

**PROJECT DOCUMENT**

Turkey

Project Title: Business to Social Cohesion**Project Number:** 00134366**Implementing Partner:** Ministry of Industry and Technology, DG Development Agencies**Start Date:** March 2021**End Date:** March 2022**PAC Meeting date:** 12.03.2021**Brief Description**

The impact of the COVID-19 pandemic reversed the progress made in the livelihoods sector and has highlighted the vulnerability associated with informal work and casual labor which triggered sudden and unexpected loss of income. Recent research shows that, in Turkey, women experienced more severe pandemic-triggered employment disruption than men. Moreover, the pandemic has hit the private sector hard, including over 15.000 Syrian-owned enterprises operating in Turkey that employ both Syrian and Turkish employees.

In response to the impact of the COVID-19 pandemic on private sector and individuals in need of sustainable income opportunities, the project aims to supporting businesses, entrepreneurs and cooperatives to cope with this negative impact and build back better their businesses while strengthening business relations among refugee and host community members as a way to promote social cohesion and inter/intra-community solidarity.

The specific objectives are as follows:

- To alleviate the effects of COVID-19 on businesses and women cooperatives through tailor-made business development services support,
- To increase access to employment opportunities of Syrians and host community members through entrepreneurship support,

The project will support the following target groups to achieve expected results in a 12-month period;

- 30 existing Syrian-owned and Turkish enterprises and Syrian&Turkish joint ventures in need of assistance to redesign their business and marketing strategies due to the shrinkage in the economy and disrupted global supply chains after COVID-19 will benefit from business development services and grants,
- 10 women cooperatives will benefit from business development services including grant, consultancy and mentorship to grow/render their businesses after COVID-19,
- 75 women entrepreneurs that have solid business idea will benefit from bootcamp to further develop their business plans,
- 20 women entrepreneurs will benefit from business development services including mentoring, supply chain development and grants to start their business after bootcamp,
- Development of an online platform to take stock of the local products to support their commercialization.

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Contributing Outcome (UNDAF/CPD, RPD or GPD): By 2025, people under the Law on Foreigners and International Protection are supported towards self-reliance

Output 1.1. Displaced populations are equipped with the knowledge and skills to engage in the socioeconomic life of their host community

1.1.1 Number of people benefiting from jobs and improved livelihoods in crisis or post-crisis settings, disaggregated by sex

Baseline: 66,200, Target: 96,500 (at least 30% women)

Output 1.4 Sustainable job opportunities created for displaced populations and host communities

1.4.1 Number of interventions to increase labour



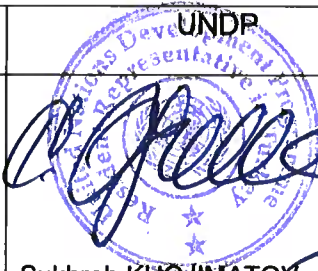

absorption capacity of businesses to accommodate displaced populations

Baseline: 15, Target: 20

Indicative Output(s) with gender marker²: GEN2

Total resources required:	1.110.427,00	
Total resources allocated:	1.110.427,00	
	UNDP TRAC:	N/A
	Donor (Gov of Japan):	USD 1,110,427.00 (incl. %8 GMS USD 81,439.46)
	Government:	N/A
	In-Kind:	N/A
Unfunded:	N/A	

Agreed by (signatures)¹:

Government	UNDP	Ministry of Industry and Technology
 Rauf Alp DENKÇAS Deputy Director General Deputy Directorate General for Multilateral Economic Affairs	  Sukhrob KHOJIMATOV Deputy Resident Representative	 Barış YENİÇERİ Genel Müdür Barış YENİÇERİ Director General DG for Development Agencies
Date: 30.11.2021	Date: 02.04.2021	Date: 08.04.2021

¹ Note: Adjust signatures as needed

² The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

I. DEVELOPMENT CHALLENGE (1/4 PAGE – 2 PAGES RECOMMENDED)

Since 2014, Turkey has not only hosted the world's largest refugee population but has also modelled the best practice for the global refugee policy discussion and implementation. In 2020, the number of Syrians under temporary protection (SuTPs) exceeded 3.6 million, and 46% of whom are women and girls. In addition, Turkey hosts approximately 320,000 international protection applicants and status holders from other countries (e.g. Afghans, Iranians and Iraqis). The Temporary Protection status granted in 2014 opened the door for access to health, education, employment, and social services systems to Syrians who fled the war. The country has provided SuTPs and International Protection Applicants the right to access work permits and formal employment in 2016. As a result, a total of 132,497 work permits have been issued to Syrian nationals between 2016 and 2019.

Turkey has been the main funding source of this impressive response, incurring a total cost of more than \$40 billion according to official data. In line with the principle of responsibility-sharing, which is highlighted in the Global Compact on Refugees, the international community has also made resources available to support Turkey in this unprecedented effort; over \$4 billion has been mobilized through the Regional Refugee and Resilience Plan for Turkey (3RP) since 2015.

The Government of Turkey (GoT) and the international community recognized the necessity to build up resilience of refugees as evidenced by the preparation of an ESSN Exit Strategy, the Harmonization Strategy by the Directorate General of Migration Management (DGMM) and allocation of more funds for resilience component than the refugee component of 3RP which demonstrate the shift from short-term humanitarian considerations to a mid/long term-oriented development considerations.

In line with the National Development Plan (NDP), the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2021-2025 supports four priority² areas to complement national development priorities and efforts towards achieving the Sustainable Development Goals, in line with international norms and standards as applicable and the principle of leaving no one behind.

Facilitating self-reliance for such a large number of refugee households remains a daunting task, even in the medium to long-term especially when the COVID-19 pandemic caused a serious backslide in the progress achieved so far. The Rapid Migrant Vulnerability Assessment conducted by IOM in cooperation with DGMM in March and April 2020 shows that 82 % of migrants and refugees had lost work and income due to COVID-19. Recent research also shows that in Turkey women experienced more severe pandemic-triggered employment disruption than men. While 51 percent of women experienced employment disruption due to the pandemic, the same ratio was 42 percent for men³.

The internationally supported cash response (ESSN) to directly assist the most vulnerable has been crucial in allowing refugees to meet their basic needs over the past couple of years. The Exit Strategy from the ESSN program released by the government in December 2018 marks a step towards a conducive policy framework to enhance refugees' access to formal employment. Creation of 334,000 jobs equally between Syrians and host-community members estimated to be required for transition of the beneficiaries of ESSN to self-reliance became an unrealistic target for the short term when 69 percent of the ESSN beneficiary households reported loss of employment due to COVID-19⁴.

The pandemic has hit the private sector hard, including Syrian-owned enterprises that employ both Syrian and Turkish employees. According to the survey results conducted by UNDP Turkey and Business for Goals (B4G) in April and May 2020, 64 percent of the 101 Syrian-owned enterprises responded that they were «substantially impacted» by the pandemic, 88 percent see the pandemic as a direct threat for their businesses and investments, and 96 percent stated that their businesses and operational strategies in 2020 have been affected negatively⁵. Daily routine of majority of the

² Inclusive and equitable social development; Competitive production, productivity and decent work for all; Climate change, sustainable environment, livable cities; and Good governance and quality of judiciary services.

³ The Rapid Migrant Vulnerability Assessment, IOM and DGMM, March and April 2020

⁴ "Turkey - Impact of COVID-19 on Refugee Populations Benefitting From the Emergency Social Safety Net (ESSN) Programme" by TRC/IFRC in May 2020, <https://data2.unhcr.org/en/documents/details/76274>

⁵ Impact of COVID-19 on Syrian-owned and Turkish MSMEs, April, May 2020, <https://www.business4goals.org/yayinlar/>

companies has shifted towards crisis management. However, there is a lack of knowledge required for crisis management. The rate of companies whose operations have fully halted is 34,6 percent while the rate of companies that partially shifted to crisis management is 50.4 percent.⁶ Extensive consultations and surveys with the private sector actors revealed that lack of Turkish language, e-commerce skills, and information on legal frameworks regarding employment and entrepreneurship are the main challenges as well as the negative socio-economic impacts of COVID-19. Lack of digitalization within the Syrian-owned companies has affected their business operations in terms of remote working, sales and supply chains as they are lacking digital tools and infrastructure that will enable them to work remotely such as e-commerce platforms to continue their sales/exports during COVID-19 pandemic.

