

United Nations Development Programme (UNDP)

**Country: TURKEY**  
**Project Document**

**Project Title:** Turkey's Engineer Girls

**UNDCS Outcome**  
**(2016-2020-Draft)**

1.1 By 2020 legal and policy framework improved, institutional capacities and accountability mechanisms enhanced to enable more competitive, inclusive, innovative environment for sustainable, equitable, job rich growth and development

3.1. Improved legislation, policies, and implementation and accountability mechanisms to enable equal and effective social, economic and political participation of women and girls by 2020.

**Expected Country**  
**Programme Output**

3.1.4 National policies in support of women economic empowerment improved (CPD 2016-2020)

**Implementing Partner** Ministry of Family and Social Policies

**Brief Description**

The Project aims at development of private sector led prototypes for inclusive and sustainable economic growth in the services and manufacturing sectors benefiting from gender equality mainstreaming and advocacy and dissemination of the success stories within the public and private sector. The project will concentrate on developing a private sector led support program to promote female students participation in engineering professions and empowering female engineering students. The long term expected impact of the Project is to increase women's high quality employment and advocate gender equality principles in the leading services and manufacturing sectors to improve inclusiveness of economic growth in a sustainable manner.

The project has two expected results:

- 1) **A support program to empower and encourage female students for engineering designed:** This activity will identify challenges for female students to prefer engineering faculties and design two-fold support program.
  - a. To increase participation from female students to engineering departments
  - b. To empower female engineering students through scholarship, capacity building, awareness raising activities.
- 2) **Corporate models to adopt, implement and advocate gender sensitive approaches developed:** Benefiting from the experience of the assessments carried out in first result internal analysis will be carried out in Limak Holding for corporate principles on gender equality. Internationally recognized tools will be used and internal capacity building programs will be developed along with the advocacy plan.

The project activities will be implemented with the financial contribution of Limak Holding.

**Programme Period** 2016-2020

**Key Result Area (Strategic Plan):**  
\_1,4\_

**ATLAS Award ID**

**Start date** 2016

**End date** December 2020

**PAC Meeting Date**

**Management Arrangement:** NIM  
(NIM: National Implementation)

2016 AWP Budget (including GMS)	73,440USD
2017 AWP Budget (including GMS)	84,240USD
2018 AWP Budget (including GMS)	162,000USD
2019 AWP Budget (including GMS)	122,580USD
2020 AWP Budget (including GMS)	172,800USD

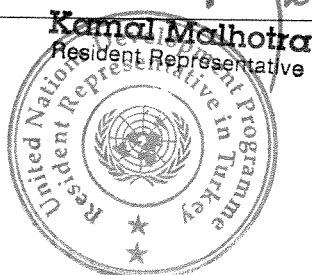
Total resources required:	615060USD
Total allocated resources:	615060USD
Limak	615060USD

GMS (%8)	49,204USD
----------	-----------

**Agreed by the Government of Turkey:**

**Agreed by Ministry of Family and Social Policies:**

**Agreed by UNDP:**



## SITUATION ANALYSIS

In Turkey, women's participation to the labor force is structured around deep gender inequalities, as in many countries around the world. According to 2015 Labor Force Statistics, women's labor force participation in Turkey is 31,5 percent while men's 71,6 percent<sup>1</sup>.

In urbanized and industrialized Turkey, women participation to labor force with higher skills and higher value added profiles is a major need. Due to urbanization and migration, women's participation in production relations have shifted from agriculture-based to industry (as low skill workers) and service-based sectors due to growth performance of the overall Turkish economy. Women who were mainly working in agriculture and some of as unpaid family laborers face with many difficulties in becoming a part of industrial production relation due to their lack of education and experience.

This points out that education is a significant determinant of women's participation in the labor market, particularly in urban parts of Turkey. It is easier for educated women to cope with strong gender inequalities within the labor market. Labor force participation rates increase with respect to education level, reaching the highest rates for women with university degrees (Ilkaracan, 1998; Dayıolu & Kasnakolu, 1997; 307; Ecevit et. al., 2000, Eyubolu et all, 2000a).<sup>2</sup>

**Table 1. Labour force participation by education and gender, (2015)**

	Women	men
illiterate	16,1	30,9
Under high school	26,6	68,8
High School	32,7	71,3
Vocational and technical schools	40,8	81,1
University	71,6	86,2

Source: (Turkstat, Labour Force Statistics, 2015 )

Professional work is one of women's main economic activities in urban Turkey. This appears to be the most characteristic feature of women's labor force participation in Turkey.. Although, the number of women professionals is lower than men, this difference is smaller than the one between women and men's participation rates in other patterns of work (see Table 2). This is a trend that should be underlined, as it is uncommon to see such a high rate of participation in professional work in a context where women's labor force participation mainly consists of agricultural work whereby they are generally unpaid family laborers.

**Table 2. Occupation by gender (2015)**

Thusand person, +15 age

	Employed	Professionals
Female	8 058	1 156
Male	18 562	1 414

Source: TURKSTAT, Labour Force Statistics, 2015<sup>3</sup>

However, relatively higher rates of women's participation in professional work do not guarantee the equal participation of women. Occupational segregation is very evident in highly skilled work areas such that although women's participation rates are relatively high, women are generally restricted to professions that are assumed to be appropriate for women and that are less competitive and less prestigious branches of professional world. The technical professions were generally assumed to be inappropriate for women. Within the hierarchical structure of the professional division of labor by sex, women are subordinated. The gender stereotyping of professions is generally helpful for men, while restrictive for women. According to gender stereotyping, the definition of professions is assumed to be harmonious with male attributes rather than female characteristics<sup>4</sup>.

