



United Nations Development Programme  
IICPSD  
Project Document

**Project Title** International Entrepreneurship Initiative

**UNDCS Outcome(s):** Poverty reduction and MDG achievement: 1.1. promoting inclusive growth, gender equality and MDG achievement.

**Expected CP Outcome(s):** Outcome 7: Increased opportunities for employment and decent work for all through the implementation of equity-enhancing policies, strategies and programmes that promote economic growth, based on competitiveness, increased productivity and corporate social responsibility  
*(Those linked to the project and extracted from the CPAP)*

**Expected Output(s):** 7.2. Inclusive programmes for creating jobs and productive livelihoods and improving employability with focus on women, rural and urban poor and youth that complement sectoral strategies, in place  
*(Those that will result from the project and extracted from the CPAP)*

**Implementing Agency:** Habitat Center for Development and Governance (Habitat),

**Executing Agency:** UNDP IICPSD

**Brief Description**

The overall purpose of this project is the realization of a multi-stakeholder/participatory international platform in Istanbul for research and capacity building on socially responsible and inclusive entrepreneurship.

The target group is disadvantaged young men and women, who will benefit from the training and internship arrangements of the program. The Initiative also aims to support new start-up businesses which would create jobs for disadvantaged people and/or offer goods and services which target the needs of disadvantaged groups.

The Initiative will also conduct research and share good examples of responsible and inclusive entrepreneurship and will connect them with business, private sector and civil society networks by contributing to the development of an international entrepreneurship network.

UNDCS Programme Period:	2011 – 2015	YYYY AWP budget:	163,934 USD/yr (300,000 TL equivalent of USD)
Project Duration:	Sep 2012-Aug 2017	Total resources required	819,673 USD
Key Result Area (Strategic Plan):	promote inclusive growth, gender equality and MDG achievement	Total resources allocated:	819,673 USD
Atlas Award ID:	_____	Donor: Vodafone	819,673 USD (1,500,000 TL equivalent of USD)
Start date:	Sept 2012	GMS (7%):	57,377 USD
End Date:	Aug 2017		
PAC Meeting Date:	7 June 2012		
Management Arrangements:	NIM		

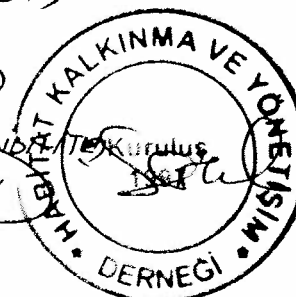
Agreed by the Government of Turkey (Ministry of Foreign Affairs):

*N. Gökçe KAYA*  
Eli:  
Gök Yaratı, Ekonomik İşler  
Genel Müdür Yardımcısı

Agreed by UNDP IICPSD:

*MDM 05.06.2013*

Agreed by Habitat Center for Development and Governance:



UNDP/TURKEY HAS SIGNED THIS PROJECT DOCUMENT ON THE BASIS OF THE COLLECTIONS AND REVISED ROLES AND RESPONSIBILITIES AS SPelled OUT IN THE LETTER OF 2 APRIL 2013 TO THE MINISTRY OF FOREIGN AFFAIRS, WHICH ARE IN LINE WITH THE UNDP TURKEY CO PROGRAMATIC MANDATE AND WITH THE COUNTRY PROGRAMME DOCUMENT FOR UNDP TURKEY...

## I. SITUATION ANALYSIS

- **Problem to be addressed:**

Commonwealth Independent States (CIS), Middle East and North African (MENA) countries, Partners for a New Beginning (PNB) countries and the Republic of Turkey are faced with a considerable demographic transition with high percentage of young population. Turkey offers a sophisticated platform for entrepreneurs, with a diversified industrial base, a stable political and economic environment, a considerable talent pool, a strong domestic market and underserved neighbouring markets. Yet, currently only 6 out of 100 people are entrepreneurs – a very low rate given the country's level of development. Similar is the situation in the CIS and MENA region. Youth and women, as entrepreneurial resources, are underutilized, with the region missing out on this untapped growth potential. The unemployment rate in 2010 was 11.9 per cent, while youth unemployment was 21.7 per cent with youth (aged 15-24) constituting the “*new poor*” in the CIS and MENA regions. The Gender Inequality Index of 2010, which measures inequalities in opportunity and participation of women in economic and political life, ranks Turkey 77<sup>th</sup> among 169 countries while the MENA countries score a 26% female participation in labour market and CIS countries. Countries in PNB network also identify regional and local economic opportunity priorities and then initiate and sustain efforts to address these priorities.

