

United Nations Development Programme
Country: TURKEY

Project Document

Project Title	Promoting Registered Employment In Textile and Clothing Sector
UNDAF Outcome(s):	By 2010, social and economic policies for poverty and disparity reduction implemented effectively and quality basic services reaching vulnerable groups ensured
Expected CP Outcome(s):	Pro-poor policies developed through partnership with civil society and private sector for social and economic development at all levels of society to achieve the MDG targets for all
Expected Output(s):	Local capacities that are required for promotion of registered employment in textile and clothing sector established.
Implementing Partner	GAP Regional Development Administration
Responsible Parties	GAP Regional Development Administration and UNDP

Brief Description

The purpose of the Project is "to establish the local capacities that are required for promotion of registered employment in textile and clothing sector through a market-oriented and sustainable manner". The Project will facilitate formalization of the textile and clothing labor force by conducting field studies, and delivering awareness-raising and training activities.


The Project is composed of two activities:

- Activity 1. Increasing awareness of the local T&C sector of the benefits of socially responsible manufacturing: 1.1 Stakeholder Analysis and Workshop with the stakeholders; 1.2 Development and dissemination of the Brochure on "Impact of Corporate Social Responsibility on Profitability" and 1.3 Organization of an International Business Brokerage Event.
- Activity 2. Improvement of local T&C sector's tools and capacities on compliance with the international standards of CSR: 2.1 Establishment of a local network of consultants; 2.2 "Simplified" corporate social responsibility audits on 5 manufacturers and 2.3: Development of tools and Project Evaluation.

UNDP Programme Period	2006-2010
Key Result Area	Poverty Reduction
ATLAS Award ID	
Start Date	September 2010
End Date	September 2011
LPAC Date	31 August 2010
Management Arrangement	NIM

Total resources required:	€376.090
Total allocated resources:	€376.090
EU (through CFCU)	€338.481
UNDP	€37.609
GMS (%)	7%
GMS	€24.500
The deposits to be made by the CFCU will be converted into USD and reflected to ATLAS (UNDP's ERP system) by using UN Operational Rate of Exchange prevailing at the date of transaction. The total budget of the project will be the sum of the USD values of the deposits to be received from the CFCU and UNDP's contribution.	

Agreed by the Government of
Turkey


17.12.2010.

H. Recep ŞEKEROĞLU
Head of Department
Multilateral Economic Affairs

Agreed by GAP Regional
Development Administration



Sadrettin KARAHOCAGIL
Başkan

Agreed by UNDP



Shahid Najam
Resident Coordinator

I. ANNUAL WORK PLAN

Year: 2010

Expected Outputs	Planned Activities (& Actions)	Timeframe				Responsible Parties	Planned Budget		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (€)
<p>OUTPUT: Local capacities that are required for promotion of registered employment in textile and clothing sector established</p> <p>Baseline: non-existent.</p> <p>Output Indicators:</p> <ul style="list-style-type: none"> Awareness of 300 companies on corporate social responsibility (CSR) increased Project a CSR consultant or potential auditor pool of 10 people (5 women) established. A Guideline on corporate social responsibility (CSR) <p>Target:</p> <ul style="list-style-type: none"> None for 2010 <p>Related CP Outcome: Pro-poor policies developed through partnership with civil society and private sector for social and economic development at all levels of society to achieve the MDG targets for all</p>	<p>Activity 1: Increasing awareness of the local T&C sector of the benefits of socially responsible manufacturing.</p> <ul style="list-style-type: none"> Stakeholder Analysis and Workshop with the stakeholders Development and dissemination of the Brochure on "Impact of Corporate Social Responsibility on Profitability". Organization of an Int'l Business Brokerage Event <p>Activity 2: Improvement of local T&C sector's tools and capacities on compliance with the international standards of CSR</p> <ul style="list-style-type: none"> Establishment of a local network of consultants "Simplified" corporate social responsibility audits on 5 manufacturers Development of tools and Project Evaluation 				X	GAP RDA, UNDP	EU (90%) UNDP (10%)	71000	34 895
								72000	0
								73000	0
								74000	48 150
								75000	5 787
								76000	0
						GAP RDA, UNDP	EU (90%), UNDP (10%)	71000	0
								72000	0
								73000	0
								74000	0
								75000	0
								76000	0
Total (including ISS/GMS)									88.832

* The allocations to the specific budget lines are indicative.