Self-reliance became a necessity as Syrians in Turkey are increasingly planning their lives on the presumption of a more permanent stay reflected in the increase from 16,7 percent to 51,8 percent who responded “I definitely do not intend to return to Syria” when asked about their plans in 2017 and 2019 Syrian Barometer respectively. The same study also found that almost 80 percent of the Turkish society is sure that at least half of the Syrians will remain in Turkey⁷.

The high density of Syrians created a reverse incentive for integration by providing the comfort and security of being able to live within their own community reducing the motivation, alongside practical necessity, to interact with the local society or learn its language which remains an overarching barrier to refugees’ integration into the labour market, access to services and social cohesion. Despite having lived in Turkey for several years, adult refugees continue to have a very low command of the Turkish language. Four out of five have only basic Turkish language skills, 18 percent are at an intermediate level, and only three percent have advanced command of the language.⁸ Even business persons suffer the same challenge and emphasize the need for language training not only for daily communication but also for business.

In response to the challenges elaborated above, 3RP partners highlighted the need to scale up investment in fostering social cohesion in 2021/22 to address the risk of growing social tensions⁹ and identified socio-economic distress created by the pandemic, the perception of socio-cultural differences, increasing social distance between communities, language barriers, decreasing social acceptance, competition for jobs, security concerns, misperceptions and misinformation concerning the services available, as well as pressure on services and assistance as the factors affecting social cohesion in Turkey.

Turkey’s 11th National Development Plan foresees a number of different avenues to strengthen social cohesion between communities, including support to migration management’s institutional structure and capacity, as well as increased targeting of children and youth while *women have been defined as a social group with special needs and their employment has a special focus*. Furthermore, DGMM’s Harmonization Strategy provides a framework for public institutions and civil society actors to work towards improving social cohesion between refugee and host communities.

Against this backdrop, “durable solutions to displacement” is defined as one of the three priority thematic areas of the new UNDP Country Programme for Turkey (CPD) 2021-2025 which is in line with the national priorities outlined in the National Development Plan and national strategic documents. This thematic area is developed within the Durable Solutions framework due to the protracted nature of the Syria crisis and refugee presence in Turkey.

⁶ B4G, established with the support of UNDP under the roof of two prominent private sector voluntary bodies of Turkey, namely TURKONFED (Turkish Enterprise and Business Confederation) and TUSIAD (Turkish Industry and Business Association), is a collective action of the private sector on the SDGs. It provides a platform for conducting research, studies and dialogue to transform the private sector’s involvement into inclusive and elaborated public private partnerships for the achievement of the SDGs (<https://www.business4goals.org/>).<https://www.business4goals.org/wp-content/uploads/2020/04/B4G-Covid-19-survey-ENG.pdf>

⁷ Syrian Barometer 2019

⁸ WFP-TRC, Refugees in Turkey: Livelihoods Survey, 2019

⁹ 3RP 2021/2022 plan

In practice, UNDP aims to enhance the positive socio-economic inclusion of refugees and to provide equitable opportunities to vulnerable host communities. This will require working to increase resilience at the following levels simultaneously:

- Increase the resilience capacities of refugees and host community members and households – particularly their ability to achieve self-reliance and access to sustainable livelihoods,
- Increase the resilience capacities of communities, particularly their ability to maintain and strengthen social cohesion,
- Increase the resilience capacity of institutions and systems, particularly the ability of national and local institutions to provide inclusive quality services, to support social cohesion and the private sector to expand job opportunities for host community members and refugees.

II. STRATEGY (1/2 PAGE - 3 PAGES RECOMMENDED)

In light of the above context, the Project aims to increase self-reliance of refugees and host community members with a specific focus on women through business development services and grants to alleviate the negative impact of the COVID-19 pandemic on existing businesses and cooperatives and entrepreneurs to realize their business ideas.

The assumption is that resilience is strengthened when individuals, communities and institutions are better able to cope with and recover from the impact of a crisis (COVID-19 particularly) and can sustain their development efforts.

The context for change- Firstly, creation of 334,000 jobs equally between Syrians and host-community members that is estimated to be required for transition of the beneficiaries of ESSN to self-reliance became an unrealistic target for the short term when 69 percent of the ESSN beneficiary households reported loss of employment due to COVID-19.¹⁰ New job creation is still necessary to meet the labour supply side even in the time of the pandemic.

Secondly, existing Syrian-owned enterprises and SMEs have been impacted negatively due to the global disruption in the supply chains and new ways of working both in terms of capacity utilization and also digitalized/remote working modalities. According to the survey results conducted by UNDP Turkey and Business for Goals (B4G) in April and May 2020, Covid-19 pandemic had impacts on both Turkish and Syrian-owned enterprises at the similar levels. While 62% of the local enterprises were substantially impacted, the ratio is 64% for their Syrian counterparts. While 34.7% of the Syrian owned enterprises have halted their operations completely, 31% of the Turkish enterprises have faced the same situation. The vast majority of the participants consider Covid-19 as a serious threat to their businesses (81% among Turkish companies and 88% among Syrian-owned companies). Only 39% of both Turkish and Syrian-owned enterprises have adequate infrastructure for remote working.

Table 1: Project Theory of Change

If MSMEs and cooperatives could benefit from technical advice on business development and grants to cope with the impact of COVID-19 pandemic and adapt to the “new normal”, **then** they will be able to sustain and expand their businesses.

If MSMEs and cooperatives can expand their businesses, **then** they will be able to provide more (and more sustainable) job opportunities for Syrian and host community members,

¹⁰ “Turkey - Impact of COVID-19 on Refugee Populations Benefitting From the Emergency Social Safety Net (ESSN) Programme” by TRC/IFRC in May 2020, <https://data2.unhcr.org/en/documents/details/76274>



If women entrepreneurs receive tailor-made and market oriented business development services and grants for medium term to start their businesses **then** their businesses will have the potential to integrate into the local, regional and global supply chains,

If newly established women-led enterprises and women cooperatives could integrate into local, regional and global supply chains of big companies and retailers or through e-commerce platforms **then** they will create more jobs for Syrians and host community members by expanding their businesses,

If micro, small and medium sized producers of local products and unemployed young people who are willing to become entrepreneurs can have better access to the market by means of the online platform for local products **then** they will be able to incorporate their products into the portfolio of national and international markets.

The Project seeks to make above mentioned changes through:

- *Supporting local economic growth to create job opportunities for SuTPs and host communities;*
- *Contributing to the socio-economic empowerment of Syrians (especially women) and Turkish host community members;*
- *Providing support to existing MSMEs and cooperatives for the establishment of new MSMEs and cooperatives, run by Syrians, host community members or through Syrian/ Turkish joint ventures*

The implementing partner of the Project will be the Ministry of Industry and Technology (MoIT) DG Development Agencies which is the main body for regional development in Turkey and it is also responsible for the coordination of Development Agencies operating in 81 provinces. MoIT's DG Development Agencies (DA) have solid experience in project management and management of funds along with a separate unit for Monitoring and Evaluation. DG DA implements projects developed in response to Syria Crisis, particularly in livelihoods sector such as "Enhancer Project" being implemented in cooperation with ICMPD and "Social Entrepreneurship, Empowerment and Cohesion in Refugee and Host Communities Project" being implemented in cooperation with the World Bank. Governance structure of all the regional development agencies in Turkey is composed of 3 main bodies, i.e. Executive Board, Development Board and Secretariat General which provide broader intervention areas and inclusiveness in terms of target communities. Executive Board is comprised of highest level managers of Governorates, Municipalities and Chambers of Commerce and Industry of provinces in the region and is the decision-making body of the Agencies. The Development Board is an advisory body formed by representatives of public and private institutions, universities and local governments of the respective region, in line with the regional development objectives. The Development Board is a common ground for all the stakeholders associated with local and regional development where development issues are discussed and agreed upon for the purpose of improving awareness, enhancing cooperation and coordination among all relevant parties within the region. Lastly, Secretariat General is the implementing body of the Agencies, which include Secretary General, Unit Managers, Experts and Support Staff. Investment Support Offices established in 81 provinces of Turkey are also part of Secretariat General and they perform the duties related with investment support and promotion activities. All the activities of the Development Agencies are planned and organized within the scope of Result Oriented Programming approach, which emphasizes the primary topics and concerns related with regional development of the respective region. For each Result Oriented Programme, a Management Plan is prepared by the Agency and approved by the MoIT (DG Development Agencies), and a Steering Committee is formed with the participation of relevant stakeholders in order to enhance the governance and coordination of overall functioning of the program. DG Development Agencies will ensure the efficient utilization of the funds allocated for the Syria Crisis and the beneficiaries will be referred to the available resources where/if possible.

