental Risks?</b>  <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p><b>QUESTION 3: What is the level of significance of the potential social and environmental risks?</b>  <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>	<p><b>QUESTION 6: What social and environmental management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</b></p>		
<p><b>Risk Description</b></p>	<p><b>Impact and Probability (1-5)</b></p>	<p><b>Significance (Low, Moderate, High)</b></p>	<p><b>Comments</b></p>	<p><b>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.</b></p>
<p>Risk 1: There could be a risk that duty-bearers do not have the capacity to meet their obligations in the Project</p>	<p>I = 3 P = 2</p>	<p>Low</p>	<p>This is a possible risk in any development project and usually the key objective is to build those capacities</p>	<p>This risk will be considered while the project proposals are reviewed for funding. In case the Board decides to grant funding to these projects, additional resources will be reserved to develop such capacities and the project will be closely monitored. Release of instalments will also be based on results achieved in the project, hence building an incentive to meet such obligations.</p>
<p>Risk 2 There could be a risk that rights-holders do not have the capacity to claim their rights</p>	<p>I = 2 P = 3</p>	<p>Low</p>	<p>This is a possible risk in any development project and usually the key objective is to build those capacities</p>	<p>The projects will aim at building these capacities while also addressing the capacity deficiencies on the duty bearer side.</p>
<p>Risk 3: ....</p>	<p>I = P =</p>			
<p>Risk 4: ....</p>	<p>I = P =</p>			
<p>[add additional rows as needed]</p>				

QUESTION 4: What is the overall Project risk categorization?			Comments
Select one (see <a href="#">SESP</a> for guidance)			
Low Risk	<input checked="" type="checkbox"/>		
Moderate Risk	<input type="checkbox"/>		
High Risk	<input type="checkbox"/>		
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?			Comments
Check all that apply			
<i>Principle 1: Human Rights</i>	<input type="checkbox"/>		
<i>Principle 2: Gender Equality and Women's Empowerment</i>	<input type="checkbox"/>		
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

Signature	Date	Description
<p>QA Assessor</p>  <p>Ivan Zverzhanovski, Team Leader, New Partnerships and Emerging Donors Team, IRH</p>		<p>UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.</p>
<p>QA Approver:</p>  <p>Ekaterina Paniklova, Senior Programme Coordinator, IRH</p>		<p>UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.</p>
<p>PAC Chair:</p>  <p>Rastislav Vrbensky, Deputy Regional Director, RBEC</p>		<p>UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.</p>

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

<b>Checklist Potential Social and Environmental Risks</b>		
<b>Principles 1: Human Rights</b>		<b>Answer (Yes/No )</b>
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?	No
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>9</sup>	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
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?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	Yes
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	Yes
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
<b>Principle 2: Gender Equality and Women's Empowerment</b>		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
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?	No
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?	No
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>	No
<b>Principle 3: Environmental Sustainability:</b> Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>		

<sup>9</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>	No
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?	No
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)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
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>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
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>	No
<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1	Will the proposed Project result in significant <sup>10</sup> greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)?  <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
<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?	No

<sup>10</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.]

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)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
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)?	No
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?	No
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)?	No
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)?	No
<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)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
<b>Standard 5: Displacement and Resettlement</b>		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
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)?	No
5.3	Is there a risk that the Project would lead to forced evictions? <sup>11</sup>	No
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?	No
<b>Standard 6: Indigenous Peoples</b>		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and	No

<sup>11</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.

	<p>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>	
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?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
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?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
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?	No
<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 transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
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>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

## ANNEX 2-OFFLINE RISK LOG

(see [Deliverable Description](#) for the Risk Log regarding its purpose and use)

Project Title: Turkey-UNDP Partnership in Development (Phase 2)				Award ID:	Date:				
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Enter a brief description of the risk  (In Atlas, use the Description field. <b>Note: This field cannot be modified after first data entry</b> )	When was the risk first identified  (In Atlas, select date. <b>Note: date cannot be modified after initial entry</b> )	Environmental Financial Operational Organizational Political Regulatory Strategic Other Subcategories for each risk type should be consulted to understand each risk type (see Deliverable Description for more information)  (In Atlas, select from list)	Describe the potential effect on the project if this risk were to occur  Enter probability on a scale from 1 (low) to 5 (high) P =  Enter impact on a scale from 1 (low) to 5 (high) I =  (In Atlas, use the Management Response box. Check "critical" if the impact and probability are high)	What actions have been taken/will be taken to counter this risk  (In Atlas, use the Management Response box. This field can be modified at any time. Create separate boxes as necessary using "+", for instance to record updates at different times)	Who has been appointed to keep an eye on this risk  (In Atlas, use the Management Response box)	Who submitted the risk  (In Atlas, automatically recorded)	When was the status of the risk last checked  (In Atlas, automatically recorded)	e.g. dead, reducing, increasing, no change  (In Atlas, use the Management Response box)
2	A lack of interest from the countries to submit project proposals	November 2017	Organizational	Output 1 of the project is fully dependent on receipt of quality proposals. Lack of proposals will risk the quality of the program implementation  P =2	Project management will ensure that the Call for Proposals are announced in all relevant channels to ensure it reaches to all parties that might be interested to submit a proposal. The project sizes will be designed	UNDP	Partnership Specialist		

3	There are delays in implementation of the projects	November 2017	Operational	I = 4  The success of the program depends on the progress of implemented projects by the country offices/local partners. Any delay in the projects will risk the program results. This Text  P = 3 I = 3	Project management will ensure proper monitoring and risk management to ensure that any delay is captured and addressed on time. IRH will establish a continuous communication channel with the project partners including CO, TIKA and local implementing partner if needed.	UNDP	Partnership Specialist		
4	Priorities or key actors of partner countries change impacting project implementation	November 2017	Political	It is possible that there are changes in political cadres or organizational roles. While this is a common practice in the potential partner countries, it will have implications on timely completion of the actions.  P = 2 I = 3	The fact that the projects are led by CO's will help UNDP to maintain a close eye on any political change. In such cases, UNDP CO'S will get in contact with their key counterparts and agree on a corrective measure or ensure that project progress is back on track  In case there is a need to change the project activities or	UNDP	Partnership Specialist		