** The deposits to be made by the CFCU will be converted into USD and reflected to ATLAS (UNDP's ERP system) by using UN Operational Rate of Exchange prevailing at the date of transaction. The total budget of the project will be the sum of the USD values of the deposits to be received from the CFCU and UNDP's contribution

Year: 2011

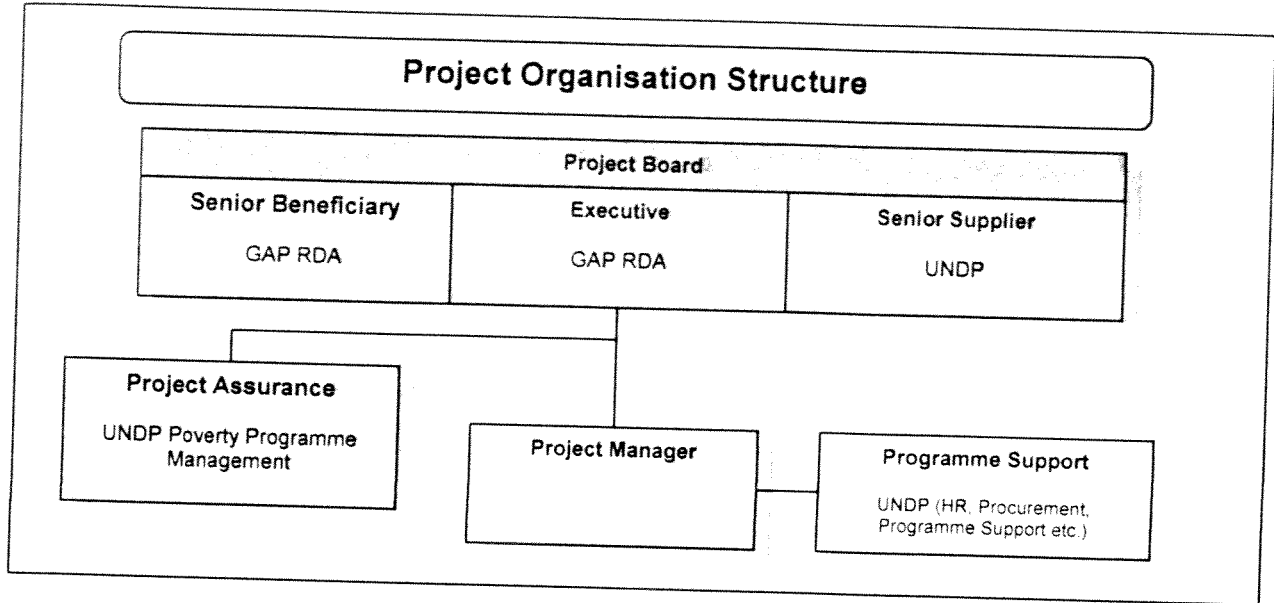
Expected Outputs	Planned Activities (& Actions)	Timeframe				Responsible Parties	Planned Budget	
		Q1	Q2	Q3	Q4		Funding Source	Amount (€)
<p>OUTPUT Local capacities that are required for promotion of registered employment in textile and clothing sector established.</p> <p>Baseline non-existent</p> <p>Output indicators:</p> <ul style="list-style-type: none"> - Awareness of 300 companies on corporate social responsibility (CSR) increased. - Project a CSR consultant or potential auditor pool of 10 people (5 women) established. - A Guideline on corporate social responsibility (CSR) <p>Target</p> <ul style="list-style-type: none"> - Awareness of 300 companies on corporate social responsibility (CSR) increased - Project a CSR consultant or potential auditor pool of 10 people (5 women) established. - A Guideline on corporate social responsibility (CSR) <p>Related CP Outcome Pro-poor policies developed through partnership with civil society and private sector for social and economic development at all levels of society to achieve the MDG targets for all</p>	<p>Activity 1: Increasing awareness of the local T&C sector of the benefits of socially responsible manufacturing.</p> <ul style="list-style-type: none"> - Stakeholder Analysis and Workshop with the stakeholders - Development and dissemination of the Brochure on "Impact of Corporate Social Responsibility on Profitability". - Organization of an Int'l Business Brokerage Event <p>Activity 2: Improvement of local T&C sector's tools and capacities on compliance with the international standards of CSR</p> <ul style="list-style-type: none"> - Establishment of a local network of consultants - "Simplified" corporate social responsibility audits on 5 manufacturers - Development of tools and Project Evaluation 	X	X			GAP RDA, UNDP	EU (90%), UNDP (10%)	19 430
								0
								0
								43 000
								4 350
								0
		X	X	X		GAP RDA, UNDP	EU (90%), UNDP (10%)	203 115
								0
								0
								3 000
								14 363
								0
Total (including ISS/GMS)								287.258