<sup>1</sup> Labor Force Statistics, 2015 , Turkstat, <http://www.turkstat.gov.tr/PreHaberBultenleri.do?id=16015>

<sup>2</sup> Ilkaracan, İ. (1998), "Kentli Kadınlar ve Çalışma Yaşamı", A.B.Hacımirzaolu(eds.), 75.

Yıldı Kadınlar ve Erkekler, Türkiye Toplumsal ve Ekonomik Tarih Vakfı, İstanbul.; Eyüboğlu, A., Özar, \_ & Tanrıöver, H. T. (2000), Kentlerde Kadınların Yaşamına Katılım Sorunlarının Sosyo-Ekonomik ve Kültürel Boyutları, TC. K.S.S.G.M., Ankara; Ecevit, Y., Sancar S. & Tan, M. (2000), Kadın Erkek Eşitliğine Doğru Yürüyüş: Eğitim, Çalışma Yaşamı ve Siyaset, TÜSAD Yayınları, İstanbul.; Dayıoğlu, M. & Kasnakolu, Z. (1997), "Kentsel Kesimde Kadın ve Erkeklerin İşgücüne Katılımı ve Kazanç Farklılıkları", ODTÜ Gelişme Dergisi, 24; 3.

<sup>3</sup> See: TURKSTAT, Labour Force Statistics, Statistics for 2015, Occupations of employed.(ISCO 08) [http://www.tuik.gov.tr/PreTablo.do?alt\\_id=1007](http://www.tuik.gov.tr/PreTablo.do?alt_id=1007)

<sup>4</sup> See: Riska, E. (2001), "Towards Gender Balance: But Will Women Physicians Have an Impact on Medicine?", Social Science and Medicine, no: 52, pp. 179-187.; Bayrakçeken Tüzel, G (2004)Being And Becoming Professional: Work And Liberation Through Women's Narratives In Turkey. Unpublished PhD thesis, ; Zengin-Arslan, B. (2002), "Women in Engineering Education in Turkey: Understanding the Gendered Distribution", Int. J. Engng Ed. Vol. 18, No. 4, pp. 400-408.; Spencer, A. & Padmore, D. (1987), "Women Lawyers: Marginal Members of a Male- Dominated Profession", A.Spencer & D.Padmore, In a Man's World, Essays On Women in Male-Dominated Profesions, Tvistock Publications, London, New York.; Alvarez, R., Robin, L.,Tuan, M. & Shui-i Huang, A. (1996), "Women in Profession: Assesing Progress", P.J.Duback & K.Borman, Women at Work, Rutgers

Moreover, women are concentrated in the lower levels of the occupational hierarchy and hold less high level or decision making positions. Compared to their higher numbers within the professions, their lack of representation within the managerial positions reveals the occupational segregation by sex. According to 2015 TÜİK (Turkish statistical Institute) data, 2,3 % of women's labor force holds managerial positions while 6,4 % of men's labor force holds managerial positions.

Exclusion of women from male dominated professions such as engineering, has social and ideological bases such as masculine character of identity, ethics and culture of professions, and structurally appears within the professional associations and educational institutions. Besides gender stereotyping also affects women who have already entered to a male dominated professions such as engineering. Within engineering, female students generally focus on food engineering, chemical engineering, genetic engineering, industrial engineering while male students select mechanical engineering, civil engineering, electrical-electronical engineering<sup>5</sup>.

According to the OSYM (Student Measuring, Selection and Placement Center of Turkey) data, although there is an increase in the rates for number of female students between 2002 and 2012, their proportion in technical fields including science and engineer is still low. In 2012-2013 educational year, the overall ratio of female students of technical fields within the total number of students is only 6% while the same ratio is 14% is for male students<sup>6</sup>. A recent data from Council of Higher Education (YÖK) shows that in 2013-2014 academic year, 7761 female students graduated from engineering faculties which represents 27.7% of university graduates. Although women's participation in engineering is slightly increasing, they are still underrepresented in the field of engineering practice. Yet it is significant that increasing rate for female students is slightly higher than that of male students in above mentioned fields. In fact a survey conducted to engineering students in Turkey reveals that male engineering students displayed stronger beliefs on the significance of gender in professional choice than female students, assumes interrelationship between professional choice and gender.<sup>7</sup> Similarly they are more likely to assume that there are no female role models in engineering. Contradictorily female students are more aware of women's successes within the field and know more about the female role models<sup>8</sup>.

To sum up, it is possible to say that on the one hand, participation of female students in engineering departments are limited and determined with gender stereotyping, on the other hand there is an increasing tendency among female students towards different branches of engineering. In conclusion, female students who have increasing interests towards engineering should be supported and encouraged. Yet it is important to note that supporting and encouraging them alone would not be enough to challenge the structural inequalities that excludes women from engineering and yet to empower female students. It would only be possible through introducing more egalitarian environment for engineering profession towards challenging gender stereotyping both within educational structure and work relations. To that end, not only female students but also their male classmates, employers, business world and the professional associations should be supported in developing a gender sensitive and equalitarian approach.

The proposed Project addresses this need in a structured and complementary manner bringing all actors together from university students, their families, business actors, to policy makers and mentors in order to support awareness raising, capacity development while targeting to bring inclusive business models which will be first adopted by leading conglomerates business leaders and help transformation of services sector to a more gender balanced state.

---

University Press, New Jersey.