The economic crisis that shrunk the labour market and the significant number of youth entering the labour market has presented an employment *alternative* in entrepreneurial activity. However low level and quality education, lack of equal access to education (particularly among young women), scarce socio-economic opportunities provided to young people, are limiting their capacity and knowledge of entrepreneurship and leadership skills making them unfit to compete in the global arena.

According to a 2007 study of Sabanci University, self-employed women correspond to approximately 10% of all employed women and women entrepreneurs amount a 3.3% of the total entrepreneurs. Women in Turkey and the MENA region tend to stay outside the core labour force and need empowerment and capacity building to pursue employment or create a start-up company. The millions of young women who are neither in education nor at work should be taken into consideration. Providing them with visibility and increasing their independence will bring about development and growth. Not only equal opportunities but also alternative options of employment such as entrepreneurship should be presented to these young women.

While there has been academic research on entrepreneurship, the lack of reliable, comparable, and measurable data on the scope and content of youth and women entrepreneurship is a serious problem at the national and global context. In relation to this, programs developed to increase employability of youth and women in new businesses have been inadequate. Moreover, in today's global market youth and women have become more vulnerable.

Efforts to promote entrepreneurship have been made by the government, and new opportunities have been created by the private sector, universities, civil society and academia. In Turkey, Turkish Union of Chamber and Stock Exchanges (TOBB) Young Entrepreneurs Committee and Woman Entrepreneurs Committee are established with the involvement of 20.000 business men and women; besides Entrepreneurship Council of Turkey is established with the membership of 32 concerned parties including 6 ministries. PNB initiative covering Algeria, Egypt, Indonesia,

- h. Mentoring arrangements

### 3. ADVOCACY AND OUTREACH COMPONENT

- a. Connecting targeted group with funders
- b. Matching entrepreneurs and angel investors
- c. Publication of good cases
- d. Launch of young and social entrepreneurship awards

The Initiative will develop a research methodology to conduct surveys and to collect data on entrepreneurship, business opportunities, needs and necessities of the targeted groups in the global and national markets. Therefore, strategies to cope with the consequences of economic crisis and development will be based on reliable and comparable data.

All beneficiaries will obtain certificates at the end of the training/education. The curriculum will focus on essential professional, social, and economical entrepreneurship and leadership skills and information. In addition, research and competitions will be initiated to promote creative ideas and projects proposals of participants. Furthermore, to increase the employability of participants and strengthen the human capital, the Initiative will mobilize its network to provide cross the boarders internships. Subsequently, the Initiative will attract the resources to fund the initiatives developed by youth and women.

The task force of the project will be responsible for establishing the International Entrepreneurship Center, raising awareness on entrepreneurship, providing trainings and seminars, and advocating the concerned subject at national and local media, non-governmental organizations, local governments, businesses and other institutions.

Furthermore, the Learning Management System created by UNDP, Habitat and Turkey Vodafone Foundation under the "Bridging the Digital Divide" project will be the focal online training mechanism of the project with expanded training modules on entrepreneurship and leadership. Face-to-face in combination with online training curriculums will be used to increase capacity and awareness.

The impact analysis of the project will be realized via pre and post tests. The outcome of the project and the results of the impact analysis will be provided to the government as a policy recommendation on vocational education. In addition, the trainings will also be seen with a life-long development approach through which youth and women entrepreneurs who are not in the formal education system will be included in the labour market via life-long training approach.

