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PROJECT DOCUMENT  
TURKEY

<b>Project Title</b>	Technical Assistance for the Establishment and Operationalization of Adana Vocational Training Centre
<b>Project Number</b>	
<b>Implementation Modality</b>	National Implementation Modality (NIM)
<b>Implementing Partners</b>	Adana Chamber of Industry (ADASO)
<b>Start Date</b>	01.06.2019
<b>End Date</b>	30.11.2020
<b>PAC <sup>1</sup>Meeting date</b>	10.05.2019

**Brief Description**

The overall objective of the Project is to provide Adana Chamber of Industry (ADASO) with high calibre technical assistance and consultancy services for the establishment and operationalization of Adana Vocational Training Centre. Once established; the Centre will both target the demand and supply side of local economy through well-established business model, a viable business plan and an impact and client-oriented service delivery. The Centre will be designed in a way to have strong functional linkages with other complementary initiatives that UNDP and ADASO is currently implementing such as the Innovation Centre and the SME Capability Centre to be established in the economic geography of Adana and Mersin.

**Contributing Outcomes**  
**UNDCS:** 1.1. By 2020, relevant government institutions operate in an improved legal and policy framework, and institutional capacity and accountability mechanisms assure a more enabling (competitive, inclusive and innovative) environment for sustainable, job-rich growth and development for all women and men.  
**Indicative Output(s):** 1.1.4. Citizens, with specific focus on vulnerable groups including in less developed regions have increased access to inclusive services and opportunities for employment  
**Gender Marker:** GEN2

<b>Total resources required:</b>	334.448 USD *	
<b>Total resources allocated:</b>	<b>UNDP TRAC</b>	N/A
	<b>EBRD</b>	334.448 USD*
	<b>In-Kind<sup>2</sup></b>	
	<b>GMS (7%)</b>	24.774 USD
<b>Unfunded:</b>	N/A	

\*equivalent to 300.000 Euro based on UNOPEX for \$/Eur for May 2019)

Agreed by:

Adana Chamber of Industry	UNDP	Ministry of Foreign Affairs
Date:	Date:	Date:

<sup>1</sup> PAC: Project Appraisal Committee

<sup>2</sup> ADASO will make available their facilities, physical infrastructures, human resources, expertise and know-how for the smooth implementation of the project, to the extent possible. UNDP will provide programmatic contribution and operational support for the smooth implementation of the project.

## I. DEVELOPMENT CHALLENGE

### 1.1. Situational Analysis

According to the Directorate General of Migration Management as of December 2018, Turkey hosts 3.622.366 Syrians under Temporary Protection.<sup>3</sup> Syrians under Temporary Protection are mainly located in the Southeast Anatolia Region bordering Syria, but as the crisis continued, the population has expanded to other regions as well. Turkey hosts the largest refugee population in the world and has demonstrated strong national ownership of the response. The Government of Turkey provides a rights-based legal framework through the Temporary Protection Regulation, which offers access to education, health care, employment and social security to Syrians. According to the Government of Turkey, it spent 35+ billion USD in response to the Syria crisis.

Currently, out of the 3.6 registered Syrians under Temporary Protection (46% women and 54% men) more than 3.4 million Syrians live amongst Turkish host communities.<sup>4</sup> 40 % of the 3.6 million Syrians under Temporary Protection are concentrated in 4 provinces in the South East. Within these provinces, there are four municipalities in Turkey that are particularly impacted, each hosting more than 100,000 Syrians. In these cities, the ratio of the Syrian population to that of host communities is higher than 20%, including Kilis, Hatay, Gaziantep and Şanlıurfa.<sup>5</sup> Populations have either reached or exceeded 2023 population projections. Kilis, for instance, hosts more Syrians as its local population.

The response provided in Turkey is increasingly focusing on a longer-term development and resilience-based approach- complementing the humanitarian response.

Turkey's Regional Refugee and Resilience Plan (3RP) has consistently stood out for its strong national ownership and leadership, with partners playing a support role to the Government of Turkey within the established national asylum framework. Turkey continues to demonstrate its capacity to receive and process admissions effectively and the temporary protection Regulation<sup>6</sup> provides Syrians access to national systems such as health, education, employment and social services.

Following the adoption of the Regulation on Work Permits of Foreigners under temporary protection (hereafter Work Permits Regulation) in January 2016, by the end of 2016 there were 13,290 work permits issued to Syrians.<sup>7</sup> According to the Ministry of Family, Labour and Social Services 32,199 Work Permits have been issued by November 2018. The work permit regulation allows Syrians under Temporary protection to access formal jobs.

A comprehensive needs assessment has been conducted by the Government to identify the needs of the Syrians under temporary protection as well as the local authorities in the host communities which will be the basis of the allocation and disbursement of donor funding, mainly the financial support expedited from the EU. This assessment addressed the following areas: (i) basic public services (education and health); (ii) social development, protection and cohesion; (iii) livelihoods and employability and (iv) municipal services and urban infrastructures.