The project will target the following groups while identification of the locations for the implementation will be finalized with the guidance of the implementing partner, Ministry of Industry and Technology DG Development Agencies;



- Existing Syrian-owned and Turkish enterprises and Syrian&Turkish joint ventures in need of assistance to redesign their business and marketing strategies due to the shrinkage in the economy and disrupted global supply chains after COVID-19,
- Micro, small and medium sized local and regional producers that have difficulty in accessing the market, and unemployed people in the region who are willing to become entrepreneurs will benefit from the online platform for local products to incorporate their products into the portfolio of national and international markets,
- Women cooperatives will benefit from business development services including grant, consultancy and mentorship to grow/render their businesses after COVID-19,
- Women entrepreneurs that have solid business idea and at the stage of participating to the bootcamp to start their businesses.

In addition to proven experience and capacity of MoIT DG Development Agencies at the national and local level, the Project will benefit from existing experience and network of UNDP Turkey's Syria Crisis Response and Resilience Portfolio with the support provided to the Syrian-owned enterprises, Turkish enterprises employing Syrians and Syrian entrepreneurs. Between February 2018-December 2020, 1807 jobs were created while 151 new enterprises were established and 956 business development services were provided including consultancy services and training on financial, legal, marketing, business registration and employment regulations and incentives.

UNDP Turkey has also initiated a support programme for Syrian-owned enterprises on digitalization in response to the COVID-19 pandemic with the support of Government of Japan (Supplementary Budget on COVID-19). With the on-going project, the following support are being provided to the Syrian-owned enterprises and Syrian entrepreneurs since September 2020 and as of 31st January 2021;

- Online trainings on digital communications tools, marketing practices, sales channel development & managing social media tools for businesses have been provided to 276 company representatives, 100 out of 276 were female business owners,
- 40 beneficiaries were provided with consultancy on government's COVID-19 response & support to MSMEs to enable them to apply to the available support mechanisms.
- 30 MSMEs have benefitted from digital marketing services, 155 enterprises have benefitted from unlimited internet access and 70 enterprises have benefitted from mini recovery grant composed of 50 female and 20 male business owners,
- Women led enterprises and women entrepreneurs are prioritized and 35% of the overall beneficiaries are women as well.

Additionally, Innovation Centers in Izmir, Mersin and Adana that are established in cooperation with MoIT DG Strategic Researches and Productivity could be another instrument to support the target group in terms of strengthening their entrepreneurial skills, development of new products and commercialization.

The partnership will amplify the impact of the existing support mechanism provided to the above-mentioned target groups and also identification of the target groups that will receive support from the Project.



The potential regions for implementation are as follows;



- Those regions are covered by different Regional Development Agencies under the coordination of Ministry of Industry and Technology and regions such as TR32 (Aydın, Denizli, Muğla), TR61 (Antalya, Burdur, Isparta), TR82 (Çankırı, Kastamonu, Sinop), TR90 (Artvin, Giresun, Gümüşhane, Ordu, Rize, Trabzon), TRB1 (Bingöl, Elazığ, Malatya, Tunceli) and TRC3 (Batman, Mardin, Siirt, Şırnak) hold potential for women cooperatives, regions/provinces such as TR31 (İzmir), TR52 (Karaman, Konya), TR62 (Adana, Mersin), TR63 (Hatay, Kahramanmaraş, Osmaniye), TRC1 (Adıyaman, Gaziantep, Kilis) and TRC2 (Diyarbakır, Şanlıurfa) host over 2 million Syrians and non-Syrian refugees and asylum seekers¹¹.

The Project will contribute to SDG5 Gender Equality through supporting women entrepreneurs and cooperatives to grow their businesses in a gender-responsive way and increase their self-reliance and resilience while ensuring women's full and effective participation and equal opportunities for leadership at all levels of decision-making in economic and public life.

The project will contribute to SDG8 Decent Work and Economic Growth by focusing on contributing to the higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors and promoting development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.

¹¹ The Nomenclature of Units for Territorial Statistics (NUTS) is a statistical subdivision standard by Eurostat (EU). According to NUTS classification, there are 12 NUTS 1 and 26 NUTS 2 regions in Turkey. These regions are not administrative but statistical units. Development Agencies have been set up based on NUTS 2 regions and works according to "Law on The Establishment and Duties of Development Agencies" (No. 5449) and related regulations", <https://www.gmka.gov.tr/en/what-is-development-agency-what-are-its-responsibilities>

Cey *BN*

All the beneficiary groups will benefit from the “online training module on Gender responsive companies and institutions in Arabic, Turkish and English” to provide them the guidance on how to become more gender responsive and to contribute to the women’s participation in the labour market by transcending traditional gender roles in business.

In order to enhance the inter/intra solidarity and social cohesion, the Project will follow the same approach and gather and target both communities for business purposes.

Following actions could be taken to promote social cohesion;

- Language barrier, if any, will be eliminated by interpretation services and also referring and following up those who need Turkish language trainings,
- Exploring opportunities to engage Syrians into women cooperatives,
- Creating an enabling environment to increase interaction and collaboration between 2 communities during the project activities.

All the participants and institutions will benefit from the following online training modules developed by UNDP and its partners in previous projects and activities that aim to strengthen social cohesion at work place, provide guidance on how to access labour market and also increase self-reliance in the times of crises and disasters :

- Lifeskills at Workplace in Arabic, Turkish and English
- Career Development in Arabic, Turkish and English
- Disaster Preparedness Training in Turkish and Arabic (developed in cooperation with Turkish Red Crescent)

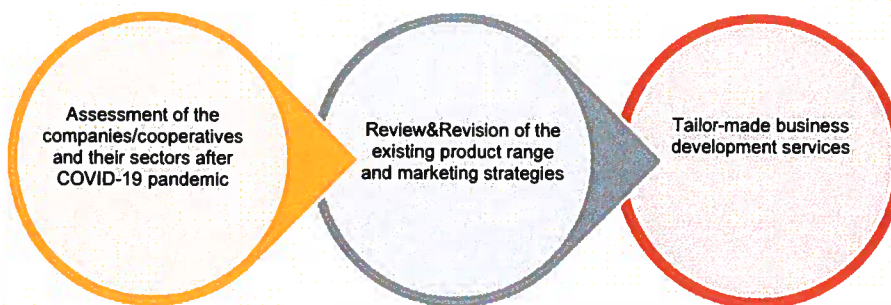
III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

Expected Results

Output 1: Resilience of businesses/cooperatives strengthened through tailor made business development services support

The Project will identify the eligible Syrian-owned and Turkish enterprises, Syrian&Turkish joint ventures and women cooperatives to provide the following services.

Businesses that are severely affected by COVID-19 will be prioritized.



Tailor-made business development services will focus on restructuring strategies of the businesses and establishing new partnerships.

- Services will be mainly focusing on establishing a website, online/digital marketing tools/activities, subscription to the e-commerce platforms, developing new marketing and commerce strategies after COVID-19 pandemic, utilization of social media tools, product development and design, new opportunities originated in the market after COVID-19, etc.,
- However, based on the needs assessments conducted for each beneficiary, consultancy and mentoring services on general management consultancy, standardisation, packaging and other areas could be provided to boost their potential for commercialization.

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- Grants for existing enterprises and women cooperatives to cover their digitalization and other costs (unlimited internet, subscription to the e-commerce platforms, remote working infrastructure, work permit fees, etc.)
- Promotion of formalization of existing Syrian employees and new recruitments through work permit support,
- Facilitating cooperation between women cooperatives to strengthen their business network and to promote partnership opportunities,
- Facilitating integration of enterprises and cooperatives into local, regional and global supply chains to ensure their sustainability,
- Matching large companies with women cooperatives for mentorship to support them in developing their business and marketing strategies,
- Supporting producers of traditional/local products by establishing an online platform that takes stock of all the local products nation-wide and acts as an aggregator for their commercialization.
- For establishing the online platform for local products, conceptual framework and action framework will be developed for identifying local products to be commercialized, and a roadmap report will be prepared. Conceptual framework will include classification of the variety of local products by understanding the local and global trends and the marketing pattern of local products. Action framework will include identification of the steps for the design of the digital platform by using the map of local products obtained as a result of conceptual framework. The roadmap report will include the outputs of the conceptual and action frameworks and will cover the responsibilities of all parties related with marketing of local products, and the steps to be performed in these processes.