#### **Beneficiaries:**

The primary direct beneficiaries of the project will be young people between the ages of 18 and 40, women and SMEs owners. Project Board/Steering Committee will agree on the selection criteria for the beneficiaries and the identification of target countries.

The project targets to reach 5,000 young men and women during its first year of implementation through distance learning programs and seminar. 50 eligible participants will also benefit from intense face-to-face trainings and coaching. Selected successful SME owners will also benefit from advocacy and training activities.

### **Communication Strategy:**

The communication strategy of the project will be based on the networks established and/or managed by the partners of this initiative. Accordingly, the above mentioned networks include UNDP-IICPSD, PNB, Laureate International Universities, TOBB YEC and WEEC, entrepreneurship (student) clubs established at universities' and vocational schools, youth and women's councils established within the framework of city councils etc.

### III. RESULTS AND RESOURCES FRAMEWORK

Output indicator as stated in the Country Programme Results and Resources Framework, including baseline and target:  
 Increased opportunities for employment and decent work for all through entrepreneurship.  
 Project title and ID:

Intended Outcome	Output Targets	Indicative Activities	Inputs (USD)	
<p>Increase the employability of young men and women through responsible and inclusive entrepreneurship investments</p>	<p>1. Research</p>	<p>1.1. Setting up an Academic Network to mobilize capacities for research and academic interaction among researchers, students, interns as well as experts            1.2. Development of Research Methodology and Strategy            1.3. Publication of research papers on responsible and inclusive entrepreneurship            1.4. Creation of a portal to stock-take researches and other relevant documents            1.5. Exchange of knowledge through forums and discussions            1.6. Awareness raising activities on entrepreneurship as means to combat unemployment (advocacy)            1.7. National coordination meetings</p>	<p>Travels for project implementation            Project Management Unit(3500 x 60 month)            Coordination Meetings            Visibility materials            Training Curriculum Development            Reading Material – Publications            Face2Face Trainings            Local Seminars            On-line Training Platform            Research studies            Entrepreneurship Awards Design and Ceremony            Capacity Building on Entrepreneurship Skills</p>	<p>16,296            210,000            15,000            15,000            10,000            33,000            250,000            15,000            30,000            50,000            12,000            25,000</p>

	<p>2. Trainings</p>	<p>2.1 Establishment of an International Entrepreneurship Center for trainings</p> <p>2.2. Developing curricula on responsible and inclusive entrepreneurship</p> <p>2.3. Creation of the Distance Learning (LMS) portal</p> <p>2.4. Face-to-Face trainings</p> <p>2.5. Capacity building of SMEs owners, youth and women on Entrepreneurship skills</p> <p>2.6. Local seminars and fora</p> <p>2.7. Internship and apprenticeship arrangement with companies</p> <p>2.8 Mentoring arrangements</p>	<p>Research and Docs Portal</p> <p>Awareness Raising Activities</p> <p>Mentoring (Design Execution)</p> <p>Conferences and Fora</p> <p>Internship Programme Design</p> <p>Reporting &amp; Audit</p> <p>UNDP GMS (7%)</p> <p>TOTAL</p>	<p>15,000</p> <p>20,000</p> <p>15,000</p> <p>18,000</p> <p>5,000</p> <p>8,000</p> <p>57,377</p> <p>819,673</p>
	<p>3. Advocacy and Outreach</p>	<p>3.1. Connecting targeted group with funders</p> <p>3.2. Matching entrepreneurs and angel investors</p> <p>3.3 Publication of good cases</p> <p>3.4 Launch of young and social entrepreneurship awards</p>		

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## **IV. MANAGEMENT ARRANGEMENTS**

### **Stakeholders/ Institutional Framework:**

The efforts for the advancement of socio-economic development for youth and women need to be complemented by the implementation of strategies based on a multi-stakeholder approach and innovative partnerships to expand dialogue and connect people to development situations. Therefore the institutional framework has been built around a multi-stakeholder partnership with responsibilities defined for each institution as below:

#### ***Habitat Center for Development and Governance:***

***Habitat Center for Development and Governance*** (Habitat) is an international youth network that is established during the 1995 Copenhagen Social Development Summit with the participation of 300 youth organizations with diverse religious, racial, cultural and national backgrounds. Habitat has served as the Secretariat of Youth for Habitat International Network. Its main mission is to support the participation of societal groups' mainly young people together with women, disabled people, and children in the decision-making processes and societal development through training youth. In addition to this, its Habitat's objective to increase youth awareness for sustainable development and livable environment, and youth participation in decision making; to develop partnerships among youth; to enable youth to establish partnerships with the governments, local authorities and the private sector; to follow up and increase the participation of youth in the international youth related events of the United Nations, Council of Europe and European Union; to improve networking among youth groups; to increase access to ICTs and information; and to develop training programmes.

Habitat has facilitated the youth component of the Local Agenda 21 Programme in Turkey and, the establishment and function of local youth councils and National Youth Parliament. Through Local Agenda 21 Programme, Habitat has established partnerships with local governments. Additionally Habitat develops and implements projects on financial literacy, ICT, capacity building on leadership, entrepreneurship, and local participation of women, disabled people and youth through developing strategic partnerships with Ministry of Development of Republic of Turkey, UNDP, private sector, and universities.

Habitat is a member of PNB; sits at the Executive Boards of TOBB YEC and WEC; and coordinates the work of entrepreneurship (student) clubs established at universities' and vocational schools, youth and women's councils established within the framework of city councils, National Youth Parliament.

Habitat will be responsible for the day to day implementation of the project under the auspices of UNDP IICPSD.

#### ***UNDP:***

UNDP as a global UN development actor has been supporting proven solutions in developing countries to the common development challenges of the urbanizing world. It promotes the practical ways in which public, private and civil society sectors work together to improve governance, eradicate poverty, provide access to shelter, land and basic services, protect the environment and support sustainable development.

UNDP activities for urban areas have been on three main strategic issues, namely: urban governance, urban environment and policy advisory services. In order to achieve these strategic priorities UNDP supports urban development cooperation activities at the global, regional and local levels.

On governance, UNDP promotes policies to increase the accessibility by poor and excluded groups, especially women, to the options offered by cities and towns and their participation in setting priorities. Innovative use of information and communications technology to support good governance is a UNDP priority. UNDP supports new technologies and approaches that can offer solutions to environmental challenges and also generate jobs and economic opportunities. UNDP also helps strengthen local community based groups and NGOs through advisory services and capacity building initiatives.

### ***UNDP IICPSD:***

The UNDP Istanbul International Center for Private Sector in Development (IICPSD) builds on Turkey's convening power and dynamic private sector as well as UNDP's global mandate to engage the Private Sector constructively in supporting global and local efforts to address development challenges.

The IICPSD will have the following objectives:

- 1) Support the development of inclusive and competitive markets and inclusive business models that engage poor people into value chains as producers, employees, consumers and entrepreneurs, with the end goal of economic development.
- 2) Foster private sector engagement and advocacy with for example, the UN system for achievement of MDG targets (especially on focus sectors like health, agriculture, education, housing and water and themes like youth, gender, environment) and other internationally agreed development goals (e.g. climate change)
- 3) Become a center of excellence in terms of capacity development activities that harness Trilateral Development Cooperation and South-South partnership, and promotes skill-building, access to enterprise-related finance, entrepreneurship and assistance to enabling actors<sup>4</sup> Convene business and supporting actors to expand dialogue and create actionable partnerships between themselves, in support of a development agenda.

IICPSD will be responsible for hosting the International Entrepreneurship Center and facilitating, supervising and overseeing the implementation of the Initiative.