Host communities and the local authorities in Turkey bear the burden of the political, economic, social and security spill overs of the conflict. As the Syrian population increased and expanded, the needs of both Syrian and host communities *go beyond humanitarian*, and call for longer term, more

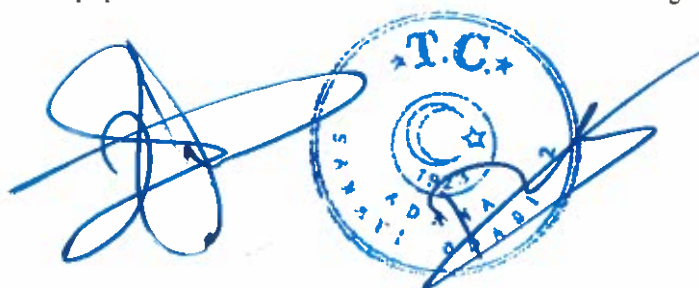
<sup>3</sup> Official data of Directorate General for Migration Management, Turkey, December 2018.

<sup>4</sup> Mostly in the South East, particularly Gaziantep, Kilis, Şanlıurfa, and Hatay

<sup>5</sup> DG of Migration Management, TURKSTAT (DGMM 2018)

<sup>6</sup> The temporary protection Regulation was prepared on the basis of Article 91 in the Law No. 6458 on Foreigners and International Protection.

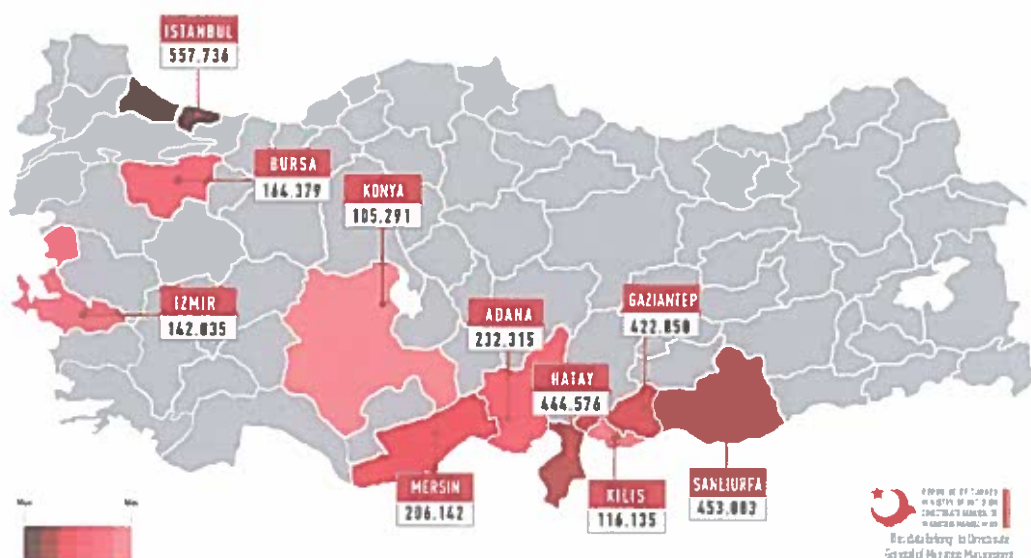
<sup>7</sup> DG of International Labour



durable and *resilience-based* solutions- particularly when it is acknowledged that the return of Syrian population will take much longer than initially expected, if ever. This underlines the importance of *self-reliance through livelihood opportunities and broader socio-economic integration*.

The number of Syrians under Temporary Protection who left their country due to the crisis exceeds five million, with more than half (3,6 million) residing in Turkey. The Southeast Anatolia Region of Turkey (i.e. SEA Region or GAP Region) is mostly impacted by the displacement, socially and economically along with Adana, Mersin and Hatay provinces in the Mediterranean Region.

Only around 4 per cent of Syrians under temporary protection live in the 13 official Temporary Accommodation Centres in provinces along the Syrian border,<sup>8</sup> while the remaining 96 per cent reside among the host community in urban, peri-urban and rural areas. Most of the Syrians under temporary protection live in the South East of Turkey. However, large numbers of Syrians under temporary protection have moved to other parts of Turkey. It is estimated that over 500,000 refugees are living in Istanbul making it the largest refugee hosting city in Turkey. Substantial populations are also found in Izmir, Bursa and other large cities in Turkey.



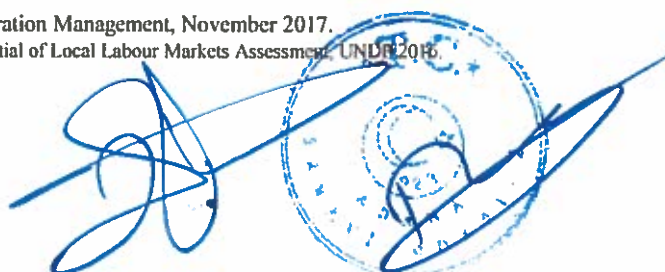
A number of assessments conducted by various actors' highlight the relatively low skills levels among Syrians under Temporary Protection, which significantly overlap with the skills of the host communities, mainly those in the border provinces that are highly populated with Syrians under temporary protection. This points to a possible risk of high-competition among two communities, particularly for low-skilled jobs (including women) and an increase of tensions between the two communities.

A high number of Syrians work informally in Turkey to sustain their families' livelihood. At the same time, there has been a large-scale replacement of Turkish workers from informal jobs (manual and agricultural labor), particularly women, by Syrians under Temporary Protection due to lower wages and worsened working conditions.