<sup>5</sup> See: Korkut Owen, F., Kelecioğlu, H., & Owen, D. W. (2014). Cinsiyetlere göre üniversitelerdeki onbir yıllık eğilim: Kariyer danışmanlığı için doğurgular. *International Journal of Human Sciences*, 11(1), 794-813. doi: 10.14687/ijhs.v11i1.2845. Also see: Bucak, S. ve Kadirgan, N. (2011). Influence of gender in choosing a career amongst engineering fields: a survey study from Turkey, *European Journal of Engineering Education*, 36 (5), 449-460; Cavas, B., Çakiroğlu, J., Cavas, P. ve Ertepinar H. (2011). Turkish students' career choices in engineering: Experiences from Turkey. *Science Education International*, 22 (4), 274-281; Okay, N. (2013). BMT Kadın Araştırmaları Merkezi. CEBIT Bilişim Eurasua, 24-26 Ekim 2013 WOW Konferans Merkezi, İstanbul <http://cebitsinerji.com/kategori/ekim-25> Schelmetic, T. (2013). Where are America's women engineers? <http://news.thomasnet.com/IMT/2013/02/19/where-are-americas-women-engineers/>

<sup>6</sup> TURKSTAT, Enrolments by field of study and sex ratio, [https://view.officeapps.live.com/op/view.aspx?src=http%3A%2F%2Fwww.tuik.gov.tr%2FPreIstatistikTablo.do%3Fistab\\_id%3D1133](https://view.officeapps.live.com/op/view.aspx?src=http%3A%2F%2Fwww.tuik.gov.tr%2FPreIstatistikTablo.do%3Fistab_id%3D1133)

<sup>7</sup> Tatlı, A., M. Özbilgin, and F. Küskü (2008) "Gendered Occupational Outcomes from Multi-level Perspectives: The case of professional training and work in Turkey" in *Gender and Occupational Outcomes Longitudinal Assessment of Individual, Social, and Cultural Influences* Edited by Helen M. G. Watt and Jacquelynne S. Eccleas

<sup>8</sup> Tatlı, A., M. Özbilgin, and F. Küskü (2008) "Gendered Occupational Outcomes from Multi-level Perspectives: The case of professional training and work in Turkey" in *Gender and Occupational Outcomes Longitudinal Assessment of Individual, Social, and Cultural Influences* Edited by Helen M. G. Watt and Jacquelynne S. Eccleas

---

## COOPERATION WITH LIMAK

The Project addresses a long term ambitious objective and requires transformational change at different levels. However it also has a unique advantage to bring key influential actors together with high level commitment from key public authority, a leading private sector company influential in infrastructure sector and UNDP.

Limak Holding in its own-capacity initiated the first pilot support program in 2015 summer. In parallel, discussions are carried out to shape the programme at macro level in an effort to contribute long term transformational change. The conceptualization of the current Project activities reflects this long term vision. In the meantime piloting of the support programme already began and Limak has initiated the first scholarship programme with engineering students. Limak intends to continue to support these students throughout their education and even plans recruitment in Holding companies and/or relevant sector companies following their graduation. The total number of supported students will be analyzed and updated in line with the progress of the overall programme on annual basis. So far, following activities have been carried out by Limak;

- A communication plan with relevant communication and social media tools have been developed and launched.
- Scholarship announcements have been disseminated to engineering faculties at top 30 universities in Turkey.
- A full-fledged transparent application process developed and implemented with clear selection criteria, where successful but financially stressed students were addressed.
- Short listed candidates for scholarships have been invited for the interviews.
- Interviews with 112 applicants have been completed.
- 40 successful engineering students (environmental (6), civil (13), industrial (10), mechanical (5) electrical and electronic (6) have been selected for scholarship programme

Pilot Mentorship programme is designed.

- Volunteering announcements have been released both externally and internally at Limak.
- A volunteering Toolkit has been prepared.
- 44 mentors who are women engineers practicing their own profession have been selected in total (26 external and 14 internal Limak staff and 4 substitutes)
- In cooperation with Private Sector Volunteers Association, a training programme is delivered for selected mentors at a one-day mentorship training programme on January 22, 2016.
- Each mentor has been associated with a scholarship holder. The first communication between the mentors and the mentees has been initiated.
- Website has been capacitated to involve the documents for mentors and mentees, for easy connections as well as reporting.
- Scholarship holders have been informed about the mentorship.
- The first scholarship payments have been released for scholarship holders.

Operationalization of this Project will provide an analytical background with the completion of the first component. As a follow up to key findings, necessary actions will be developed for the other components. This will enable an iterative process to be strengthened in line with the findings. In parallel support program will continue and feedback from mentors and mentees could be integrated into support phases so that more efficient and effective support mechanisms could be developed. In line with the results of the first component, a parallel program in high schools will be developed and initiated in order to increase awareness in high school students for selection of engineering profession.

Integration of third component via corporate awareness, Gender Equality Seal activities and advocacy on the process and models to be developed will pave the way for increased awareness in a leading holding company and will showcase adaptation of inclusive business models into corporate world with a vision to contribute to a more inclusive business environment.

Overall the Project targets to develop models to support promotion of engineering profession, high quality women employment and inclusive business models while analyzing the regulatory framework to create enabling environment to support and adopt inclusive business practices with a strong emphasis on gender mainstreaming and gender equality.

Involvement of UNDP will also bring expertise by international policy center (Istanbul International Center for Private Sector in Development (IICPSD) and Istanbul Regional Hub (IRH) from global practices which could be replicated and scaled up.