### ***Istanbul Bilgi University:***

Istanbul Bilgi University (Bilgi) was founded in 1996 in Istanbul. Being part of Laureate International Universities network, one of the largest international education networks in the world, the founding premise of Bilgi has become 'to make education more accessible and affordable so that more students can pursue their dreams'. Bilgi seeks to educate free-thinking, creative, intellectually curious and enterprising individuals who will contribute to a world in which knowledge is accessible to all and, indeed, in which access to it has come to be seen as a fundamental human right. Bilgi holds a primary responsibility for providing, maintaining and further developing an academic environment in which both students and faculty members are able to engage in learning and the production of knowledge at the highest level. The university currently has around 11,000 students, 600 academic staff members, 6 faculties, 4 institutes, 4 schools, and 7 programs associated with its Vocational Schools, and around 100 programs that provide education to its



associate, undergraduate and graduate students. As of 2011, the university has graduated over 14,000 students.

Istanbul Bilgi University will be responsible for supporting the establishment of an academic network on entrepreneurship, conducting researches on inclusive and responsible entrepreneurship topics, certify the project curricula and trainings provided at all levels jointly with UNDP IICPSD and be part of the efforts for developing a curriculum on entrepreneurship.

***British Council:***

The British Council is the United Kingdom's international organisation for cultural and educational relations. Their work aims at building of trust and understanding between people of different cultures through the exchange of knowledge and ideas.

English, Arts, Education and Society are the tools used to bring people together and build sustainable relationships between people and institutions in the UK and Turkey. British Council has been working in Turkey continuously since 1940. They work through partnerships and digital platforms to reach people throughout Turkey.

Under the framework of the MOU signed between the British Council and UNDP, the British Council will engage in this project actively by creating and delivering training curriculum on business English and providing the relevant support.

***OECD:***

The mission of the Organisation for Economic Co-operation and Development (OECD) is to promote policies that will improve the economic and social well-being of people around the world.

The OECD works with governments to understand what drives economic, social and environmental change by measuring productivity and global flows of trade and investment. They set international standards on a wide range of things, from agriculture and tax to the safety of chemicals.

OECD works with business, through the Business and Industry Advisory Committee to the OECD, and with labour, through the Trade Union Advisory Committee. The common thread of OECDs work is a shared commitment to market economies backed by democratic institutions and focused on the wellbeing of all citizens.

The role of OECD in this project includes the design and creation of training curriculum and delivery of courses on corporate governance.

***PNB:***

Partners for a New Beginning (PNB) is a coalition of private sector and civil society leaders, committed to building partnerships to promote economic opportunity, foster advances in science and technology, enhance educational opportunities, and catalyze exchanges. As of September 2011, locally-owned and locally-driven PNB Chapters have been launched in Algeria, Egypt, Indonesia, Morocco, Pakistan, Tunisia, Turkey, and the West Bank/Gaza. PNB and its partners have launched, expanded or pledged support for more than 70 projects since the partnership's initiation in September 2010.

***TOBB: (Youth and women's entrepreneurship councils):***

TOBB Youth Entrepreneurship Council (YEC) and Women's Entrepreneurship Council (WEC) are the platforms to develop policies and contribute to the composition of ideas on youth and women entrepreneurship in Turkey under the umbrella of the Union of Chambers and Commodity Exchanges of Turkey (TOBB) which is the highest legal entity in Turkey representing the private sector. The main purpose of these councils is to enable youth and women entrepreneurs in realizing their initiatives through supporting their capacities. Moreover, YEC has been pioneering the development of policies as well as the establishment of entrepreneurship culture among young people and women in Turkey.

YEC is composed of local councils that are set up at the city level. Currently, 70 cities have local youth entrepreneurship councils that closely work with the YEC at the national level. The number of people in this local network is more than 10.000. The main goal is to spread the idea of youth entrepreneurship and to set up the councils in 81 cities.

WEC has focused on mentoring and supporting of women entrepreneurs in the beginning of the initiatives. The council has also established "Women Centre of Consultation and Training" in several cities in Turkey in order to enable women to be benefited from opportunities and resources in the EU and in the international context. Centers also provide consultation services on research on business opportunities, risk capital, Euroawards and etc.

