

United Nations Development Programme
Country: TURKEY
Initiation Plan-Project Document

Project Title: Initiation Plan for Strengthened Social Service Provision through Community Support

Expected CP Outcome(s): Pro-poor policies developed through partnership with the 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): Support the capacity of SHCEK through sharing of international and national experiences as well as best practices in the area of community based social service provision and develop models for pilot implementations

Executing Entity: General Directorate of Social Services and Child Protection

Implementing Agencies: UNDP

Brief Description

This Initiation Plan aims at developing a future strategy and implementation model for supporting the capacity of General Directorate of Social Services and Child Protection to ensure higher level of voluntary contributions and community support in social service provision with a view to increase the efficiency and effectiveness of the ongoing works. UNDP's support will mainly be in the below areas:

- 1- Analysis of the current situation and capacities in voluntary service provision, identification of the focus areas
- 2- Review international experience on community participation in social service provision
- 3- Review of the existing experiences from the perspective of developing new social service provision models
- 4- New models developed for review and implementation by SHCEK

With the objectives and activities above, the project is in line with Ninth Development Plan as well as SHCEK Strategic Plan for 2010-2014.

Programme Period:	2006-2010
Key Result Area (Strategic Plan)	Key result area 1: Promoting inclusive growth, gender equality and MDG achievement
Atlas Award ID:	_____
Start date:	January 2011
End Date	July 2011
PAC Meeting Date	April 2010

Total resources required (USD)	75.000
Total allocated resources (USD):	75.000
• Other:	
• Government (SPO)	75.000
Management costs (GMS %3) (ISS)	2.184 2.000

Agreed by Government of TURKEY


H. Renan SEKEROĞLU
Head of Department
Multilateral Economic Affairs

15.02.2011

Agreed by General Directorate of Social Services and Child Protection


Dr. Ismail BARIŞ
Genel Müdür

Agreed by UNDP


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Resident Coordinator

Initiation Plan

1. Plan Description

This document sets the framework of the approach for preparing the future capacity development initiatives with the General Directorate of Social Services and Child Protection for more efficient social service provision through strengthened voluntary and community support. This support is designed in two phases. The first phase includes a capacity assessment process that also looks into international and local experiences/good examples and aims to come up with models for increased efficiency in service provision through increased community participation. The second phase, which will build the framework of the future partnership with the General Directorate of Social Services and Child Protection, focuses on implementation of these models, including the necessary capacity development responses.

This initiation plan presents the activities related to assessment of current situation with regard to voluntary contributions to social service provision as well as development of new models to be implemented in the future.

2. Duration of the Plan

The plan will start in January 2011 and will be completed by end of July 2011. In this sense, the duration of the plan will be six months.

3. Outline Deliverables

- 1 **Capacity analysis:** A capacity analysis of SHCEK (both Headquarters and selected Provincial Offices), with special focus on ensuring voluntary contributions and community participation in social service provision etc. conducted

This activity will aim at looking at the existing situation, policies and projects with regard to community involvement in social service provision, through a gap analysis. In this regard, the capacity of SHCEK to involve community members in social service provision will be assessed. The results of the implementations, what works, what does not, as well as why/why not will be the main findings of the assessment. UNDP's methodology for capacity assessment will be used for this activity. This approach includes three levels of assessment to be used as appropriate:

- 1-Enabling environment (policies, rules and regulations, culture, etc.)
- 2-Organizational level (the capacity of the organization to deliver its mandate)
- 3-Individual level (human resources issues, etc)

The actions to take place are as below:

- *Capacity analysis designed*
- *Desk review using the readily available material*
- *Interviews with SHCEK staff and staff and the beneficiaries of SHCEK services in 3-5 pilot offices in selected provinces (The provinces will ideally include the more disadvantaged locations, in poorer regions)*
- *Completion of the assessment and sharing with the SHCEK team for action-oriented advice*
- *Discussions with SHCEK staff for validation*
- *Action points identified for responding to identified issues-for pilot implementations (Capacity development response, also incorporating the findings of the second and third deliverables below)*

- 2 **Comparative experience:** Experiences relating to voluntary/community supported service provision in other countries available for adapting to Turkey as appropriate
 - *UNDP establishes contacts with countries in the region with good examples,*
 - *Study tours conducted to selected countries to share experiences*
 - *Use of these study tours for development of the models*

- 3 **Inventory of existing local initiatives:** Existing implementations for community supported/voluntary service provision reviewed at the local level, for scaling up to a national level
 - *Local initiatives at the provincial level are searched for coming up with successful implementations that can be promoted and replicated as a model*
 - *Review of the existing monitoring systems and bringing recommendations for improvement*

4. **Models developed:** Models, including partnership models with other organizations (such as Municipalities, other national government organizations, civil society organizations, etc) developed for review and future implementation by SHCEK. These models will be equity-based, targeting vulnerable populations in line with SHCEK's mandate, with a strong focus on gender empowerment
 - *Making use of the above analyses, development of the models in consultation with SHCEK, for future review of SHCEK*
 - *Sharing with other partners through various channels for finalization of the model,*
 - *Finalization of the models for adoption*
 - *Development of a better functioning monitoring system.*

4. Management Arrangements

Project partners and roles:

The Project will be nationally implemented by the General Directorate of Social Services and Child Protection (SHCEK). SHCEK will ensure that relevant departments will be engaged in the implementation of the project and provide inputs as appropriate. While the project document and corresponding activity plans are developed in cooperation with SHCEK, future annual work plans and budgets will be approved by SHCEK. SHCEK will appoint a National Project Coordinator and technical staff as appropriate, to provide strategic direction as well as day-to-day support to the project. SHCEK will take an active role in providing inputs for all the activities of the project including capacity assessment, identifying national good practices and local implementations. SHCEK staff will also cooperate with UNDP in developing the relevant capacity development programs and models for social service provision. In addition, SHCEK will be the main implementing agency of the future project to be developed with the support of this initiation plan.