Pre-crisis labor force participation rate (LFPR) amongst Syrians was 73 percent for men and 14 percent for women).<sup>9</sup> Syrian women's employment opportunities are for the most part low in Turkey with a working rate of 20% as a result of struggle to survive in the conditions of displacement;

<sup>8</sup> Directorate General of Migration Management, November 2017.

<sup>9</sup> Absorptive Capacity and Potential of Local Labour Markets Assessment, UNDP 2016.



therefore, they are more dependent on others for a living. Reason include as legal status, language barriers, security grounds and gender specific related obstacles. Gender based problem areas concerning the Syrian women and girls, include: i) Lack of conditions and regulations necessary for women's access to employment; ii) Lack of institutional and social support for care work; iii) Child labor as an issue of children's rights and (iv) lack of an employment policy sensitive to gender obstacle before women's access to employment.<sup>10</sup> Youth unemployment in some regions, has also reached up to around 40%, two times higher than the country's overall. Moreover, the majority of the unemployed youth is not enrolled in any educational and training program, leading to an increased sense of exclusion, which in turn could become a source of future social tensions.

Assessments<sup>11</sup> highlight that current job vacancies are not sufficient to match with the increase in labour supply. This was aggravated by an increase in labour supply following the large-scale displacement. A study conducted by UNDP<sup>12</sup> underlined that in the five border provinces with highest Syrian population (Kilis, Gaziantep, Sanliurfa, Hatay and Kahramanmaras), there is a need to create at least 260,000 jobs to maintain the current level of unemployment. The same study highlights several possible intervention areas to contribute to this goal including improvement in key value chains and the key actors in local industrial ecosystems (i.e. SMEs, business unions, support facilities, etc.).<sup>13</sup>

Assessments also indicate that the manufacturing industry services and agricultural sectors (mostly informal and seasonal jobs) are the sectors with the highest potential in terms of job creation for Syrians under Temporary Protection. If financially and technically supported in a strategic way, SMEs and large enterprises have a significant potential to generate additional job opportunities not only for the Syrians under temporary protection but Turkish host community members. In this sense, with a view to supply the demand side and provide livelihoods opportunities for the Syrians under temporary protection, design and delivery of vocational training programs is an effective tool is strategically planned.

## 1.2. UNDP's Past Interventions and Accumulated Know-How

Leveraging on UNDP's long-lasting thematic experience and know-how on local socio-economic development accumulated in Southeast Anatolia Region of Turkey, in the context of Syrian crisis response, UNDP facilitated establishment and operationalization of a Vocational Training Centre in Gaziantep (aka GSO MEM) in collaboration with Gaziantep Chamber of Industry in 2016 and 2017.

With a view to address both the demand and the supply side of the local labour markets in Gaziantep and its economic geography, which is highly influenced by the crisis, UNDP provided both technical and infrastructural support to this specific Centre. Since 2016, Gaziantep VET Centre is fully operational and has been providing specialised occupational capability development services to the Syrians under Temporary protection hosted by Gaziantep as well as the members of the local community.

In this sense, UNDP provided technical assistance in conduct of sectoral analyses; demand analyses; development of business model and business plan of the VET Centre; physical design of the VET Centre; design and implementation of capacity development programmes for Gaziantep Chamber of Industry; procurement of machinery and equipment as well as refurbishment of VET ateliers; development of the VET Modules and support accreditation of the VET Centre by TURKAK.

<sup>10</sup> UNWOMEN Assessment (2017) forthcoming.

<sup>11</sup> Gaziantep Industrial Transformational Agenda, UNDP, 2016

<sup>12</sup> [http://www.tr.undp.org/content/turkey/en/home/operations/projects/poverty\\_reduction/mitigating-the-impact-of-syrian-crisis-on-southeast-anatolia-reg.html](http://www.tr.undp.org/content/turkey/en/home/operations/projects/poverty_reduction/mitigating-the-impact-of-syrian-crisis-on-southeast-anatolia-reg.html)

<sup>13</sup> Absorptive Capacity and Potential of Local Labor Markets, UNDP Turkey, 2016



Building on UNDP's technical assistance, through the services provided by Gaziantep VET Centre, 500+ Syrians and host community members have received vocational trainings where almost 50% of them have formally been employed in local economy.

GSO MEM was established in Gaziantep Organized Industrial Zone approximately 12 thousand square meters closed area in cooperation with Silk Road Development Agency and Gaziantep Chamber of Industry in order to train qualified personnel in need of Gaziantep industry by examining the examples of various vocational education centres in Europe and other parts of our country.

In the centre, there are vocational training workshops, laboratories and administrative training halls. In the centre, the trainings are given to all unemployed people, including the young ones who want to have a profession, women, people with disabilities and people who came to Gaziantep as a disadvantaged group.