# I ANNUAL WORK PLAN

Year: 2016

EXPECTED OUTPUTS	PLANNED ACTIVITIES (and Actions)	TIMEFRAME				RESP. PARTY	PLANNED BUDGET*		
		Q1	Q2	Q3	Q4		Funding	Budget Description	Amount (USD)
<b>Output 1:</b> Professional women employment in leading services and manufacturing sectors supported with scalable models contributing to transformation to more inclusive business environment <b>Baseline:</b> 1. Assessment on challenges for women in engineering intense sectors-services and manufacturing- limited 2. Awareness on gender equality and women's empowerment among service sector and manufacturing sector is low 3. Programs support female engineering students and their capacity development, limited 4. Corporate models supporting gender sensitive inclusive business models, limited <b>Indicators:</b> 1. Support program 2. # of employees trained 3. # of women engineers benefited from support programs developed 4. # of models to support inclusive business and gender sensitive approaches 5. # of assessments and reports <b>Targets (2016)</b> 1. Analysis Framework ready 2. Evaluation Programme 3. Initial corporate gender analysis	<b>1.1 An analysis framework developed on assessment of challenges and barriers</b> 1.1.1 Identification of research methodology and tools 1.1.2 Development of evaluation plan for the long term program					LIMAK & UNDP	Limak	71200 Int'l Consultants 71300 Local Consultants 71400 Service Contracts 71600 Travel 72100 Contracted Services 72200 Equipment 73500 Support Services 74500 Other costs	20,000 20,000 15,000 0 0 0 0 1,500
	<b>1.2 A support program to empower and encourage female students for engineering designed.</b> 1.2.1 Pilot Support Program for engineering students for capacity improvement (i.e. Scholarship program, engineering management, social engineering programs) 1.2.2 Pilot Support Program for high school students 1.2.3 Pilot Capacity Building for corporate staff					LIMAK & UNDP	Limak	71200 Int'l Consultants 71300 Local Consultants 71400 Service Contracts 71600 Travel 72100 Contracted Services 72200 Equipment 73500 Support Services 74500 Other costs	0 10,000 0 0 0 0 0 1,500
<b>1.3 Corporate inclusive business models to adopt, implement and advocate gender sensitive approaches developed</b> 1.3.1 Institutional Needs Assessment 1.3.2 Gender Equality Mainstreaming Studies in Holding Company (or selected companies) 1.3.3 Capacity Building for corporate staff 1.3.4 Assessment of international recognized tools promoting gender equality for inclusive business 1.3.5 Policy Advocacy on scaling the exercise in different sectors within the Limak holding 1.3.6 Promotion and Communication Plan of the Overall Programme						LIMAK & UNDP	Limak	71200 Int'l Consultants 71300 Local Consultants 71400 Service Contracts 71600 Travel 72100 Contracted Services 72200 Equipment 73500 Support Services 74500 Other costs	0 0 0 0 0 0 0 0
							GMS		5,440
							Total		73,440

Project budget is subject to revision and reallocation between categories and activities as needed/required.  
UNDP's Corporate Cost Recovery Policy shall be applicable for reimbursement of UNDP's direct implementation support costs & NIM audit

EXPECTED OUTPUTS	PLANNED ACTIVITIES (and Actions)	TIMEFRAME				RESP. PARTY	PLANNED BUDGET*		
		Q1	Q2	Q3	Q4		Funding	Budget Description	Amount (USD)
<b>Output 1: Professional women employment in leading services and manufacturing sectors supported with scalable models contributing to transformation to more inclusive business environment</b> <b>Baseline:</b> 1. Assessment on challenges for women in engineering intense sectors-services and manufacturing- limited 2. Awareness on gender equality and women's empowerment among service sector and manufacturing sector is low 3. Programs support female engineering students and their capacity development, limited 4. Corporate models supporting gender sensitive inclusive business models, limited <b>Indicators:</b> 1. Support program 2. # of employees trained 3. # of women engineers benefited from support programs developed 4. # of models to support inclusive business and gender sensitive approaches 5. # of assessments and reports 6. # of families reached <b>Targets (2017)</b> 1. Existence of a private sector led two fold support program 2. 40 Students supported and followed up 3. At least 5 pilot provinces for high schools selected 4. 2 awareness raising events held 5. At least 50 families reached in each province.	<b>1.1 An analysis framework developed on assessment of challenges and barriers</b> 1.1.1 Identification of research methodology and tools 1.1.2 Development of evaluation plan for the long term program					LIMAK & UNDP	Limak	71200 Int'l Consultants 71300 Local Consultants 71400 Service Contracts 71600 Travel 72100 Contracted Services 72200 Equipment 73500 Support Services 74500 Other costs	0 10,000 5,000 0 0 0 0 1,500
	<b>1.2 A support program to empower and encourage female students for engineering designed.</b> 1.2.1 Pilot Support Program for engineering students for capacity improvement (i.e. engineering management, social engineering programs) 1.2.2 Pilot Support Program for high school students 1.2.3 Pilot Capacity Building for corporate staff					LIMAK & UNDP	Limak	71200 Int'l Consultants 71300 Local Consultants 71400 Service Contracts 71600 Travel 72100 Contracted Services 72200 Equipment 73500 Support Services 74500 Other costs	0 50,000 10,000 0 0 0 0 1,500
	<b>1.3 Corporate inclusive business models to adopt, implement and advocate gender sensitive approaches developed</b> 1.3.1 Institutional Needs Assessment 1.3.2 Gender Equality Mainstreaming Studies in Holding Company (or selected companies) 1.3.3 Capacity Building for corporate staff 1.3.4 Assessment of international recognized tools promoting gender equality for inclusive business 1.3.5 Policy Advocacy on scaling the exercise in different sectors 1.3.6 Promotion and Communication Plan of the Overall Programme					LIMAK & UNDP	Limak	71200 Int'l Consultants 71300 Local Consultants 71400 Service Contracts 71600 Travel 72100 Contracted Services 72200 Equipment 73500 Support Services 74500 Other costs	0 0 0 0 0 0 0 0
							GMS		6,240
							Total		84,240