* The allocations to the specific budget lines are indicative.

** The deposits to be made by the CFCU will be converted into USD and reflected to ATLAS (UNDP's ERP system) by using UN Operational Rate of Exchange prevailing at the date of transaction. The total budget of the project will be the sum of the USD values of the deposits to be received from the CFCU and UNDP's contribution

II. MANAGEMENT ARRANGEMENTS

The following chart depicts the project organization structure.



- **Implementing partner:** The Implementing partner is GAP RDA. UNDP and GAP RDA have been partnering on similar projects since 1995.
- **UNDP Support Services:** UNDP will provide programmatic as well as implementation support to the GAP RDA.
- **Collaborative arrangements:** UNDP will ensure that the project be carried out in close coordination with Harnessing Sustainable Linkages for SMEs in Turkey's Textile Sector Project (MDG-F), and Innovations for Women's Empowerment in GAP Region Project in which has been officially launched in 2010. UNDP will also benefit from ILO's experience during the execution of the Project.
- **Audit arrangements:** The Project will be subject to NIM Audit.

III. MONITORING FRAMEWORK AND EVALUATION

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

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria 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 log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

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

Quality Management for Project Activity Results

Output 1	Local capacities that are required for promotion of registered employment in textile and clothing sector established.		
Activity 1	Increasing awareness of the local T&C sector of the benefits of socially responsible manufacturing	Start: Month 1	End: Month 6
Purpose	The awareness of the local TSC sector of the benefits of socially responsible manufacturing improved.		
Description	<p>Activity 1.1 Stakeholder Analysis and Workshop with the stakeholders: This workshop is planned to be held in the first month of the Project. Some 20 stakeholder representatives will be invited to the workshop. A stakeholder analysis (minimum 20 stakeholders) will be conducted before the workshop. The main objective of the workshop will be to improve the awareness of the local stakeholders on the internationally recognized principles of corporate social responsibility and their implications on the textile and clothing industry. The second objective of the workshop is to help the local stakeholders (mostly target groups) understand their roles both within the Project and over the medium and long term. Finally, the participants will provide feedback on the content of the "brochure" which will be designed to improve the awareness of textile and clothing manufacturers (i.e. final beneficiaries). Women's active participation in all activities will be promoted.</p> <p>Activity 1.2 Development and dissemination of the Brochure on "Impact of Corporate Social Responsibility on Profitability": This brochure will aim at demonstrating the financial benefits of corporate social responsibility in a very plain and comprehensible manner. The brochure will not be a mere replication of the legal responsibilities; it will demonstrate that corporate social responsibility (and registered employment) is not a preference but a must that is required not only by the laws but also by the markets. The brochure will be developed in such a way that it will be easily understood by the final beneficiaries. The first version of the brochure will be tested on a focus group and the final version will be developed upon receiving feedback from the focus group (companies) as well as from the members of the target groups (sectoral associations and chambers). The dissemination strategy of the brochure will also be unique. The brochure will initially be disseminated in the "International Business Brokerage Event" (Activity 1.3).</p> <p>Activity 1.3 Organization of an International Business Brokerage Event: This Event will be organized either on the 4th or 5th month of the Project. The managers of procurement departments of global buyers (such as H&M, Levi's, Marks and Spencer etc.) will be invited to the Event. It is envisaged that some 200 companies from the target provinces will attend to this Event. During the Event the procurement managers of the global buyers will inform the regional manufacturers on the principles of the corporate social responsibility. The primary focus will be on registered employment, gender equality and equal opportunities. In this Event the regional companies (final beneficiaries) will hear the requirements of the markets not from trainers or consultants but directly from the buyers. This approach has repeatedly proved itself to be more effective than any other approach that seeks to improve awareness of the manufacturers, as the manufacturers listen to the buyers more than they listen to anybody else.</p>		
Quality Criteria	Quality Method	Date of Assessment	
Brochure on "Impact of CSR on Profitability"	Brochure	Month 6	
International Business Brokerage Event	Event	Month 6	