Currently, the following workshops are operational at GSO MEM:

- Woodworking Workshop
- Furniture Upholstery Workshop
- Metal Works Workshop
- Construction Laboratory and Workshop
- Welding Workshop
- Plastic and PVC Workshop
- Machine Maintenance Repair, Pressure Vessels, Installation Workshop
- Textile Workshop
- Knitwear and Fabric Weaving Production and Apparel
- 3 Computer Training Rooms
- Workplaces Simulation Workshop
- Three-dimensional printer and modelling workshop
- Food Packaging Workshop,
- Technical Drawing Project Drawing Workshop

The following workshops are in progress and are planned to be operational in 2019:

- Automation Workshop (Hydraulic, Pneumatic and Electronic)
- Electrical - Electronics Workshop
- Paint & Print Workshop
- Food Manufacturing Workshop
- Industrial Design, Modelling Workshop
- Laboratory (Textile, Food, Chemical / Plastic, Machinery)
- Trend, Design, Fashion Workshop

In the centre, enterprises with shortage of qualified staff in various professional fields, individuals who want to improve their individual qualifications and to increase their employability within the qualification that will support the lifelong learning concept, individuals who are not satisfied with their current fields of study and want to earn more income by developing themselves in different professions can also receive training. In addition to its educational activities, the GSO Vocational Training Centre will also serve as the "Examination and Certification Centre" in the upcoming periods.

Since its establishment, GSO MEM provided vocational training programs on the following:

Project-Based Trainings;



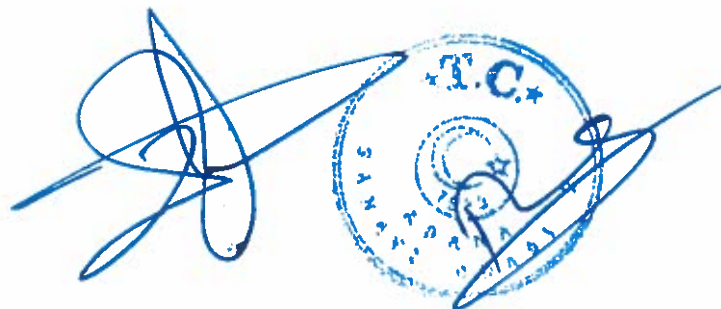
- In 2017, Turkish and Syrians were provided with vocational training ins in cooperation with the United Nations (UNDP), Labour Organization (ILO), Food Organization (FAO).
- In 2018, 2050 people were provided with vocational trainings in 98 subjects in cooperation with the German Cooperation Organization (GIZ).
- In 2018, approximately 220 people were provided with vocational trainings in cooperation with the International Labour Organization (ILO).

Profession development Trainings;

- Fire Trainings
- First Aid Trainings
- Construction equipment (forklifts etc.)
- Commercial Intelligence Trainings
- Hygiene Trainings
- Foreign Trade Trainings
- Advanced Excel Trainings
- Machine Maintenance Trainings
- Lean production
- Welding Inspectorate
- Advanced Excel Trainings

In 2017 and 2018, GSO MEM provided training programs to 4369 people, approximately 40% of whom were Syrians under temporary protection. As reported by GSO MEM, 45% of the trained target groups have been mobilized in local economy through the pro-active matching and placement activities.

Benefitting from this vast experience in Gaziantep, EBRD and UNDP agreed to collaborate on “Establishment and Operationalization of a Vocational Training Centre in Adana”, in collaboration with Adana Chamber of Industry (aka ADASO) as the lead beneficiary as well as with other relevant stakeholders such as Çukurova Development Agency, and provincial directorates of ISKUR and KOSGEB.

A handwritten signature in blue ink is written over a circular official stamp. The stamp contains the text 'T.C.' at the top, 'MILLÎ EĞİTİM BAKANLIĞI' around the perimeter, and 'İŞ BÜKÜRETLERİ GENEL MÜDÜRLÜĞÜ' in the center. The signature is a complex, cursive scribble.

## II. STRATEGY

### 2.1. Scope of Action, Theory of Change and Intervention Strategy

As noted above, UNDP has conducted a study on the Absorption Capacity and Potential of the Labour Market skills in 2016. According to this study, it is estimated that the skills and competencies profile of the Syrians are similar to that of the host community labour force. This poses a potential risk of competition. On the other hand, even though some of the SuTP have good vocational qualifications, they do not have the necessary documentation to prove this, calling for additional measures for certification.

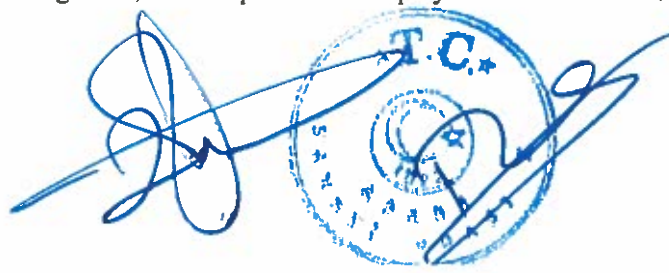
As for the employment sector, one of the key policies impacting on both host communities and SuTP is the work permit regulation, introduced in January 2016 that sets the conditions for access of SuTP to the labour market. Although the regulation is a welcome development, there are still limitations for SuTP to have access to formal employment including the 10% quota for employers (i.e. employers cannot employ more Syrian than 10% of their total workforce), location limitations (i.e. work permits are valid for one location only) as well as additional costs of employing a SuTP for employers (i.e. employers need to pay a mandatory fee).

Experience in income generation and occupational capability development interventions revealed the fact that, the VET programmes for Syrians can only be influential for income generation, if linkages with the demand side of the local economy (i.e. SMEs) are well established and sustained through effective and systemized placement and matching services. In addition, the same experiences also demonstrated that umbrella institutions (primarily chambers) are the most influential institutions at the local level in both design and delivery of vocational training programmes as well as provide matching and placement services.