YEC and WEC will be responsible with the facilitation of the following processes within the Initiative:

1. Announcement of the trainings and seminars
2. Disseminating the information to the potential beneficiaries through their networks at the local level
3. Develop local, national and international exchange activities

#### **TEPAV:**

Turkish economy is expected to grow in the upcoming years. Our Economic Studies department seeks to provide the public and private sector with sober assessment of strategies in this new climate. Following Turkey's 2001 crisis, acclimating to global competition has become the main challenge for the economy. Since then, rapid financial and economic globalization and the rise of the private sector have increased Turkey's weight on the global marketplace. TEPAV's core lies in the comparative analysis of Turkish firms' competitiveness and the development of new policies. The Economic Studies department's projects are interdisciplinary, greatly benefitting from the Foreign Policy and Governance Studies departments.

#### **TOBB-ETU:**

The Vision of the University include contributing to the development of the private sector, and maintaining industry-university cooperation; and thus accelerating the economic, social and cultural development of Turkey.

The Mission of the University include:

- Educating qualified, entrepreneurial human power ready for the global competition required by Turkey;
- Offering a educational environment that brings analytic thinking skills to the students, promoting their creativity;
- Providing the infrastructure and environment required for scientists conducting research and producing publications at world standards.

#### **Vodafone Turkey Foundation (VTF):**

VTF is one of the 27 Vodafone Foundations around the world. It demonstrates Vodafone's commitment to be a responsible global citizen and integrate with the communities in which it

operates. VTF's vision is to be the most respected corporate foundation in Turkey through effective social investments. The mission is to contribute to the development and life quality improvement of Turkish society.

Based on the experience of the "Bridging the Digital Divide" project, VTF will be responsible to provide the online learning system for the target group to utilize for the online trainings.

Vodafone Turkey Foundation will support the International Entrepreneurship Initiative as the main programme partner and involve in Steering Committee with Habitat, UNDP IICPSD and Government of Turkey.

***Intel Foundation:***

Founded in 1989, the Intel Foundation is a philanthropic organization focused on programs that advance education and improve communities worldwide. By providing funding for national and localized grants, the foundation helps fuel innovation in classrooms, empower women and underserved youth, and enables Intel employees to serve the needs of their communities. The goals of the Intel Foundation are to increase interest in math and science education, and to help develop a future workforce that represents the diversity around the world.

Intel Foundation will be creating a training curriculum on technology entrepreneurship.

***Microsoft Turkey:***

Microsoft Turkey Office has been in cooperation with the UNDP Turkey Office and the Youth for habitat for the empowerment of IT skills of youth in Turkey. Together they have come to a mutual agreement for online education for youth to enhance and build IT skills of youth and women. Microsoft Turkey will provide IT literacy training creating employment opportunities by national digital inclusion.

***Cisco:***

Cisco Networking Academy: Cisco uses core expertise in networking technology to improve both the delivery and quality of education--better preparing students of all ages with the skills they need to succeed in a global, technology-driven society. Cisco's flagship Corporate Social Responsibility (CSR) program, Cisco Networking Academy, is the "world's largest classroom", bringing technology education, 21st-century skills, and improved job prospects to 4 million students in 165 countries since its inception. With its blended learning model that combines classroom instruction with online curricula and interactive tools, Networking Academy epitomizes how technology can enrich learning. Cisco will provide Cisco Networking Academy education program as its contribution to the initiative.

Passport21 to Entrepreneurship: Cisco Passport21 is a suite of innovative offerings designed to supplement the Networking Academy core ICT curricula and help students prepare for 21st century careers. Passport21 provides optional learning materials that expose students to the attitudes, mindsets, and skills required to succeed in the global workplace. This Passport21 offering focuses on teaching critical business and financial skills, attitudes, and behaviors to help students succeed in the 21st century. Key concepts are reinforced through a series of business case studies, and Cisco Packet Tracer activities that expose students to entrepreneurship opportunities in networking and broadband scenarios

Cisco also develops collaborative technology solutions which enable people to communicate and collaborate more naturally, anywhere, anytime. Cisco plans to utilize these collaborative technologies for this initiative.