Expected results:

- 30 Syrian-owned and Turkish enterprises, Syrian&Turkish joint ventures will benefit from business development services support to improve and restructure their sales channels that are affected after COVID-19,
- 10 women cooperatives will be supported through technical consultancy to alleviate the effects of COVID-19,
- 5 enterprises and/or cooperatives will be integrated into supply chains of big firms, retailers or companies operating in manufacturing industry,
- 1 roadmap report will be developed that will include conceptual and action framework for identifying local products to be commercialized,
- 1 online platform (i.e. website) will be developed to facilitate the commercialization of the traditional/local products by taking stock of these products and making referrals to the producers.

Output 2: Increased women's participation to the labour market through business skills development

This output will support women entrepreneurs to start their businesses and continue supporting them with a "hand-holding" approach to ensure the sustainability of their businesses. The target beneficiaries of this output are the women entrepreneurs, who have already a solid business plan that includes market research, production plan, financial plan, etc.

- Organization of 3 bootcamp programmes (each lasting for 2-weeks) with the support of Innovation Center (where available) for pre-selected 75 women entrepreneurs that have solid business plan,
- After successful completion of the bootcamp, provision of tailor-made business development services throughout the project period for selected 20 women entrepreneurs,
- Tailor-made business development services will cover consultancy services on legal and financial issues on doing business in Turkey, mentorship, marketing, e-commerce, integration to the local, regional and international supply chains, etc.

- Provision of grants to cover the fees such as business registration fees, machinery and equipment, raw material, recruitment of new personnel, prototyping, marketing, subscription to the e-commerce platforms, work permit fees, laboratory&testing services, standardization, participation to the fairs, etc.
 - o Grants will be provided based on deliverables and in line with the business plan developed and implemented by the entrepreneurs.
- Organization of networking events and bilateral meetings with the major retailers, e-commerce platforms, big companies, companies in manufacturing industry to support entrepreneurs in integrating into the major supply chains and/or e-commerce platforms,

Expected results:

- 75 women entrepreneurs from refugee and host community will participate in the bootcamp, 20 women entrepreneurs from refugee and host community will benefit from mentorship and grant support to start and grow their businesses,
- 5 new businesses will be integrated into supply chains of big firms, retailers or companies operating in manufacturing industry,

The Action, for both outputs, will monitor and follow-up the jobs created, increase in turnover, product range, sales, etc. to observe the impact of the consultancy and mentoring services provided in the framework of Project for business development. To assess the impact of the project, additional analysis could be conducted to compare before/after situations of participating enterprises and cooperatives to show Project's contribution. The analysis will feed into the future programming of MoIT and UNDP.

Resources Required to Achieve the Expected Results

To implement this project, UNDP will mobilize its expertise in the area of business development services in Arabic and Turkish, supply chain development, commercialization and also private sector engagement to support target groups such as women entrepreneurs, women cooperatives and MSMEs affected by COVID-19.

In terms of partnerships, UNDP will arrange partnerships with individual and institutional experts as well as relevant local organizations such as NGOs working with the Syrians under temporary protection. Regarding contract and project management, UNDP will deploy its in-house experience (CO staff and Syria Crisis Response and Resilience Portfolio (SCRPP) staff) as well as mobilize other capacities in the form of Service Contracts and Individual Contracts. For this project, UNDP will avail the capacities of a Projects Coordinator (part time), Project Associates, UNV Volunteers as Project, Finance and Communication assistants. The positions will be remote/home based and if necessary, they could be based in target locations.

Using Portfolio and country office staff allows UNDP to build on the existing mechanisms and exploit synergies with other ongoing projects, leading to increased efficiencies in project and budget management and procurement. The direct cost of such support will be included in the project budget and pro-rated as per UNDP's regulations.

Partnerships

The Project will build on the long-standing and close partnership of UNDP with the key national/central government agencies and local stakeholders such as Ministry of Industry and Technology (MoIT), İŞKUR (Turkish Employment Agency), Ministry of Family, Labour and Social Services (MoFLSS), Regional Development Agencies, Chambers of Industry and Commerce. These include UNDP's work on job creation for both host community members and refugees through Capability and Digital Transformation Centers and Innovation Centers, business development services to support existing Syrian-owned enterprises and Syrian entrepreneurs and also provision of technical



and financial support for work permit applications. These established partnerships and network, along with the strong institutional structure of MoIT DG Development Agencies, will facilitate timely and effective implementation of the Project. Such partnerships and cooperation will also serve to ensure linkages with national priorities and complementarities with interventions funded by various other funding resources, including the national budget.

The project will also follow-up the on-going projects/activities conducted/managed by the Ministry of Trade DG for Cooperatives to better align its activities and also refer its beneficiaries to the available funding opportunities provided by the Ministry.

Ministry of Family, Labour and Social Services could be another potential partner to coordinate with as they have also activities targeting women cooperatives.

Ministry of Agriculture and Forestry will be another governmental institution that will be followed up with respect to their support to women entrepreneurs in agricultural sector.

Those institutions could be also invited to the Steering Committee meetings as participants to receive their feedback and insights with respect to their similar programmes to better align the efforts on the same area in the field.

Risks and Assumptions

The main assumptions for the success of the overall Project and its implementation are as follows:

- Relevant Government stakeholders continue their support to project activities,
- Host communities remain open to socio economic integration of Syrians,
- Enabling economic environment for entrepreneurship continues in 2021 (during recovery and building back period following COVID-19 pandemic),

Identified risks and their mitigation measures are already spelled out in Annex 3. Risk Analysis.

Stakeholder Engagement

The Project will target women entrepreneurs among Syrians and host community member, women cooperatives composed of Syrians and/or host community members, existing MSMEs led by Syrians, host community members or established as Syrian&Turkish joint ventures to support their livelihoods activities, especially in response to new business environment after COVID-19 pandemic. The project, by supporting the aforementioned target groups, will support new job creation through entrepreneurship, sustainability of the existing businesses and cooperatives in the time of pandemic and help them grow their businesses by tailor-made business development services.

The Project will engage Regional Development Agencies that have a broad network of cooperatives and also local institutions, NGOs, Chambers and Municipalities that are working with women and Syrian entrepreneurs and MSMEs.

South-South and Triangular Cooperation (SSC/TrC)

UNDP will establish/maintain networks and seek opportunities for inter-regional/inter-institutional collaboration and cooperation. The outputs of the Project will also be disseminated for the benefit of other countries through the networks to be established/maintained within the scope of the Project.

Knowledge

The project will produce a number of knowledge products including training materials and toolkits for employment service delivery to be used by the employment service providers. The project will also have a media/communication strategy to communicate the achievements in the project as well as the services made available to Syrians and host community members through the project.

All training content, need assessment reports, applicant list, application evaluation criteria, completion of deliverables will be reported in form of progress and final reports. All mentioned



documentation and knowledge products to be prepared within the scope of the project will be shared with the Ministry of Industry and Technology DG Development Agencies in hard and soft copies.

Within the scope of the visibility activities short videos, project progress briefs and infographics will be prepared and shared with a wider audience including policy makers to demonstrate the value adding contribution of the project interventions for enhanced social cohesion among Syrians and host community members.

The publications, knowledge and visibility materials produced will also be shared with UNDP's relevant global teams and units as well as during relevant local, national and international events around displacement.

UNDP also ensures the visibility of the Government of Japan. Several activities will be conducted and UNDP will include a Japanese staff as part of the project team. The visibility activities will focus on project impact and results through using different means of communication such as press releases, photo stories and short videos. Moreover, single donor signboards on the project sites, donor visibility on project materials and events, donor impact human stories will be part of project visibility efforts. The Government of Japan will continue to be invited to attend regular donor briefings on a broad range of topics and will have the opportunity to visit project sites over the implementation period. All related publicity materials will acknowledge that the project is implemented with funding from the Government of Japan.