In this sense, the overall objective of this project is to provide ADASO with high calibre technical assistance and consultancy services for the establishment and operationalization of Adana Vocational Training Centre. Once established; the Centre will both target the demand and supply side of local economy through well-established business model, a viable business plan and an impact and client-oriented service delivery. The Centre will be designed in a way to have strong functional linkages with other complementary initiatives that UNDP and ADASO in the region such as the Innovation Centre and the SME Capability Centre to be established in the economic geography of Adana and Mersin. More specifically, the present initiative will aim at providing vocational training programmes for the specific requirements of the SMEs which benefit from the services of the SME capability centres on the one hand and design an integrated business model that would connect this VET Centre with the other complementary initiatives in the province/region. In addition, within the scope of the present initiative, matching and placement services will focus between the SMEs benefitting from the services of the SME capability centres and the trainees/graduates of Adana VET Centre.

The Project aims to contribute to the overall national strategies on qualified labor force and quality vocational training education. The Project also aims to contribute directly and indirectly to the following UN's 2030 Sustainable Development Goals:

- SDG #1 No Poverty: End poverty in all its forms everywhere
- SDG #4 Quality Education: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- SDG #5 Gender Equality: Achieve gender equality and empower all women and girls
- SDG #8 Decent Work and Economic Growth: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



- SDG #10 Reduced Inequalities: Reduce inequality within and among countries

## 2.2. Work Plan (Components, Activities and Expected Results)

As noted above, the Project will provide ADASO with high calibre technical assistance and consultancy services for the establishment and operationalization of Adana Vocational Training Centre.

The present project is composed of five complementary Components which will be customized according to the local needs in Adana and its economic geography. Each Component is designed through a results-oriented holistic approach and will be implemented in close coordination and collaboration with ADASO and all relevant local stakeholders including but not limited to Çukurova Development Agency, ISKUR and KOSGEB as well as other partners (i.e. NGOs, public/private sector institutions) which provide similar vocational training services to the Syrians under temporary protection. The Components along with the indicative list of activities under each Component are presented below. Component specific deliverables are presented in the following section.

**Component #1: Sectoral and Field Level Analyses:** Component #1 aims at developing the analytical basis of the initiative upon which other Components will be developed and implemented.

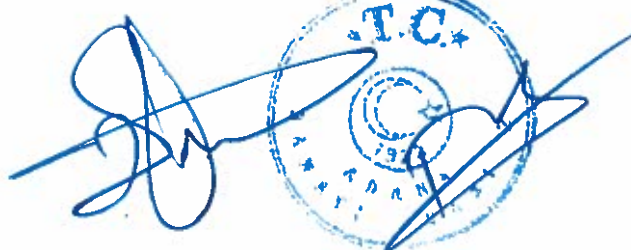
The list of indicative activities of Component #1 are presented below:

- 1.1. Mapping of relevant local stakeholders and assessment of their capabilities in providing support to local labour markets
- 1.2. Identification of the potential local infrastructures and systems to be aligned/complemented within the scope of the Project
- 1.3. In collaboration with the local ISKUR offices; compile and (if required) update/conduct of labour market assessments addressing both the demand and the supply side (capability gap analyses)
- 1.4. Conduct of labour absorption capacity assessments for strategic sectors and SME clusters in Adana and its economic geography through a short, medium and longer-term perspective

**Component #2: Business Modelling and Planning:** The overall objective of Component #2 is to conceptualize the tailor-made business model of the VET Centre and develop its business plan through which the service packages of the Centre will be delivered.

The list of indicative activities of Component #2 are presented below:

- 2.1. Development of the business model and business plan of the VET Centre which include inter alia (i) vision and mission; (ii) service lines and service delivery processes; (iii) organizational structure and management arrangements; (iv) staffing arrangements; (v) financial resource management and fund raising (vi) networking and business development strategies; (vii) key performance indicators, M&E and impact assessment, (viii) full-fledged sustainability strategy as well as (ix) operational linkages with the ongoing/planned initiatives of the UNDP and ADASO
- 2.2. Establishment and operationalization of a local governance structure for the VET Centre inclusive of key local/regional stakeholders (i.e. Çukurova Development Agency, ISKUR, Public Training Centres, NGOs/INGOs, Academia etc.)
- 2.3. In collaboration with local ISKUR office and KOSGEB office, design of a placement and matching strategy to link the beneficiaries of the Centre with the demand side of the local economy (i.e. SMEs)
- 2.4. Design of communication, visibility and outreach strategies/ programmes targeting the Syrians and HC members as the beneficiaries of the Centre





- 2.5. Design of SME capability development interventions (demand side) linked with the MADAD Programme of UNDP Turkey CO (i.e. innovation centres and SME capability centres operating in Adana and its economic geography) and link with ADASO's online portal of similar projects in Adana.
- 2.6. Design of a performance evaluation, M&E and impact assessment framework for the Centre
- 2.7. Provision of technical engineering advisory services for the physical design of VET Centre

**Component #3: Design and Customization of VET Modules:** Based on the needs of the local labour market as well as the demand arising from the local SMEs, Component #3 aims to design and where applicable customize the VET modules to be delivered by the Centre. The project will benefit from the existing VET modules which have already been developed by the UNDP w/in the scope of other projects/initiatives implemented the UNDP as well as will cooperate with local ISKUR and KOSGEB offices in delivery of VETs, including entrepreneurship trainings etc.