***Executing Agency:***

The project will be executed by Habitat Center for Governance and Development (Habitat) under the auspices of UNDP IICPSD and in close consultation with Project Board/Steering Committee. Habitat will be the legal executor therefore will be the responsible agent for the management. The administrative, technical, and secretarial functions will be carried out by Habitat at the premises of UNDP Istanbul International Center for Private Sector in Development.

The project curricula and trainings provided at all levels will be certified by jointly by UNDP IICPSD and Istanbul Bilgi University.

The project will be managed by a project manager (PM) to work under the supervision of project coordinator. The PM will be responsible for day-to-day management and implementation of the project activities. S/he will provide technical and administrative support to the project activities within the indicated timetable. S/he will facilitate, guide and organize all relations of the multi-stakeholder partnership.

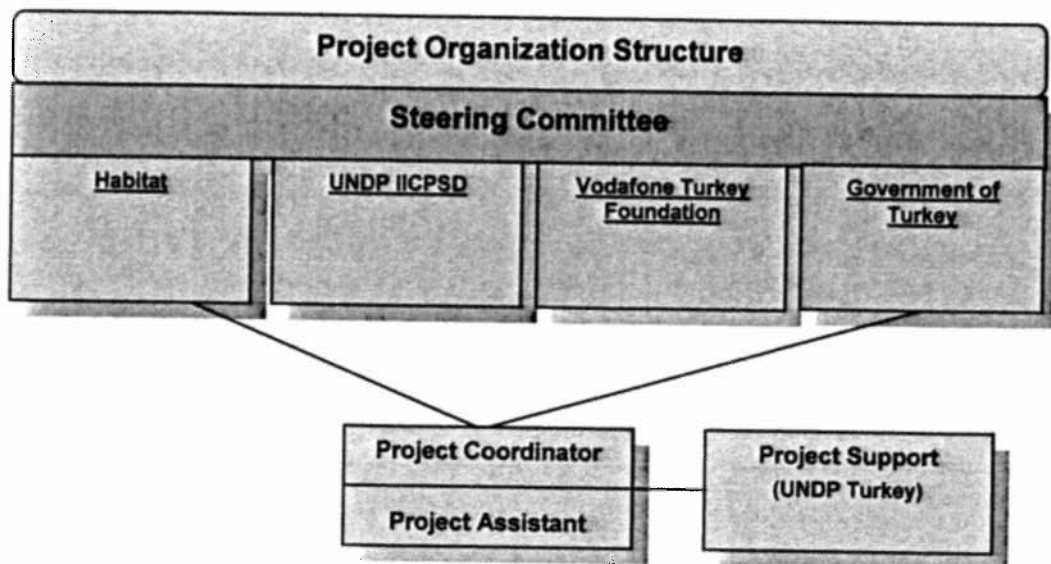
The project will be coordinated by the Project Coordinator who will be fully responsible for the coordination of the project, the supervision of the Project Manager and to ensure the intended outputs that are achieved within their timetable. S/he will consult and cooperate with the main partners.

An Executive Board will be established by UNDP IICPSD, Habitat, Turkey Vodafone Foundation and TC Ministry of Development.

The Project Steering Committee (PSC) will be established by the all project partners to provide assistance and support during the implementation of the project.

An Academic Council will be established to assist research and situation analysis.

An Advisory Board will be established for the selection of best practices to present Young and Social Entrepreneurship Awards.



**Duration:**

The duration of the project is **60 months** (September 2012 - August 2017)

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## V. MONITORING FRAMEWORK AND EVALUATION

Please refer to the Project Document - Deliverable Description to complete this component of the template.  
Suggested text to be adapted to project context

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/Steering Committee 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/Steering Committee 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 will be a final assessment. This review is driven by the Project Board/Steering Committee 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.