Project budget is subject to revision and reallocation between categories and activities as needed/required.  
 UNDP's Corporate Cost Recovery Policy shall be applicable for reimbursement of UNDP's direct implementation support costs & NIM audit

# 2018

EXPECTED OUTPUTS	PLANNED ACTIVITIES (and Actions)	TIMEFRAME				RESP. PARTY	PLANNED BUDGET*	
		Q1	Q2	Q3	Q4		Funding	Amount (USD)
<b>Output 1: Professional women employment in leading services and manufacturing sectors supported with scalable models contributing to transformation to more inclusive business environment</b> <b>Baseline:</b> 1. Assessment on challenges for women in engineering intense sectors-services and manufacturing- limited 2. Awareness on gender equality and women's empowerment among service sector and manufacturing sector is low 3. Programs support female engineering students and their capacity development, limited 4. Corporate models supporting gender sensitive inclusive business models, limited <b>Indicators:</b> 1. Support program 2. # of employees trained 3. # of engineers benefited from support programs developed 4. # of models to support inclusive business and gender sensitive approaches 5. # of assessments and reports 6. # of families reached <b>Targets (2018)</b> 1. Assessments in Limak, selected sectors 2. 150 High School Students reached 3. Capacity Building Programs for 40 Scholars 4. At least 10 awareness raising activity done 5. At least 50 families reached	<b>1.1 An analysis framework developed on assessment of challenges and barriers</b> 1.1.1 Identification of research methodology and tools 1.1.2 Development of evaluation plan for the long term program					LIMAK & UNDP	Limak	71 200 Int'l Consultants 0 71 300 Local Consultants 0 71 400 Service Contracts 0 71 600 Travel 0 72 100 Contracted Services 0 72 200 Equipment 0 73 500 Support Services 0 74 500 Other costs 2,000
	<b>1.2 A support program to empower and encourage female students for engineering designed.</b> 1.2.1 Pilot Support Program for engineering students for capacity improvement (i.e. engineering management, social engineering programs) 1.2.2 Pilot Support Program for high school students 1.2.3 Pilot Capacity Building for corporate staff					LIMAK & UNDP	Limak	71 200 Int'l Consultants 000 71 300 Local Consultants 20,000 71 400 Service Contracts 0 71 600 Travel 0 72 100 Contracted Services 0 72 200 Equipment 0 73 500 Support Services 0 74 500 Other costs 1,500
	<b>1.3 Corporate inclusive business models to adopt, implement and advocate gender sensitive approaches developed</b> 1.3.1 Institutional Needs Assessment 1.3.2 Gender Equality Mainstreaming Studies in Holding Company (or selected companies) 1.3.3 Capacity Building for corporate staff 1.3.4 Assessment of international recognized tools promoting gender equality for inclusive business 1.3.5 Policy Advocacy on scaling the exercise in different sectors 1.3.6 Promotion and Communication Plan of the Overall Programme					LIMAK & UNDP	Limak	71 200 Int'l Consultants 40,000 71 300 Local Consultants 40,000 71 400 Service Contracts 15,000 71 600 Travel 0 72 100 Contracted Services 30,000 72 200 Equipment 0 73 500 Support Services 0 74 500 Other costs 1,500
							GMS	12,000
							Total	162,000
Project budget is subject to revision and reallocation between categories and activities as needed/required UNDP's Corporate Cost Recovery Policy shall be applicable for reimbursement of UNDP's direct implementation support costs & NIM audit								

EXPECTED OUTPUTS	PLANNED ACTIVITIES (and Actions)	TIMEFRAME				RESP. PARTY	PLANNED BUDGET*		
		Q1	Q2	Q3	Q4		Funding	Amount (USD)	
Output 1: Professional women employment in leading services and manufacturing sectors supported with scalable models contributing to transformation to more inclusive business environment <b>Baseline:</b> 1. Assessment on challenges for women in engineering intense sectors-services and manufacturing- limited 2. Awareness on gender equality and women's empowerment among service sector and manufacturing sector is low 3. Programs support female engineering students and their capacity development, limited 4. Corporate models supporting gender sensitive inclusive business models, limited	<b>1.1 An analysis framework developed on assessment of challenges and barriers</b> 1.1.1 Identification of research methodology and tools 1.1.2 Development of evaluation plan for the long term program					LIMAK & UNDP	Limak	71200 Int'l Consultants 71300 Local Consultants 71400 Service Contracts 71600 Travel 72100 Contracted Services 72200 Equipment 73500 Support Services 74500 Other costs	0 0 0 0 0 0 0 0
	<b>1.2 A support program to empower and encourage female students for engineering designed.</b> 1.2.1 Pilot Support Program for engineering students for capacity improvement (i.e. engineering management, social engineering programs) 1.2.2 Pilot Support Program for high school students 1.2.3 Pilot Capacity Building for corporate staff					LIMAK & UNDP	Limak	71200 Int'l Consultants 71300 Local Consultants 71400 Service Contracts 71600 Travel 72100 Contracted Services 72200 Equipment 73500 Support Services 74500 Other costs	0 25,000 10,000 0 0 0 0 1,500
	<b>1.3 Corporate inclusive business models to adopt, implement and advocate gender sensitive approaches developed</b> 1.3.1 Institutional Needs Assessment 1.3.2 Gender Equality Mainstreaming Studies in Holding Company (or selected companies) 1.3.3 Capacity Building for corporate staff 1.3.4. Assessment of international recognized tools promoting gender equality for inclusive business 1.3.5 Policy Advocacy on scaling the exercise in different sectors 1.3.6 Promotion and Communication Plan of the Overall Programme					LIMAK & UNDP	Limak	71200 Int'l Consultants 71300 Local Consultants 71400 Service Contracts 71600 Travel 72100 Contracted Services 72200 Equipment 73500 Support Services 74500 Other costs	20,000 25,000 10,000 0 20,000 0 0 2,000
Indicators: 1. Support program 2. # of employees trained 3. # of engineers benefited from support programs developed 4. # of models to support inclusive business and gender sensitive approaches 5. #of assessments and results  Targets (2019) 1. Existence of a private sector led two fold support program and gender assessment in Limak key areas  3. 20 employees trained by ToT 4. At least 1 model that promote inclusive business and gender equality developed for Limak business lines									
							GMS		9,080
							Total		122,580
Project budget is subject to revision and reallocation between categories and activities as needed/required. UNDP's Corporate Cost Recovery Policy shall be applicable for reimbursement of UNDP's direct implementation support costs & NIM audit									