The list of indicative activities of Component #3 are presented below:

- 3.1. In line with the assessments to be conducted within the scope of Component #1, conceptualization and/or development of VET modules for the prioritized training themes (approximately 5)
- 3.2. In line with the local needs, customize/update relevant technical and non-technical VET modules which have already been developed for other VET Centres established/operationalized by the UNDP (approximately 10)
- 3.3. In line with the profile of the local Syrian population, customize/update (i) Basic Life Skills (BLS) Training Module and (ii) Working Life in Turkey Training Module which have already been developed by the UNDP for other VET Centres established/operationalized by UNDP
- 3.4. (If and when needed) Provision of trainer of trainers' programmes for the prioritized VET Modules
- 3.5. Design and delivery of VETs to high-skilled SuTPs and host community members in collaboration with the local universities.

**Component #4: Capability Development and Mentorship:** The ultimate objective of Component #4 is to provide Adana Chamber of Industry with the required capabilities and competencies to best operate the VET Centre and deliver its services effectively. The sustainability of the Centre is another critical issue that Component #4 will be addressing.

The list of indicative activities of Component #4 are presented below:

- 4.1. To identify the institutional capabilities and drawbacks; conduct institutional capability gap analyses addressing Adana Chamber of Industry
- 4.2. For effective management and operationalization of the VET Centre, based on the results of gap analyses, conceptualize a targeted capability development programme for the assigned personnel of Adana Chamber of Industry
- 4.3. Design and implement prioritized capability development activities for the assigned personnel of the Chamber which include but is not limited to (i) technical study tours to national/international best practice VET Centres (max. 2) and (ii) dedicated training/awareness raising programmes (max. 3)
- 4.4. Provision of continuous and dedicated technical assistance and consultancy services to ADASO for the implementation of the Business Plan of the Centre

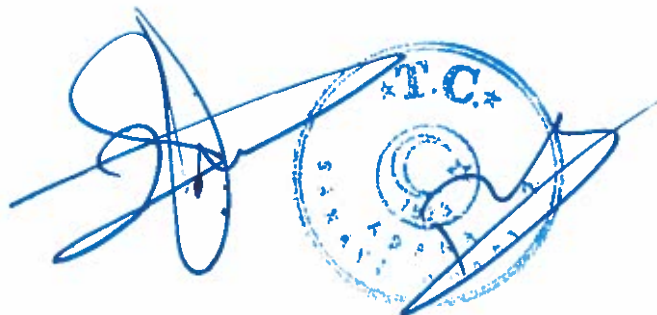


**Component #5: Technical Assistance for Certification:** Component #5 aims to support Adana Chamber of Industry and Adana VET Centre in accomplishing necessary procedures in compliance with the certification and accreditation processes for functioning as a VOC Test Centre.

The list of indicative activities of Component #5 are presented below:

- 5.1. Provision of technical assistance and advisory services for VOC Test Centre certification processes to be accredited by Occupational Competency Council (MYK) and Turkish Accreditation Institution (TURKAK)
- 5.2. Provision of technical assistance and advisory services for quality certification processes (ISO 9001 etc.)

Upon completion of the Project, based on the lessons learned and the accumulated know-how and experience gained throughout the implementation of the Project, a Policy Recommendation Note for the use of the Ministry of Industry and Technology and Ministry of National Education as well as a Scalability and Replication Toolkit for the use of the local institutions which intend to operationalize similar initiatives will be developed.

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### III. RESULTS AND PARTNERSHIPS

#### 3.1. Expected Results

The project will deliver the following results:

- Job creation and labour absorption capacities of the local economies assessed thoroughly
- Business model of Adana VET Centre conceptualized to better serve to the needs of the local community, SuTPs and local economic actors
- Targeted VET modules designed, refined and developed
- Capability of ADASO strengthened
- Adana VET Centre certified and accredited

#### 3.2. Resources Required to Achieve the Expected Results

The project will be financed by the EBRD (i.e. 300.000 Euro). The technical cooperation modality currently existing between ADASO and UNDP will be maintained in the implementation of the current project.

In this regard, UNDP will provide contribution both in programmatic areas and project implementation areas (operation) in the light of the experiences gained through projects already implemented/being implemented by UNDP through the following items in accordance with its corporate competencies and operation model:

- Synergy with other programmatic portfolios/interventions of UNDP (inclusive and sustainable growth, Syria crises response, private sector in development and gender equality) and providing thematic contribution (community based socio-economic development, capacity development, empowerment of woman in socio-economic regard, localization of sustainable development goals etc)
- Provision of qualified individual and/or corporate expertise support, access to national and international knowledge and cooperation networks
- Transferring field level implementation experience into the project gained in other countries where UNDP operates
- Provision of expertise and consultancy support from the UNDP Istanbul Hub Region
- Using the analysis and planning tools (toolkits etc) developed/supported by UNDP within local/regional development areas in planning, implementation and monitoring of project activities
- Human resources management, financial management, procurement, monitoring and evaluation etc and provision of services and procurement of goods provided in UNDP's corporate operation model
- Fund raising for the expansion and scale up of the current project and/or next phases of the project

#### 3.3. Partnerships

While the main implementing partners of the Project are ADASO and UNDP, cooperation will be established with many local partners at the local implementation level of the Project. GSO MEM will be one of the key local partners with which the project will establish and operationalize strategic partnership.