Output 1	Local capacities that are required for promotion of registered employment in textile and clothing sector established.		
Activity 2	Improvement of local T&C sector's tools and capacities on compliance with the international standards of CSR	Start: Month 3	End: Month 12
Purpose	The local TSC sector is provided with tools and capacities to improve their manufacturing processes in order to comply with the international standards of corporate social responsibility.		
Description	<p>Activity 2.1 Establishment of a local network of consultants: As indicated above, even if the local companies wanted improve their manufacturing and business practices with a view to be more responsive to the corporate social responsibility standards, at present most of them would afford and/or have access to the required services. Accordingly, 10 local consultants (indicatively, 5 women) will be trained on provision of corporate social responsibility services to the local companies. In order to that the Project will cooperate with the EU Business Centers, which have been established within EU-funded projects. Gaziantep EU Business Centre (ABIGEM) is ideally located to be the starting point. Gaziantep ABIGEM operates under the auspices of the Gaziantep Chamber of Commerce and is supported by all local stakeholders. The consultants working the ABIGEM have strong foundation on provision of training and consultancy services, and they know the local companies and they are trusted by these companies. The training will be open to other ABIGEMs in different regions (such as Corum, Erzurum, Kayseri etc.). A 10-day training programme will be delivered to these consultants. The consultants will be then broken down to groups of 2 to take on-the-job-training during "simplified" corporate social responsibility audits (Activity 2.2).</p> <p>Activity 2.2 "Simplified" corporate social responsibility audits on 5 manufacturers: The simplified audits will be conducted to establish local best practices and to demonstrate to the final beneficiaries that such audits are not practices, of which they should be afraid. It is anticipated that most of the companies would be reluctant to take part in such an audit. However the Project will provide the volunteering companies to have one-on-one meeting with the global buyers during the international business brokerage event (activity 1.3), and thereby create an incentive for the local companies. The findings of the social audits will be used to develop the tools within Activity 2.3.</p> <p>Activity 2.3: Development of tools and Project Evaluation: The Project will develop two tools which will be immediately deployable by the target groups and final beneficiaries. The first tool to be developed is the "CSR self-assessment manual" for the companies. This will enable the companies to conduct self-assessments without accruing any cost and then develop a roadmap for their businesses. This roadmap will be designed in such a way that it can be easily used by the local companies. The first version of the manual will be tested on a focus group and the final version will be developed upon receiving feedback from the focus group (companies) as well as from the members of the target groups (sectoral associations and chambers). The second tool will be a "CSR Promotion Business Plan" for sectoral associations and chambers. These business plans will demonstrate how the members of the target groups can include CSR promotion into their work plans. Finally, the Project will conduct a feasibility study on "establishment of an online portal on supply chain visibility". Supply chain visibility is fast becoming a key concern for global buyers and it includes monitoring of elements socially responsible manufacturing such as registered employment, gender equality, equal opportunities and protection of environment. This feasibility study can be submitted jointly by the local stakeholders for IPA funding or to the Government's investment budget by a governmental agency (such as GAP RDA). Finally, the project will be evaluated. The main pillars of the evaluation will be a) relevance; b) efficiency, c) effectiveness, d) impact and e) sustainability.</p>		
Quality Criteria	Quality Method	Date of Assessment	
Training on "simplified" CSR audits	Curriculum, Trainee lists	Month 12	
Five simplified audits	Audit reports	Month 12	
CSR self-assessment manual	Manual	Month 12	