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## VI. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, 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.

The implementing partner shall:

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

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".

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## VII. ANNEXES

**Risk Analysis.** An assessment of risks that may affect the project should be conducted during the formulation. Please refer to the section "Defining a Project".

Use the standard Risk Log template

Please refer to the Deliverable Description of the Risk Log for instructions

**Agreements.** Any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs<sup>1</sup> (where the NGO is designated as the "executing entity") should be attached.

**Terms of Reference:** TOR for key project personnel should be developed and attached

**Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

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<sup>1</sup> For GEF projects, the agreement with any NGO pre-selected to be the main contractor should include the rationale for having pre-selected that NGO.



## ANNEX I

### Terms of Reference of the Project Coordinator

- The Project Coordinator ensures the coordination of project inputs and outputs between the UNDP, Habitat and other Project Board/Steering Committee Members.
- Maintains close contacts with UNDP indicating foreseeable changes in work-plan and proposing realistic amendments and budget revisions.
- Ensures that suitable working conditions are maintained at the duty station for project management and that project manager performs in accordance with his/her job description.
- Monitors progress of the project according to the work-plan and informs UNDP in time of any foreseeable delays.
- Ensures that the respective interest, active involvement and contributions of all project partners are sustained through the project period.
- Ensures that project activities are conducted and concluded in a timely, satisfactory and coordinated manner.
- Ensures compliance with UNDP's NIP procedures.
- Facilitates procurement of goods and services and recruitment of project personnel in accordance with UNDP rules and regulations.
- Develops and oversees monitoring and evaluation efforts.

## ANNEX II

### Terms of Reference for the Project Manager (PM)

The Project Manager is responsible for day-to-day management of the project activities. He/she also provides technical and administrative support to the project activities. More specifically, his/her responsibilities are as following:

- Ensures the timely and effective management of the activities as scheduled;
- Prepares technical, policy and briefing papers as requested;
- Helps organize the scheduled trainings/consultations/workshops and Steering Committee meetings;
- Prepares quarterly progress report of the activities performed;
- Controls the expenditures and otherwise ensure adequate management of the resources provided;
- Coordinates and supports the work of all local multipliers;
- Interacts closely with all relevant stakeholders and the Steering Committee members;
- Facilitate, guides and organizes all relations with the local administrations, and governors within the target regions;
- Facilitates the relations with the project assistants and coordinates their work in the villages;
- Fosters/facilitates and establishes and maintains links with other UNDP, GoT and Donors' budget management related national and international projects;
- Regularly reports to the steering committee.

## ANNEX III

### Terms of Reference for the Project Board (PB)/Project Steering Committee (PSC)

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#### VIII.

The duties and operating rules of the above PB/PSC are as following:

- PSC provides guidance and support to the project management and counterparts during the implementation process of all project activities.
- PSC will oversee monitoring and evaluation of the project, and make necessary comments on the curriculum developed by the Habitat, UNDP and Istanbul Bilgi University;
- PSC regularly receives information on the status of the implementation of the project activities and problems encountered;
- PSC will agree on the selection criteria for the beneficiaries and the identification of target countries.
- PSC meets five times during the project life cycle. In special cases the PSC shall meet upon the initiative of the Project Manager;
- PSC will operate on the basis of consensus in accordance with its Rules of Procedure agreed on its first session.

ANNEX IV  
RISK LOG



Project Title: \_\_\_\_\_ Award ID: \_\_\_\_\_ Date: \_\_\_\_\_

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Limited participation from the CIS and Mena regions due to limited accessibility to and knowledge of the project		Political <i>Political Instability</i> <i>Armed conflict and Instability</i>	The Interregional/ International aspect of the project is going to be at risk of being left aside.  P = 3 I = 3	If this risk materializes then partnerships with institutions and Universities will be established to enhance the rate of participation	Who has been appointed to keep an eye on this risk	Who submitted the risk	When was the status of the risk last checked	e.g. dead, reducing, increasing, no change