Although a high-level stakeholder assessment exercise was conducted in the project formulation phase, a detailed analysis will be conducted in the inception phase of the Project, where the stakeholders with which the Project will set up strategic partnerships will be concretized. Types of partnerships would vary from very basic initiatives such as co-organization of a project event to a more complex initiative that would lead to a structural change in the local service provision to Syrian and host community women such as skills development, access to markets etc.



As per the geographical base, Project will establish strategic partnerships at the local level, regional level, national level as well as international level. At the local level, components and actions will be implemented in partnership with local actors such as the local unions in rural settings, chambers of industry and trade, development agencies, civil society and business sector representatives and other relevant local stakeholders. The Project will also generate/maintain strategic partnerships with other UN Agencies as well as relevant NGOs operating in the field. Cooperation will be set up within the framework of signed partnership agreements and MoUs, as applicable.

### 3.4. Risks and Assumptions

The project foresees two major risk areas that should be taken into account in design and implementation of the project activities which are (i) lack of interest from the final beneficiaries in participating to the Project activities and (ii) lack of interest from the local stakeholders in participating to the execution of the Project activities at the local level. With a view to mitigate these risks, the project will design and conduct of intensive advocacy and dissemination activities targeting the final beneficiaries and the local stakeholders of the Project. A detailed Risk Log is annexed to the project document.

### 3.5. Stakeholder Engagement

The intended beneficiaries of the project are SuTPs and the members of the host community as well as the local economic actors (i.e. SMEs, chambers etc.) The project will also engage local institutions through its local consultation platforms (i.e. technical working groups etc.) to be established in the scope of the Project.

### 3.6. South-South and Triangular Cooperation (SSC/TrC)

Within the scope of the project, an action-oriented SSC and TrC Strategy will be developed by the UNDP with a view to benefit from country-specific good experiences from countries implementing similar interventions in the field of skills and capability development as well as improvement of the labor absorption capacities of the local economies. As a part of this strategy, the results and the key lessons learned of the project will be also be disseminated to other countries in the Region (especially those impacted by the Syrian crises). The project will also benefit from the UNDP RBEC's extensive network in designing and implementation of cooperation models with other countries.

### 3.7. Knowledge

The project will produce several knowledge products including training materials and toolkits/knowledge tools on VET modules, sectoral and field level analyses etc. Demonstration and pilot projects will also contribute to the knowledge repository of the Project. The project will also have a communication/outreach strategy to communicate the achievements in the project.

### 3.8. Sustainability and Scaling Up

As noted above, the implementing partner of the project will be ADASO, with UNDP's technical, operational and administrative support. With a view to secure high-level institutional commitment in the project activities and sustainability of the project results, ADASO and UNDP will strategically partner with private sector, development agency, ISKUR, KOSGEB etc. The related parties will be involved in the design, implementation and monitoring of the project activities and will constitute the members of the Project Steering Committee to be established and made operational within the scope of the Project.

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Specifically, the project will develop a fully-fledged sustainability strategy with a view to maintain political, financial and institutional sustainability of the project's intervention modality and outcomes. In addition, a scaling up road map will be formulated based on the findings and experience gained from the Project. This road map shall also include the relevant documents and required activities that can increase and sustain the contributions and impacts of the project. Based on the availability of public funding; further financing possibilities will be sought through public investment programs.

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## IV. PROJECT MANAGEMENT

### 4.1. Cost Efficiency and Effectiveness

The fact that the project builds on national and local level on the existing structures and capacities not only increases the sustainability dimension of the project, but also cost efficiency. For example, the project will rely on the regional analyses and results of the field level implementations on socio-economic empowerment of local communities conducted by the ADASO and UNDP. 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. Leveraging on UNDP's strong collaboration with the local partners (i.e. governorates, Multi-purpose Community Centres, Youth Centres, provincial directorates etc.) - in-kind contributions (i.e. human resources, facilities etc.) will be provided by the local partners through formalized cooperation models.

### 4.2. Project Management

Regarding project management, UNDP will deploy its in-house experience (CO staff and relevant ISG Portfolio staff) as well as mobilize other capacities in the form of Service Contracts and Individual Contracts. For this specific project, UNDP will avail the capacities of (part time) Projects Coordinator and relevant administrative and operational support staff based in Ankara.

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.