IV. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article I of the SBAA between the Government of Turkey and UNDP, signed on 21 October 1965. Consistent with the **attached** Supplemental Provisions, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

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

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

ANNEXES

- 1.) Risk Log
- 2.) Supplemental Provisions

Annex 1: Initial Risk Log (offline)

Project Title: Promoting Registered Employment in Textile and Clothing Sector					Award ID:		Date		
#	Description	Date Identified	Type	Impact (I) & Probability (P), on a scale of 1 (lowest) to 5 (highest),	Countermeasures / mgmt response	Owner	Submitted, updated by	Last Update	Status
1	Less than 20 participants to the workshop	01.06.2009	Operational	The level of awareness of the target groups will remain low Impact: 4; Probability: 2	UNDP will conduct individual meetings with the key stakeholders	UNDP	UNDP	August 2010	No change
2	Timely feedback from the target groups	01.06.2009	Technical	The level of awareness of the final beneficiaries will remain low Impact: 4; Probability: 2	The first version of the brochure will be tested on a focus group (companies) before being printed	UNDP	UNDP	August 2010	No change
3	Procurement managers of key international buyers are not interested in the brokerage event	01.06.2009	Operational	The local companies will not demonstrate interest in the event either. Impact: 4; Probability: 2	UNDP and ILO will deploy their international networks through Global Compact etc. ITKIB will support identification of international buyers. A long list of 10 buyers will be developed to secure commitment of at least 5	UNDP	UNDP	August 2010	No change
4	The potential consultants do not demonstrate interest or there is not sufficient number of qualified consultants	01.06.2009	Operational	The local capacity to deliver affordable and accessible CSR services remain non-existent or weak Impact: 4; Probability: 2	Cooperation with EU Business centres in other regions (Corum, Erzurum, Kayseri) Cooperation with KOSGEB and local universities	UNDP	UNDP	August 2010	No change
5	The number of companies that want to cooperate is less than 5	01.06.2009	Operational	The tools to be developed may not cover all the needs Impact: 4; Probability: 2	The volunteering companies will be offered the opportunity to have individual meetings with the international buyers during the brokerage event.	UNDP	UNDP	August 2010	No change
6	The content of the tools will not be understood by the target groups	01.06.2009	Operational	The tools will not be utilised Impact: 4; Probability: 2	The first versions of the tools will be tested on focus groups (companies, associations and chambers) before they are finalised	UNDP	UNDP	August 2010	No change
7	Insufficient demand from women to participate in project activities	01.06.2009	Operational	The impact of the Project on women will decrease Impact: 2; Probability: 2	Cooperation with innovations in Women's Empowerment in GAP Region Project	UNDP	UNDP	September 2010	No change
8	Green card holders will be reluctant to be registered employees	01.06.2009	Strategic	The impact of the Project will decrease Impact: 3; Probability: 2	Local stakeholders will be provided with training on promoting benefits of registered employment	UNDP	GAP RDA	September 2010	No change

Standard annex to project documents for use in countries which are not parties to the Standard Basic Assistance Agreement (SBAA)

Standard Text: Supplemental Provisions to the Project Document:
The Legal Context

General responsibilities of the Government, UNDP and the executing agency

1. All phases and aspects of UNDP assistance to this project shall be governed by and carried out in accordance with the relevant and applicable resolutions and decisions of the competent United Nations organs and in accordance with UNDP's policies and procedures for such projects, and subject to the requirements of the UNDP Monitoring, Evaluation and Reporting System.
2. The Government shall remain responsible for this UNDP-assisted development project and the realization of its objectives as described in this Project Document.
3. Assistance under this Project Document being provided for the benefit of the Government and the people of (the particular country or territory), the Government shall bear all risks of operations in respect of this project.
4. The Government shall provide to the project the national counterpart personnel, training facilities, land, buildings, equipment and other required services and facilities. It shall designate the Government Co-operating Agency named in the cover page of this document (hereinafter referred to as the "Co-operating Agency"), which shall be directly responsible for the implementation of the Government contribution to the project.
5. The UNDP undertakes to complement and supplement the Government participation and will provide through the Executing Agency the required expert services, training, equipment and other services within the funds available to the project.
6. Upon commencement of the project the Executing Agency shall assume primary responsibility for project execution and shall have the status of an independent contractor for this purpose. However, that primary responsibility shall be exercised in consultation with UNDP and in agreement with the Co-operating Agency. Arrangements to this effect shall be stipulated in the Project Document as well as for the transfer of this responsibility to the Government or to an entity designated by the Government during the execution of the project.