Sustainability and Scaling Up

The project will scale up and build on the support provided to the Syrian-owned enterprises, local enterprises, Turkish&Syrian Joint ventures, women entrepreneurs and cooperatives through other projects and interventions conducted by UNDP's Syria Crisis Response and Resilience Portfolio as well as the activities being conducted by MoIT DG Development Agencies in target locations.

IV. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

Cost Efficiency and Effectiveness

The fact that the project builds at national and local levels on the existing structures and capacities not only increases the sustainability dimension of the project, but also adds to cost efficiency. For example, the project will rely on the regional analyses and results of the field level implementations conducted by the UNDP in collaboration with the local partners. In addition, UNDP will adopt a programme approach in line with its new structure, whereas staffing will be made to serve for and to be costed to more than one project where possible. Following a programme approach will also be relevant for procurement and other administrative issues. This will increase cost efficiency of the project.

Project Management

The implementing partner of the Project will be the Ministry of Industry and Technology (MoIT) DG Development Agencies which is the main body for the regional development in Turkey, operating in 81 provinces. MoIT's DG Development Agencies (DA) have solid experience in project management and management of funds along with a separate unit for Monitoring and Evaluation. DG DA implements projects developed in response to Syria Crisis, particularly in livelihoods sector such as "Enhancer Project" being implemented in cooperation with ICMPD and "Social Entrepreneurship, Empowerment and Cohesion in Refugee and Host Communities Project" being implemented in cooperation with World Bank. Governance structure of all the regional and provincial development agencies is composed of Governorate, Municipality and Chamber of Industry which provides broader intervention areas and inclusiveness in terms of target communities.

In addition to the proven experience of DG DA, UNDP will deploy its in-house experience (i.e. relevant programme and operations staff) as well as mobilize other capacities in the form of Service Contracts and individual contracts. For this project, UNDP will avail the capacities of Projects



Coordinator and relevant administrative and operational support staff. In addition, Junior Professional Officer, JPO funded by the Government of Japan will be closely engaged with the project implementation, monitoring and evaluation and liaison with the Embassy of Japan in Ankara, Turkey.

UNDP will provide direct country office support services (including for the functions of procurement, human resources, administrative services, communication, office space), and direct project costing will apply in line with UNDP's cost recovery policy. Financial transactions and financial statements shall be subject to internal and external auditing procedures laid down in the Rules and Regulations of UNDP, whereby the cost of audit will be charged against the relevant budget line in project budget.

Using programme and country office staff allows UNDP to build on the existing mechanisms and exploit synergies with other ongoing projects, leading to increased efficiencies in project and budget management and procurement. The direct cost of such support will be included in the project budget and pro-rated as per UNDP's regulations.

The project shall be subject to independent evaluation according to UNDP's standard evaluation procedures, if required. The organization, terms of reference and timing of such evaluation will be decided after consultation between the Government and UNDP. Finally, as the project follows UNDP's NIM modality, audit will be made through the regular external (UN Board of Auditors) or internal audits (audits managed by UNDP's Office of Audit and Performance Review).

UNDP currently has offices in Ankara, Gaziantep, Şanlıurfa and Adana (in the premises of Çukurova Development Agency) and field staff based in Izmir. The main project team will be based in Ankara serving under the UNDP Syria Crisis Response and Resilience Portfolio. On the other hand, if there is need at the later stages of the Project, a team that will work remotely to support the project implementation could be recruited to work for a number of projects in support of same programme, pro-rated across projects.

Regarding reporting period, track results progress will be shared with the Government of Japan semi-annually and one final report including financial expenditures will be submitted to the Donor.



V. RESULTS FRAMEWORK

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COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #1.3: By 2025, people under the Law on Foreigners and International Protection are supported towards self-reliance
 Percent of strategic priorities/interventions of the Harmonization Strategy implemented, Baseline:0 Target: 80 %

CPD Outputs

Output 1.1. Displaced populations are equipped with the knowledge and skills to engage in the socioeconomic life of their host community

Indicator 1.1.1 Number of people benefiting from jobs and improved livelihoods in crisis or post-crisis settings, disaggregated by sex

Baseline: 66,200 Target: 96,500 (at least 30% women)

Output 1.4 Sustainable job opportunities created for displaced populations and host communities

Indicator 1.4.1 Number of interventions to increase labour absorption capacity of businesses to accommodate displaced populations, Baseline: 15 Target: 20

Project title and Atlas Project Number: Business to Social Cohesion, 00134366

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS			DATA COLLECTION METHODS
			Value	Year	Year 1	Year 2	FINAL	
Output 1 Resilience of businesses/cooperatives strengthened through tailor made business development services Gender marker 2	1.1 # of Syrian-owned, Turkish enterprises and/or Syrian & Turkish joint ventures provided with business development consultancy (10% women-led enterprises)	UNDP database	0	-	15	15	30	Through project based M&E tools and systems
	1.2 # of women cooperatives provided with business development consultancy	UNDP database	0	-	5	5	10	
	1.3 # of enterprises (10% women-led enterprises) provided with grants	UNDP database	0	-	15	15	30	
	1.4 # of women cooperatives provided with grants	UNDP database	0	-	5	5	10	
	1.5 # of enterprises integrated into macro-scale supply chains	UNDP Database, MoIT	0	-	1	1	2	
	1.6 # of women cooperatives matched with large companies for mentorship	UNDP Database, MoIT	0	-	2	3	5	
	1.7 # of women cooperatives integrated into macro-scale supply chains	UNDP Database, MoIT	0	-	1	2	3	
	1.8 # of roadmap reports prepared that include conceptual and action frameworks for identifying local products to be commercialized	UNDP Database, MoIT	0	-	1	0	1	
	1.9 # of online platforms (i.e. website) developed for local products to be commercialized	Online Web Portal	0	-	0	1	1	
	Output 2 Increased women's participation to the labor market through business skills development Gender marker 2	2.1 # of bootcamps organized for women entrepreneurs	UNDP database	0	-	40	35	
2.2 # of women entrepreneurs provided with business development consultancy		UNDP Database	0	-	10	10	20	
2.3 # of women entrepreneurs provided with grant		UNDP Database	0	-	10	10	20	
2.4. # new established women-led enterprises integrated into macro-scale supply chains		UNDP Database, MoIT	0	-	0	5	5	

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: [Note: monitoring and evaluation plans should be adapted to project context, as needed]

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Semi-annually, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Semi-annually, or in the frequency required for each indicator.	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least once a year	Relevant lessons are captured by the project team and used to inform management decisions.		
Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	At least once a year	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least once a year	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary,	Semi-annually and at the end of the project (final report)			

	<p>an updated risk along with mitigation measures, and any evaluation or review reports prepared over the period.</p>				
<p>Project Review (Project Board)</p>	<p>The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling-up and to publicise project results and lessons learned with relevant audiences.</p>	<p>Bi-annually</p>	<p>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.</p>		

Evaluation Plan¹²

N/A

VII. MULTI-YEAR WORK PLAN^{13,14}

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

¹² Optional, if needed

¹³ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

¹⁴ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be APPROVED BY PROJECT BOARD.




EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount (USD)
Output 1: Resilience of businesses/co operatives strengthened through tailor made business development services Gender marker 2	1.1 Business development services for 40 entities for 6 months	\$75,000	\$75,000			UNDP & MoIT	Gov Japan	\$2500*10*6 months – tailor-made business development services (10 consultants allocated to 40 beneficiaries, 4 beneficiaries for each consultant) (UNDP GL No: 71300)	\$150,000
	1.2 Development of conceptual framework and action framework for identifying local products to be commercialized and preparing a roadmap report, Development of a website of local products to be commercialized	\$70,000	\$20,000			UNDP & MoIT	Gov Japan	Conceptual framework includes classification of the variety of local products by understanding the local and global trends and the marketing pattern of local products. Action framework includes identifying the steps for the preparation of digital platform by using the map of local products obtained as a result of conceptual framework. A roadmap report will be prepared to include the outputs of the conceptual and action framework, and cover the responsibilities of all parties related with marketing of local products, and the steps to be performed in these processes. Digital platform, i.e website, taking stock of local products to be commercialized will be designed and operationalized. (UNDP GL No: 72100)	\$90,000
	1.3 Grant Scheme	\$30,000	\$40,000			UNDP & MoIT	Gov Japan	Mini grant for existing enterprises and cooperatives to cover needs such as business registration fees, machinery&equipment, raw material, commercialization, digitalization, e-commerce, standardisation and work permit fees, etc. (UNDP GL No:72600)	\$70,000