[illegible]

## II MANAGEMENT ARRANGEMENTS

The Project will be implemented by UNDP. A Project Board (PB) is going to be established. PB will be responsible for the overall direction and management of the project. The PB will approve all major plans and authorize any major deviation from agreed plans. PB will ensure that required resources are committed, will arbitrate on conflicts (if any) within the project, and will negotiate a solution to any problems between the project and external bodies.

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

- provision of overall guidance and direction to the project, ensuring it remains within any specified constraints
- review of each completed stage and approval of progress to the next
- review and approval of plans and any **exception plans**

At the end of the project, the PB will:

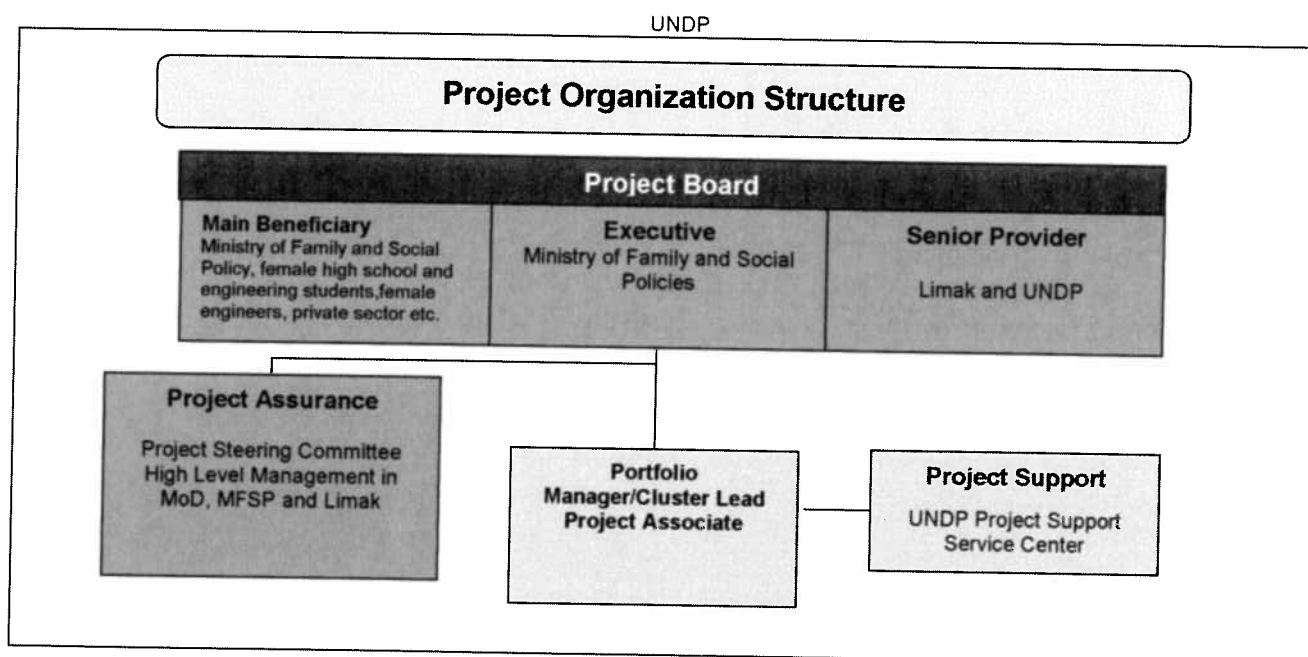
- assure that all products have been delivered satisfactorily
- approve the End Project Report
- approve the Lessons Learned Report
- decide on the recommendations for **follow-on actions** and the passage of these to the appropriate authorities
- approve, where appropriate, of a Post-Project Review Plan

Management arrangements are demonstrated in the following project organization chart.

Project's day-to-day implementation will be carried out by the Project Management Team (PMT). The PMT will be directed by Ministry of Family and Social Affairs with support from UNDP. Since Limak Holding has a separate team and parallel activities to run scholarship programme and manages complementary activities to the Project, they will be represented in both Project Board and they will also act as co-provider with UNDP.

Project Steering Committee will be composed of officials from Limak Holding, Ministry of Development, Ministry of Family and Social Policies and UNDP. Steering Committee will have a senior advisory role on the implementation and regularly meet 6 monthly period. Ministry will assign a focal point and UNDP will assign a Project Associate to lead the process with support of Portfolio Manager and Gender Experts.

In line with the National Implementation (NIM) UNDP participates in formulating, monitoring and evaluating programmes and projects in order to achieve results. In addition, UNDP support services to NIM may apply, where UNDP acts as a responsible party for the provision of support services to national implementing partner



The Project will be subject to NIM audit, and related costs will be charged against the project budget. Funding for the project is provided as a prerequisite for all activities by Limak through the corresponding Third Party Cost Sharing Agreement to be concluded between Limak Holding and UNDP.