8. Patent rights, copyright rights and other similar rights to any discoveries or work resulting from UNDP assistance in respect of this project shall belong to the UNDP. Unless otherwise agreed by the Parties in each case, however, the Government shall have the right to use any such discoveries or work within the country free of royalty and any charge of similar nature.

9. The Government shall assist all project personnel in finding suitable housing accommodation at reasonable rents.

10. The services and facilities specified in the Project Document which are to be provided to the project by the Government by means of a contribution in cash shall be set forth in the Project Budget. Payment of this amount shall be made to the UNDP in accordance with the Schedule of Payments by the Government.

11. Payment of the above-mentioned contribution to the UNDP on or before the dates specified in the Schedule of Payments by the Government is a prerequisite to commencement or continuation of project operations.

(b) Participation of the UNDP and the executing agency

1. The UNDP shall provide to the project through the Executing Agency the services, equipment and facilities described in the Project Document. Budgetary provision for the UNDP contribution as specified shall be set forth in the Project Budget.

2. The Executing Agency shall consult with the Government and UNDP on the candidature of the Project Manager a/ who, under the direction of the Executing Agency, will be responsible in the country for the Executing Agency's participation in the project. The Project Manager shall supervise the experts and other agency personnel assigned to the project, and the on-the-job training of national counterpart personnel. He shall be responsible for the management and efficient utilization of all UNDP-financed inputs, including equipment provided to the project.

3. The Executing Agency, in consultation with the Government and UNDP, shall assign international staff and other personnel to the project as specified in the Project Document, select candidates for fellowships and determine standards for the training of national counterpart personnel.

4. Fellowships shall be administered in accordance with the fellowships regulations of the Executing Agency.

a/ May also be designated Project Co-ordinator or Chief Technical Adviser, as appropriate.

3. The Executing Agency's contractors and their personnel (except nationals of the host country employed locally) shall:

(a) Be immune from legal process in respect of all acts performed by them in their official capacity in the execution of the project;

(b) Be immune from national service obligations;

(c) Be immune together with their spouses and relatives dependent on them from immigration restrictions;

(d) Be accorded the privileges of bringing into the country reasonable amounts of foreign currency for the purposes of the project or for personal use of such personnel, and of withdrawing any such amounts brought into the country, or in accordance with the relevant foreign exchange regulations, such amounts as may be earned therein by such personnel in the execution of the project;

(e) Be accorded together with their spouses and relatives dependent on them the same repatriation facilities in the event of international crisis as diplomatic envoys.

4. All personnel of the Executing Agency's contractors shall enjoy inviolability for all papers and documents relating to the project.

5. The Government shall either exempt from or bear the cost of any taxes, duties, fees or levies which it may impose on any firm or organization which may be retained by the Executing Agency and on the personnel of any such firm or organization, except for nationals of the host country employed locally, in respect of:

(a) The salaries or wages earned by such personnel in the execution of the project;

(b) Any equipment, materials and supplies brought into the country for the purposes of the project or which, after having been brought into the country, may be subsequently withdrawn therefrom;

(c) Any substantial quantities of equipment, materials and supplies obtained locally for the execution of the project, such as, for example, petrol and spare parts for the operation and maintenance of equipment mentioned under (b), above, with the provision that the types and approximate quantities to be exempted and relevant procedures to be followed shall be agreed upon with the Government and, as appropriate, recorded in the Project Document; and

2. If any situation referred to in paragraph 1, above, shall continue for a period of fourteen days after notice thereof and of suspension shall have been given by the UNDP to the Government and the Executing Agency, then at any time thereafter during the continuance thereof, the UNDP may by written notice to the Government and the Executing Agency terminate the project.

3. The provisions of this paragraph shall be without prejudice to any other rights or remedies the UNDP may have in the circumstances, whether under general principles of law or otherwise.