	1.4 Supply Chain development and integration	\$10,000	\$00.00			UNDP & MoIT	Gov Japan	Consultancy services, networking activities to connect entrepreneurs to the domestic, regional and international supply chains in manufacturing industry and retail&trade and/or e-commerce platforms (UNDP GL No:71300, 71800)	\$10,000
	MONITORING								
	Sub-Total for Output 1								\$320,000
Output 2: Increased women's participation to the labor market through business skill development <i>Gender marker 2:</i>	2.1 Organization of 3 bootcamps for women entrepreneurs	\$60,000	\$75,000			UNDP & MoIT	Gov Japan	2 weeks bootcamps to be organized either virtually or in place. Trainers fees, technical infrastructure, visibility activities, and in case of a psychological organization: venue, catering, stationary (UNDP GL No: 75700)	\$135,000
	2.2 Business development services for 20 entrepreneurs for 6 months	\$10,000	\$65,000			UNDP & MoIT	Gov Japan	2500\$*5*6 months - tailor-made business development services (5 consultants allocated to 4 entrepreneurs each) (UNDP GL No:71400)	\$75,000
	2.3 Grant Scheme	\$40,000	\$45,000			UNDP & MoIT	Gov Japan	Grant for entrepreneurs to cover needs such as business registration fees, machinery&equipment, raw material, commercialization, digitalization, e-commerce, standardisation and work permit fees, etc. (UNDP GL No:72600)	\$85,000
	2.4. Supply Chain development and integration	\$00.00	\$32,993.22			UNDP & MoIT	Gov Japan	Consultancy services, networking activities to connect women entrepreneurs to the domestic, regional and international supply chains in manufacturing industry and retail&trade and/or e-commerce platforms (UNDP GL No: 71300,71800)	\$32,993.22
	MONITORING								
	Sub-Total for Output 2								\$327,993.22
Other Costs	HR, Visibility & Communication, Travel, etc.	\$150,000	\$150,000			UNDP	Gov Japan	HR, Visibility & Communication, Travel, Project Final Meeting, Publications, etc.	\$300,000

	UNDP Direct Project Costing	\$25,000	\$25,000					UNDP	Gov Japan	Programme/Operations Support Staff time & office rent of the project staff (UNDP GL No:71600, 71400, 72500, 71500)	\$50,000
	GPN Direct Support Service - GPN	\$00.00	\$20,000					UNDP	Gov Japan	GPN Direct Support Service - GPN (UNDP GL No: 74598)	\$20,000
General Management Support (8%)											\$81,439.46
PROJECT BUDGET TOTAL											\$1,099,432.68
Coordination Levy (1%)											\$10,994.32
GRAND TOTAL											\$1,110,427.00

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VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

This project will be implemented through a national implementation modality (NIM), with the Ministry of Industry and Technology (DG Development Agencies) as the implementing partner. UNDP's rules and regulations for programme management will apply throughout the project and UNDP will also provide direct project management support including procurement, financial management and strategic support in line with its rules and procedures.

A Project Board (PB) with representation from Ministry of Industry and Technology, Government of Japan, Presidency of Strategy and Budget, Ministry of Foreign Affairs and UNDP will be set up to guide and oversee the implementation of the project.

The Project Board is the group responsible for consultation and consensus based decision making and management for a development project/ when guidance is required by the Projects Coordinator (PC), including recommendation for UNDP/Implementing Partner about approval of plans and revisions. The Project Board is chaired by the Senior Executive (Implementing Partner) or co-chaired by UNDP. It depends on the arrangements agreed with all parties and the Donor in design stage of the Project. From UNDP side, the Assistant Resident Representative ARR-P co-chairs the PB meetings as the Head of the CO programme from UNDP.

In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure the best value for money, fairness, integrity, transparency and effective international competition. Reviews by this group are made at designated decision points during the running of the development project/initiation plan, or as necessary when raised by the PM.

Based on the approved annual work plan (AWP), the Project Board may review and approve the annual plans when required and authorize any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each annual plan as well as authorizes the start of the next annual plan. It ensures that required resources are committed and arbitrates on any conflicts within the development project/initiation plan or negotiates a solution to any problems between the PM and external bodies. In addition, it approves the appointment and responsibilities of the PM and any delegation of its Project Assurance responsibilities.

Specific responsibilities of the Project Board:

- Review and approve the Work Plan
- Agree on Projects Coordinator's responsibilities, as well as the responsibilities of the other members of the Project Management team;
- Delegate any Project Assurance function as appropriate;
- Review the Progress Report for the project;
- Review and appraise detailed AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log, M&E and communication plan.
- Provide overall guidance and direction to the project implementation, ensuring it remains within any specified constraints;
- Address issues as raised by the Project Coordinator;
- Provide guidance and agree on possible counter measures/management actions to address specific risks;
- Agree on Project Coordinator's tolerances in the Annual Work Plan when required;
- Conduct regular meetings and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to acknowledgement by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP and inform the Outcome Board about the results of the review.
- Review and approve end technical reports, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project coordinator's tolerances are exceeded;



- Assure that all deliverables have been produced satisfactorily;
- Review and approve the Final Review Report, including Lessons-learned;

Senior Executive (Executing/Implementing Partner: Ministry of Industry and Technology (DG Development Agencies))

The Executive is responsible for the project implementation on the Government side, supported by the Senior Supplier/UNDP. The Executive's role is to lead achievement of Project's objectives and delivering outputs on behalf of the Government that will contribute to higher level outcomes.

Specific Authorities and Responsibilities:

- Follow-up and maintaining of all kinds of activities to be carried out within the scope of the project, as indicated in the AWP and in consultation with UNDP through the Projects Coordinator
- Ensure coordination with the Regional Development Agencies where the project activities will be carried out within the scope of the project.

Senior Beneficiary (Ministry of Industry and Technology (DG Development Agencies))

This role requires representing the interests of the institution who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board will be to ensure the realization of project results from the perspective of project beneficiaries.

Senior Supplier (UNDP)

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the design, development and implementation of the project. The Senior Supplier's primary function within the Project Board is to provide support and guidance during the implementation of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected output(s) from the point of view of supplier management
- Ensure that the supplier resources required for the initiation plan are made available
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Providing logistics arrangements including travel and accommodation and associated costs for the MoITs personnel within the scope of the project in ensuring coordination between provinces during the stages of project activities, monitoring, control and reporting etc.
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

UNDP will provide direct country office support services (including for the functions of procurement, human resources, administrative services, communication, office space), and direct project costing will apply in line with UNDP's cost recovery policy. UNDP will be responsible for finance and human resources management of the Project and will provide quarterly financial reports (CDR) to the MoIT for their acknowledgement that the funds are used for project purposes. UNDP will mobilize the Project team in line with its rules and procedures and in consultation with the Implementing Partner.

Donor (Government of Japan)

The Donor which is funding the project becomes a natural member of the Project Board.

Presidency of Republic of Turkey, Presidency of Strategy and Budget (PSB) & Ministry of Foreign Affairs

These two offices are natural members of each Project Board. SBO is the Government coordinating agency of the UNDP in Turkey and ensures that all UNDP programmes are designed/implemented in line with national priorities.

Ministry of Foreign Affairs gives final approval to all UNDP implemented projects, hence has an overall oversight function under each project.

Project Assurance

The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

Project Assurance has to be independent of the Projects Coordinator; therefore, the Project Board cannot delegate any of its assurance responsibilities to the Projects Coordinator. At UNDP, Project Assurance

function belongs to ARR/P, Portfolio Manager and M&E Analyst with a clear mandate for oversight and monitoring functions.

Project assurance can also include key staff in Beneficiary institutions that have a stake in the quality execution of the project. However, project assurance function cannot be assumed by Senior Executive since assurance function is to be carried out by an impartial party.