---

### III MONITORING AND EVALUATION FRAMEWORK

#### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of main results, based on quality criterion and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see Annex 1), a risk diary shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned Log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

#### Annually

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

**OUTPUT 1: Professional women employment in leading services and manufacturing sectors supported with scalable models contributing to transformation to more inclusive business environment**

<b>Act. Res. 1</b>	<b>Analysis of the existing challenges to promote engineering profession among female students</b>	<b>Start: March 2016 End: July 2016</b>
<b>Purpose</b>	The purpose of this activity is to identify challenges and develop a background study for the pilot programs	
<b>Description</b>	<p>This activity will help identify challenges on high quality women employment in engineering in services and manufacturing sectors through assessments covering social (inclusiveness etc.), economic and competency aspects with</p> <p><b>Actions:</b></p> <p><b>1.1.1 Identification of the research methodology and tools:</b> This action will identify economic and social challenges for female students for preferring engineering as a profession through several assessments. This assessment also will include forward looking analysis to cover a prospective outlook on the labour market needs in terms of engineering requirements. Benefiting from recent vocational market analysis, recent studies in preparation of 10th National Development Plan and fact finding workshops with experts and relevant actors, scope and methodology will be decided and an action plan will be developed.</p> <p><b>1.1.1.1</b> Initial action will be on development of research and conceptual framework. Accordingly results of the assessment will be reviewed and a following action plan will be developed based on the recommendations of the assessment. During the assessment leading services and manufacturing sectors will be selected and the focus will be given on identifying employment options, difficulties and general conditions and benefits for women employment. Best practice models will be analysed also together with expert workshops. This assessment will serve as a baseline and help advocate the policy-level transformation/action needs in a more informed manner.</p> <p><b>1.1.2 Development of Evaluation plan for the long term programme;</b> Along with the assessment and identification of baselines an evaluation plan for the long term programme will be developed. After the first year follow-up mechanisms will be established to receive feedback from the ongoing initiatives and the progress. In line with the progress Limak Holding targets to employ and also support employment of the students within its group companies and/or peer companies. Details will be cleared through the progress of the activities and indicators will be revised accordingly.</p>	
<b>Quality Criteria (indicators)</b>		<b>Quality Method (means of verification)</b>
Assessment Studies Follow-up plan for pilots Evaluation reports		Assessment study Yearly evaluation plans and recommendation update
		September 2016 October 2016 Yearly after 2016

<b>Act. Res. 1.2</b>	<b>Support programs to empower and encourage female students for engineering designed and implemented</b>		<b>Start: Jan. 2016</b> <b>End: Nov. 202019</b>
<b>Purpose</b>	The purpose of this activity is to design and support pilot programs to private sector led pilot actions to overcome challenges.		
<b>Description</b>	<p>This activity will address challenges on high quality women employment in engineering in services and manufacturing sectors through pilot programs..</p> <p><b>Actions:</b></p> <p><b>1.2.1. Pilot Support Program for engineering students:</b> This action will cover review of Limak initiatives on gender equality, mainly on scholarship programme and will provide additional support for Limak on selection processes, ongoing communication with mentees, review of mentorship programme etc. Capacity building programs to those who are selected will be enriched with sustainable human development perspective as well as gender equality mainstreaming actions. Current partnerships of Limak Holding like Boğaziçi University will be used to implement the capacity building program to enhance capacities of engineering students to gain relevant competencies. UNDP will provide expertise in integration of topics such as inclusive growth, gender equality, sustainability, advocacy, women's empowerment into these programs. In consideration of establishment of a volunteer advocacy group from the student to support other initiatives within the Project, ToT (training of trainers) programs could be integrated. Also a monitoring and evaluation tool will be developed to assess the progress in the support program.</p> <p><b>1.2.2 Pilot Support Program for high school students:</b> Apart from the scholarship programme a complementary support programme to encourage female high school students to apply for engineering faculties will be developed. Based on the initial analysis and the feedback from MoFSP a model for promoting engineering for female high school students will be designed and supportive tools will be developed and activated. In line with the feedback this activity could be extended to cover awareness raising and information programs in selected 5 operational cities of Limak. Awareness raising activities will be developed for different target groups including male students, teachers, and families and will cover topics on gender equality, gender mainstreaming in engineering profession, sectoral opportunities, career advancements etc. Information programs will aim to address to improve basic understanding on gender equality and women's empowerment. In provincial activities provincial directorates of related Ministries will be contacted.</p> <p><b>1.2.3 Pilot Capacity Building for Corporate Staff:</b> In line with the assessments and following a brief corporate assessment for gender equality mainstreaming an action plan will be developed with staff of Limak Holding in line with the gender equality seal action plan of UNDP. A pilot program for managers and corporate staff to overcome/challenge gender stereotypes will be designed to involve corporate staff into the programming and implementation phases.</p>		
<b>Quality Criteria (indicators)</b>		<b>Quality Method (means of verification)</b>	<b>Assessment</b>
Support Scholarship Program Support Program for High School Students in selected 5 cities Corporate advocacy/training program		Program documents, selection criteria, implementation plan Awareness raising toolkits and reports Capacity building programs in high school. Gender equality mainstreaming programs etc.	Jan 2017 Jan 2018 Jan 2019