State Planning Organization is the government organization responsible for coordination across relevant national organizations, as well as providing guidance for international development cooperation. In this connection, SPO will provide overall strategic guidance for the project and ensure that the project outcomes respond to the national needs identified through various assessments. In this sense, SPO's role in connecting with other relevant organizations as appropriate will also be critical. SPO is also a permanent member of the Steering Committee.

UNDP will provide technical support for the project implementation. In this connection, UNDP will be responsible to conduct necessary assessments through studies designed in coordination/consultancy with SHCEK and SPO and come up with policy recommendations including models for efficient social service delivery. With its networks and experience at the international level, UNDP will also bring in relevant

international experience for possible adaptation and up-scaling for Turkey as appropriate. UNDP will appoint a Programme Manager and a Programme Support Associate to provide this support.

In addition, close cooperation with academia and other relevant organizations active in this area will also be established to ensure technical consistency and coordination.

In addition, there are certain decision making and monitoring mechanisms that ensure participation of the project partners, as below:

- A Project Board: The Project Board is the group responsible for making executive management decisions for a project when guidance is required by the Project Manager, including approval of project revisions. Project assurance reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when project tolerances have been exceeded. This group contains three roles: an Executive to chair the group, a Senior Supplier (UNDP) to provide guidance regarding the technical feasibility of the project, and a Senior Beneficiary (SHCEK) to ensure the realization of project benefits from the perspective of project beneficiaries. Members of the Project Board are reviewed and approved during the LPAC. The Project Board will meet in ten days upon signature of this Initiation Plan and decide on the next steps and Terms of Reference and working principles of the Steering Committee.
- Project Manager: The Project Manager is responsible for day-to-day management and decision-making for the project. The Implementing Partner appoints a Project Manager, who should be different from the Implementing Partner's representative in the Outcome Board.

A Steering Committee will be established to take project assurance role, i.e. evaluating on a periodic basis whether the project outcomes are in line with the intended outcomes and whether the project activities are implemented in line with agreed upon work plans. Ideally the PSC should be composed of high-level representatives of the partners of the project and other relevant parties, if any. In this connection, the Steering Committee will be composed of SHCEK, SPO, UNICEF and UNDP.

The Intellectual Property Rights of all the outputs of the project will vest in the SHCEK upon completion of the project. The name and emblem of the UNDP can be used only in direct connection with the Project, and subject to prior written consent of the UNDP Resident Representative in Turkey.

UNDP's Corporate Cost Recovery Policy shall be applicable for reimbursement of UNDP's direct costs for implementation support services.

6. Monitoring & Plan

The project will be monitored in line with the UNDP regulations, using the tools available in Handbook on Planning, Monitoring and Evaluating for Development Results. The Project manager, appointed by UNDP will do regular reporting to the partners. A final report at the end of six-months duration will be submitted along with a project document laying out the future project to be developed within this initiation plan.

7. BUDGET

Output	Key activities	Timeframe	Budget ID & Description	Amount (USD)	
A project framework developed to support the capacity of SHCEK in the area of voluntary and community supported social service provision and developing models for pilot implementations	1- A capacity analysis of SHCEK (both Headquarters and selected Provincial Offices), with special focus on ensuring voluntary contributions and community participation in social service provision etc. conducted	January 2011- May 2011	71300 Local Consultants	9.000	
			71600 Travel (incl. DSA)	7.000	
			74200 Audi Visual&Print Prod. Cost (Translation/interpretation costs)	4.000	
		72100 Contractual Services (Workshops/meetings)			2.000
	2-Experiences relating to voluntary/community supported service provision in other countries available for adapting to Turkey as appropriate	April 2011- June 2011	71600 Travel (incl. DSA)		15.000
			74200 Audi Visual&Print Prod. Cost (Translation/interpretation costs)		5.000
	3-Existing implementations for community supported/voluntary service provision reviewed at the local level, for scaling up to a national level (with visits to 3-5 provinces)	April 2011-June 2011	71300 Local consultants		4.500
			72100 Contractual Services (Workshops/meetings)		2.000
			71600 Travel (incl. DSA)		2.016
		74200 Audi Visual &Print Prod. Cost (Translation/interpretation costs, Printed Material Costs)			12.000
	4- Models developed for review and future implementation of SHCEK	May 2011 –July 2011	71300 Local consultants		5000
			72100 Workshops/meetings		1000
			71600 Travel		800
74200 Printed material				1500	
	Total			70.816	
	ISS			2.000	
	GMS (%3)			2.184	
	Total Project Budget			75.000	

Annex I Special Clauses for Government Cost-Sharing

1. The Government shall, in accordance with the schedule of payments set out below, deposit the contribution in bank of America information of which is detailed below:

Bank Name:	Bank of America
Address of the Bank:	1401 Elm St. Dallas TX 75202
Account No:	3752207404
Account Title:	UNDP Representative in Turkey (USD) Account
Wire Routing Number:	026009593
SWIFT Code:	BOFAUS3N

	<u>Date payment due</u>	<u>Amount (USD)</u>
(a)	January 2011	75.000

2 The value of the 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. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.

3. 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.

4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.

5. All financial accounts and statements shall be expressed in United States dollars.

6. 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.

7. 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.

8. 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) [3%]cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices

(b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

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.

10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.