Project Management Unit

A Project Management Unit (PMU) will be established by UNDP comprising permanent staff including: **Projects Coordinator (PC)** and any other support staff appointed for successful completion of this project i.e. Project Associate, Project Finance and Procurement Officer, Portfolio Administrator as well as **Project Support Unit**. The PMU will assist and support to the Senior Executive in performing its role as an implementing partner. PMU also includes any **technical expert/consultant** hired for the successful implementation of the project. PMU will be responsible for close surveillance of performance of technical experts if any. The PMU also includes any **technical teams in pilot provinces** which report directly to PC. The Project Management Unit will be working in coordination with the Ministry of Industry and Technology (DG Development Agencies) in all activities.

i. Projects Coordinator (PC)

The Projects Coordinator recruited by UNDP has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner and work in close cooperation with the senior executive within the constraints laid down by the Board. The Projects Coordinator's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The PC will be recruited in accordance with UNDP regulations and will be based in Ankara. S/he will report to the relevant UNDP Portfolio Manager. The PC will be responsible for overall project coordination and implementation, consolidation of work plans and project papers, preparation of quarterly progress reports, reporting to the project supervisory bodies, and supervising the work of the project experts and other project staff. The PM will also closely coordinate project activities with relevant Government institutions (if applicable) and hold regular consultations with other project stakeholders and partners. Under the direct supervision of the PC, the Project Associate(s) will be responsible for administrative, financial and technical issues and will get support from UNDP CO administration. The PC will do the supervision of the Project Team in close coordination with the Implementing Partner.

ii. Project Support

Overall responsibilities: The Project Support role provides administration, management and technical support to the Projects Coordinator as required by his/her needs. The provision of any Project Support on a formal basis is optional. In most projects, project support includes HR, procurement and PSC (Program Service Center) services.

Additional partners/stakeholders can be invited as Observers to share relevant information as and when required. The Project Board will meet at least annually to review and approve the annual work plan and budget and to monitor its implementation, among others.

The Project oversight will be managed by the UNDP Syria Crisis Response Portfolio Manager. In addition, the Project will be led by a half-time Projects Coordinator who will be responsible for the day to day management of project implementation including administration and project finance. The Projects Coordinator will be responsible for overall team management and supervision in both Ankara and field locations in coordination with MoIT. The PC and Project Associates and Regional Development Agencies will be in close coordination in day to day supervision of the staff work at the local level. The Projects Coordinator will be the first responsible for project level reporting and support project specific donor engagement.

Project's day-to-day implementation will be carried out by the Project team as well as UNDP staff providing direct project support. The indicative/tentative staffing arrangements for the Project along with the duty stations are demonstrated below, not including the UNDP staff providing support to the project:

Project personnel	Duty Station(s)*
Projects Coordinator	Ankara
Project Associate (s)	Ankara and field
Project Assistant (s)	Ankara and field

* Duty stations are subject to change based on the requirements of the project.



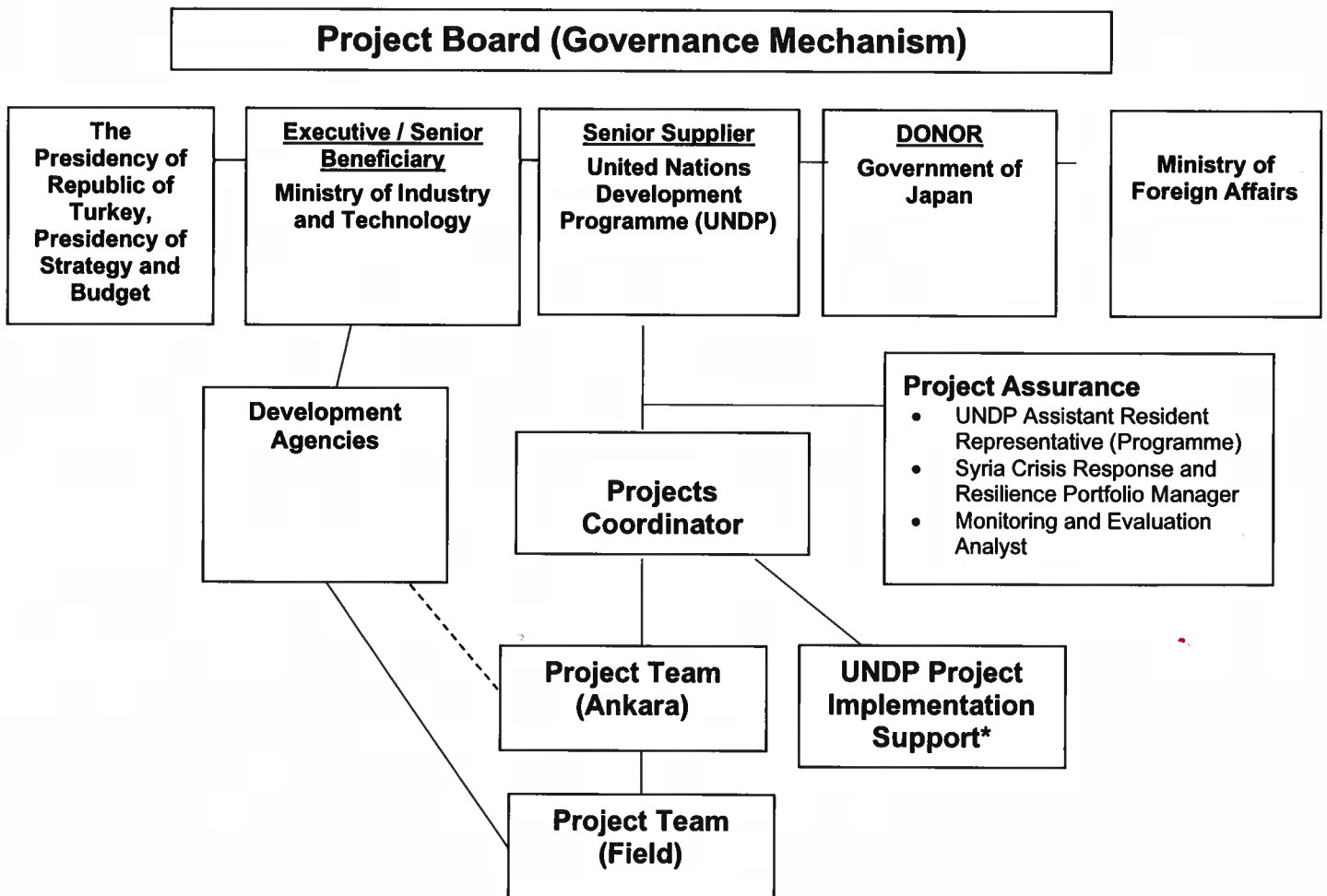
UNDP's direct costs will be charged in line with its rules and regulations, as outlined in the project document and budget. Financial transactions and financial statements shall be subject to the internal and external auditing procedures laid down in the Regulations and Rules of UNDP.

UNDP will be responsible to submit to the donor (Government of Japan) interim, fiscal and final reports and the assessment of the project.

UNDP will ensure visibility of Japan including through issuing press releases, organizing launching ceremonies, making sure the Japanese national flag is present on all equipment procured within the scope of the project with the statement "From the People of JAPAN", or placing sign boards which identify the contribution of the Government of Japan in appropriate places.

Any surplus budget remaining at the end of the implementation period should be returned to the Government of Japan.

Project Organisation Structure



*The Project Support role provides administration, management and technical support to the Projects Coordinator as required by his/her needs. The provision of any Project Support on a formal basis is optional. In most projects, project support includes HR, procurement and PSC (Program Service Center) services.

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IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Turkey and UNDP, signed on 21 October 1965. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

The project document shall be the instrument envisaged and defined in the Supplemental Provisions to the Project Document, attached hereto and forming an integral part hereof, as "the Project Document".

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

X. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, 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. To this end, 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.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no 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/sc/committees/1267/aq_sanctions_list.shtml.
4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.



(a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

(b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:

- i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
- ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;
- iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;
- iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
- v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.



6. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
7. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
8. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
9. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
10. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
11. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
12. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

13. *Choose one of the three following options:*

The Implementing Partner agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.



Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

14. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
15. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
16. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

Two handwritten signatures in blue ink are positioned below the text. The signature on the left is a stylized, cursive 'G'. The signature on the right is a more complex, cursive signature that appears to start with a large 'R' or 'B'.

XI. ANNEXES

1. Project Quality Assurance Report

Section 1: Project Risks and Issues

Updated Project Risks and Issues

Type	Date Identified	Description	Comment or Management Response	Critical Flag

Updated Project Issues

Type	Date Identified	Description	Solution Date	Comment or Management Response	Solution Flag

Section 2: Project Progress

Project ID	
Description	
Implementing Partner	
Baseline	
Indicator	
Annual Target	
Annual Achievements	

Section 3: Activity Performance

Activity ID	
Description	

Sub-activity 1.1

Purpose		
Planned Actions		
Progress		
Additional Considerations		
Quality Criteria	Quality Method	Quality Assessment Due Date

2. **Social and Environmental Screening Template** [English] [French] [Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. (NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).