## Quality Management for the Outputs of the Project Activities

<b>Act. Res. 1.3</b>	<b>Corporate inclusive business models to adopt, implement and advocate gender sensitive approaches developed</b>	<b>Start: Nov 2016 End: Dec 2019</b>
<b>Purpose</b>	The purpose of this activity is to develop, implement and test viability of corporate inclusive business models to adopt, implement and advocate gender sensitive approaches.	
<b>Description</b>	<p>Benefiting from the experience of the assessments carried out in first activity internal analysis will be carried out in Limak Holding how the corporate principles on gender equality are integrated/observed. Internationally recognized tools will be used and internal capacity building programs will be developed along with on advocacy plan.</p> <p><b>Actions:</b></p> <p><b>1.3.1. Institutional Needs Assessment:</b> This study will be focusing on the needs to carry out mainstreaming studies and the implementation of the programme.</p> <p><b>1.3.2. Gender equality mainstreaming studies in selected companies:</b> In line with the needs assessment results pilot programs could be designed in selected companies or an overall program can be designed the Holding which could be replicated to sectoral companies.</p> <p><b>1.3.3 Capacity Building:</b> This action targets to develop a training program for Limak employees to increase overall understanding on inclusive business models, gender equality practices. A team of Limak volunteers will be trained with ToT program to take part in next phases of support programs along with the advocacy plan of the Project. In addition a mentorship capacity program will be developed to equip Limak volunteers to exercise a mentorship program for the grantees of the support program.</p> <p><b>1.3.4 Assessment of international recognized tools that promote gender equality for inclusive business:</b> This action first analyze available tools that could be used like UNDP Gender Equality Seal for Private Sector, inclusive business assessment tools used in preparation of Sustainable Development Goals. After selection of the most appropriate tool, Limak corporate analysis will be done by UNDP</p> <p><b>1.3.5 Policy Advocacy:</b> This action will support advocacy actions that will potentially facilitate policy-level transformation through mainstreaming inclusive employment considerations into strategic documents and regular practices of concerned governmental agencies as well as peer companies of Limak Holding. This will include lessons learned from the pilot support programs and may include actions towards inclusion of sustainability and inclusive business actions into current business lines (if possible related supply chains). The reason for targeting enterprises that lead supply chains is to ensure sustainability of the models to be produced. Experience has repeatedly demonstrated that in the absence of commitment of such leading companies, other companies will not be very committed to invest in sustainability and inclusive business actions.</p> <p><b>1.3.6 Promotion and Communication Plan of the Overall Programme</b> In the last year of the Action overall evaluation will be held and an advocacy plan will be developed and implemented before the Project is being closed.</p>	
<b>Quality Criteria (indicators)</b>		<b>Quality Method (means of verification)</b>
Assessment tool on inclusive business and gender analysis selected Training program developed Gender/inclusive business assessment tools analyzed and used Advocacy action plan developed and implemented		Assessment in Limak Holding and suppliers completed Training programs developed and implemented Yearly progress and evaluation reports
		December 2016 December 2017 December 2018 December 2019

---

## IV LEGAL FRAMEWORK

This document together with the CPAP signed by the Government and UNDP through the legal framework of Revised Standard Agreement signed on 21 October 1965, constitute the instrument envisaged in Supplemental Provisions to the Project Document, attached hereto.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.  
The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

### Annexes

**Annex 1:** Schedule of Payments

**Annex 2:** Risk Log

### Annex I: Schedule of Payments

**Project Title:** Turkey's Engineer Girls

**Source of Funds:** Limak Holding

**Implementing Agency:** Ministry of Family and Social Policies

**Responsible Parties:** Ministry of Family and Social Policies, UNDP and Limak Holding

Donor	Year	Date (Estimated) <sup>(1)</sup>	Budgeted Amount	Amount to be Deposited <sup>(2), (3)</sup>	Balance <sup>(3), (4)</sup>
Limak	2016	30.03.2016	USD 73.440	USD 73.440	USD 541.619
Limak	2017	30.05.2016	USD 84.240	USD 84.240	USD 457.379
Limak	2018		USD 162.000	USD 162.000	USD 295.380
Limak	2019		USD 122.580	USD 122.580	USD 172.800
Limak	2020		USD 172.800	USD 172.800	0.00
<b>Grand Total</b>			<b>USD 615.060</b>	<b>USD 615.060</b>	<b>0.00</b>

**Note 1:** In case of a change in the AWP and related budget, schedule of payments could be revised in agreement between parties and exchange of letters between UNDP and Limak as donor.

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



Bank Name:	Bank of America
Address:	1401 Elm St., Dallas TX 75202
Account Number:	3752207404
Account Title:	UNDP Representative in Turkey (USD) Account
ACH Routing Number:	111000012 [to be used only by US-based banks using ACH payment type]
Wire Routing Number:	026009593
SWIFT Code:	BOFAUS3N

**Note 3:**

The value of a contribution-payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment and reflected into the Project Budget accordingly.

Payment in TRL is to be deposited to the UNDP Account:

Garanti Bankası  
Ankara Ticari Branch,  
Branch Code: 170,  
Account No: 1201038,  
IBAN: TR53 (0006 2000 1700 0001 2010 38, SWIFT Code: TGBATRIS indicating project number and title).

**Note 4:**

The management arrangement is NIM (National Implementation Modality). The utilization of project resources (e.g. budget) and authorization of payments to be made to the service providers, vendors etc. are subject to the NIM principles. The NIM Principles will be exchanged between UNDP and the MoFSP through an official correspondence within the scope of the Project.

## Annex 2: Risk Log

Project Title: Turkey's Engineer Girls				Award ID:		Date: Jul 2015			
#	Description	Date Identified	Type	Impact (I) & Probability (P)	Countermeasures/ Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Limited application to support programs	July 2015	Operational	Impact: 4 Probability: 3	Alternative announcement plans/promotion plans	UNDP/Limak	Portfolio Manager	(In Atlas, automatically recorded)	
2	Limited support from peer companies and government due to changing priorities	July 2015	Programatic	Impact: 4 Probability: 3	Revision on advocacy plan	UNDP/Limak	Portfolio Manager		

\* on Scale of 5; 5 being the highest