Project Information

Project Information	
1. Project Title	Business to Social Cohesion
2. Project Number	00134366
3. Location (Global/Region/Country)	Turkey

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

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

The Project focuses on increasing access to employment opportunities for Syrian and host community members, and will have special focus on women. This will be achieved by providing women entrepreneurs and cooperatives with business development services to establish, grow and sustain their businesses in the times of pandemic.

Besides, the project also aims to strengthen the social cohesion between the Syrians and local business persons. Within the framework of this project, in line with UNDP's resilience-based development approach, the project is designed to benefit individuals from both communities and to provide institutional support through the assessment and development of tailor made business development tools. The project will apply a human rights-based approach, in its aim to improve access to income/livelihoods opportunities for all and ensure that Syrians have access to the same quality of services and opportunities as Turkish host community members to strengthen their self-reliance and decrease their dependency on humanitarian aid.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

The Project will have a specific focus on women entrepreneurs and women cooperatives. The Project includes specific measures targeting women and providing gender sensitive support and gender sensitive monitoring. The project will be in close collaboration with Regional Development Agencies, NGOs, IFIs, Chambers, Municipalities and other relevant organisations that will support in reaching out to the target group in target locations. Furthermore, all the beneficiaries will benefit from the online training module on "gender responsive companies and institutions". Data collection will be disaggregated according to the age, gender and diversity.

Briefly describe in the space below how the Project mainstreams environmental sustainability

With the resilience-based development approach, this project focuses on: i) creating a basis to transition towards sustainable development and support self-reliance for the refugees wherever possible. This includes labor supply and demand side to strengthen self-reliance and socio-economic integration; ii) cooperation with and delivery through local partners, particularly municipalities; and iii) all activities are environmentally friendly, some of which contribute actively to environmental sustainability. Within the framework of this project, in line with UNDP's resilience-based development approach, the project is designed to benefit individuals from both communities and to provide institutional support through the assessment and development of training materials.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks?	QUESTION 3: What is the level of significance of the potential social and environmental risks?	QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?
Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)
Risk 1: Risk that duty-bearers do not have the capacity to meet their obligations in the Project	I = 4 P = 2	Moderate
Risk 2: Risk that rights-holders do not have the capacity to claim their rights	I = 4 P = 2	Moderate
QUESTION 4: What is the overall Project risk categorization?		

	Select one (see <u>SESP</u> for guidance)		Comments if any
	Low Risk	x	The project aims to reduce the risks and mitigate the impact of the Syria crisis. The objective is to increase inclusiveness of the services provided as well as support sectors that provide a higher potential of labor absorption for the Syrian population. The interventions do not pose significant risk.
	Moderate Risk	<input type="checkbox"/>	
	High Risk	<input type="checkbox"/>	
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?			
Check all that apply			
	Principle 1: Human Rights	x	Comments if any
	Principle 2: Gender Equality and Women's Empowerment	x	
	1. Biodiversity Conservation and Natural Resource Management	<input type="checkbox"/>	
	2. Climate Change Mitigation and Adaptation	<input type="checkbox"/>	
	3. Community Health, Safety and Working Conditions	<input type="checkbox"/>	
	4. Cultural Heritage	<input type="checkbox"/>	
	5. Displacement and Resettlement	<input type="checkbox"/>	
	6. Indigenous Peoples	<input type="checkbox"/>	
	7. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>	

Final Sign Off

Signature	Date	Description
QA Assessor	25 March 2021	UNDP Portfolio Manager
QA Approver	25 March 2021	UNDP M&E Analyst
PAC Chair	25 March 2021	UNDP Assistant Resident Representative Programme



SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
Principles 1: Human Rights	Answer (Yes/No)
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	N
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ¹⁵	N
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	N
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	N
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	N
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	Y
7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	N
8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	N
Principle 2: Gender Equality and Women's Empowerment	
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	N
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	N
3. Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	N
4. Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	N

¹⁵ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below	
Standard 1: Biodiversity Conservation and Sustainable <u>Natural</u> Resource Management	
1.1 Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	N
1.2 Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	N
1.3 Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	N
1.4 Would Project activities pose risks to endangered species?	N
1.5 Would the Project pose a risk of introducing invasive alien species?	N
1.6 Does the Project involve harvesting of natural forests, plantation development, or reforestation?	N
1.7 Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	N
1.8 Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	N
1.9 Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	N
1.10 Would the Project generate potential adverse transboundary or global environmental concerns?	N
1.11 Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	N
Standard 2: Climate Change Mitigation and Adaptation	

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2.1	Will the proposed Project result in significant ¹⁶ greenhouse gas emissions or may exacerbate climate change?	N
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	N
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental <u>vulnerability to climate change</u> now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	N
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	N
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	N
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	N
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	N
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	N
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	N
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	N
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	N
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	N
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	N
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	N
Standard 5: Displacement and Resettlement		

¹⁶ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	N
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	N
5.3	Is there a risk that the Project would lead to forced evictions? ¹⁷	N
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	N
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	N
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	N
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	N
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	N
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	N
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	N
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	N
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	N
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	N
Standard 7: Pollution Prevention and Resource Efficiency		

¹⁷ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or <u>transboundary impacts</u> ?	N
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	N
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	N
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	N
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	N

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By

3. Risk Analysis. Use the standard Risk Register template. Please refer to the Deliverable Description of the Risk Register for instructions

Project Title: Business to Social Cohesion						Award ID:		Date:	
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	<i>Economic recession due to COVID-19 pandemic may put pressure on government policies and on social dynamics between Syrians and host community, leading to an overall downturn for economic and social cohesion of Syrians in Turkey.</i>	Feb 2021	Social and Environmental Operational	P = 2 I = 5	<i>Close monitoring of political/ economic situation by project team and by relevant UN/ UNDP entities. High level UN advocacy to support Turkey's efforts in responding refugee crisis in the country and in the region</i>	Project Team	Projects Coordinator	Feb 2021	N/A
2	<i>Not being able to reach out to desired number of participants (enterprises and cooperatives) for business development</i>	Feb 2021	Operational	P = 1 I = 5	<i>Close collaboration with Regional Development Agencies and other local institutions to reach out to the right profile of target groups through their own</i>	Project Team	Projects Coordinator	Feb 2021	N/A

	<i>programme s</i>				<i>networks, benefiting from UNDP's existing network and proactive announceme nts of activities including social media means.</i>				
3	<i>Not being able to reach out to desired number of women participants to entrepreneu rship programme s</i>	Feb 2021	Operational	P = 1 I = 5	<i>Close collaboration with Regional Development Agencies and other local actors, benefitting from UNDP's existing network of entrepreneur s and enterprises.</i>	Project Team	Projects Coordinator	Feb 2021	N/A

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

Capacity Assessment Tool is completed and if needed another assessment will be done under the scope of HACT.




ANNEX XII – Standard Letter of Agreement for Provision of Services Provided by UNDP

This Annex ensures that information provided through the attachments of “*Standard Letter of Agreement Between the United Nations Development Programme and Republic of Turkey Ministry of Foreign Affairs to carry out activities when UNDP provides support services to the “Business to Social Cohesion,”*” are contained in the Project Document.

In view of above and in the context of “*Standard Letter of Agreement signed on 22 January 2002 between the Turkish Government and the UNDP is ratified by the decision of Council of Ministries No. 2003/6090 dated 22 August 2003*”;

- i) The manner and the method of cost recovery by UNDP Country Office in providing the support services is stated in the project document “Section IV – Project management” in line with UNDP’s Executive Board approved Cost Recovery Policy.
- ii) The results to be achieved and works to be performed by the Ministry of Industry and Technology DG for Development Agencies and inputs to be provided in the context of “Description of Activities” are available in the Project Document.
- iii) Information concerning “Outputs, Planned Activities, Timeframe, Planned Budget, Schedule of Payments (to be further agreed in the Project Board)” is provided in the Project Document.
- iv) Model UNDP Expenditure Report is presented as below:

Period:

EXPECTED CP OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES	Planned Budget		Payments and Expenditures		
		Budget Description	Amount	Payments received	Expenditures	Balance