V. RESULTS FRAMEWORK<sup>14</sup>

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS		Total	METHODS
			2019	2019	2020	Total		
Output #1: Adana VET Centre Operationalized	# of assessments on job creation and labour absorption capacities of the local economies assessed thoroughly	1.1. Stakeholder Mapping Report 1.2. Demand and Supply Side Labour Market Assessment Report 1.3. Sector Specific Labour Absorption Capacity Assessment Report	0	3	0	3	Thru project-based M&E tools and systems	
			0	1	0	1	Thru project-based M&E tools and systems	
			0	5	5	10	Thru project-based M&E tools and systems	
			0	1	0	1	Thru project-based M&E tools and systems	
			0	1	1	2	Thru project-based M&E tools and systems	
# of business models of Adana VET Centre conceptualized to better serve to the needs of the local community, SuTTPs and local economic actors	# of targeted VET modules designed, refined and developed	2.1. Business Model and Business Plan of the Centre 2.2. Governance Structure of the Centre of the Centre 2.3. Placement and Matching Strategy of the Centre 2.4. Communication, Visibility and Outreach Strategy of the Centre 2.5. Performance Evaluation, M&E and Impact Assessment Framework 2.6. Sustainability Strategy of the Centre 2.7. Concept Note on Physical Design Principles for the VET Centre	0	1	0	1	Thru project-based M&E tools and systems	
			0	5	5	10	Thru project-based M&E tools and systems	
			0	1	0	1	Thru project-based M&E tools and systems	
			0	1	0	1	Thru project-based M&E tools and systems	
			0	1	1	2	Thru project-based M&E tools and systems	
# of capacity development programs, technical study tours and dedicated awareness raising programmes	# of certifications / accreditations	4.1. Institutional Capability Assessment Report for ADASO 4.2. Institutional Capability Development Programmes for ADASO 4.3. Technical study tours to national/international best practice VET Centres (max. 2) 4.4. Dedicated training/awareness raising programmes (max. 3) 5.1. VOC Test Centre Certification 5.2. Quality Certification for VET Centre	0	1	2	3	Thru project-based M&E tools and systems	
			0	0	1	1	Thru project-based M&E tools and systems	
			0	0	1	1	Thru project-based M&E tools and systems	
			0	0	1	1	Thru project-based M&E tools and systems	
			0	0	1	1	Thru project-based M&E tools and systems	

The image shows an official circular stamp of the Ministry of National Education of Turkey, with a handwritten signature in blue ink over it.

<sup>14</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

## 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:

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 analyzed to assess the progress of the project in achieving the agreed outputs.	Monthly	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.	Quarterly	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.	Annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual 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.	Annually	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 annually	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, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
Project Review (Project Board)	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 socialize project results and lessons learned with relevant audiences.	Annually and as per the need	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		



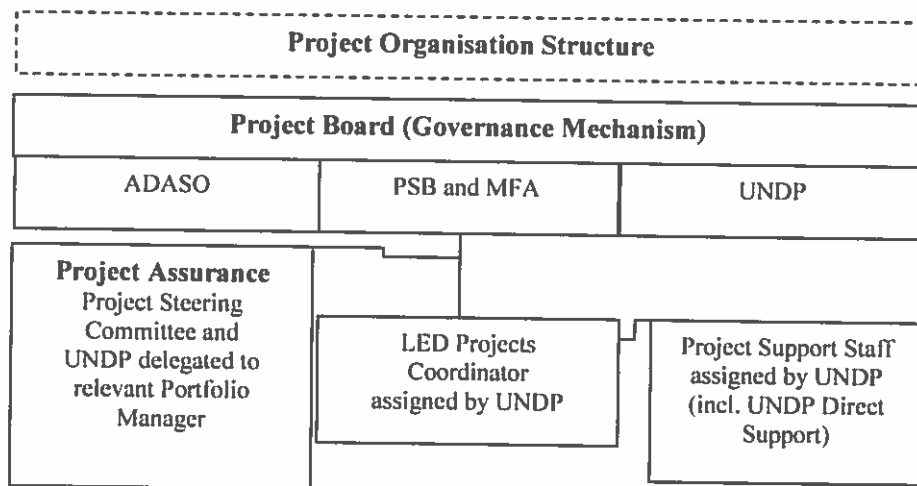
## VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	PLANNED BUDGET FOR ALL COMPONENTS*																																																																						
<b>Output #1:</b> Adana VET Centre Operationalized	Component #1: Sectoral and Field Level Analyses Component #2: Business Modelling and Planning Component #3: Design and Customization of VET Modules Component #4: Capability Development and Mentorship Component #5: Technical Assistance for Certification	ADASO and UNDP in collaboration with local implementing partners	<table border="1"> <thead> <tr> <th colspan="5">All Components</th> </tr> <tr> <th>Budget Code and Description</th> <th>2019 (\$)</th> <th>2020 (\$)</th> <th>Total (\$)</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>71400 Service Contracts</td> <td>17,304</td> <td>34,609</td> <td>51,913</td> <td>1</td> </tr> <tr> <td>71300 Short Term Consultants</td> <td>26,533</td> <td>53,066</td> <td>79,599</td> <td>2</td> </tr> <tr> <td>71600 Travel (Per Diems)</td> <td>9,012</td> <td>18,023</td> <td>27,035</td> <td>3</td> </tr> <tr> <td>71600 Travel</td> <td>6,085</td> <td>12,170</td> <td>18,255</td> <td>4</td> </tr> <tr> <td>72100 Contractual Services - Companies</td> <td>24,559</td> <td>49,117</td> <td>73,676</td> <td>5</td> </tr> <tr> <td>72200 Equipment and Furniture</td> <td>0</td> <td>0</td> <td>0</td> <td>6</td> </tr> <tr> <td>74200 Publications</td> <td>6,132</td> <td>12,263</td> <td>18,395</td> <td>7</td> </tr> <tr> <td>74525 Consumables and Utilities</td> <td>0</td> <td>0</td> <td>0</td> <td>8</td> </tr> <tr> <td>74598 Direct Project Costing</td> <td>13,601</td> <td>27,202</td> <td>40,803</td> <td>9</td> </tr> <tr> <td><b>a. Total Direct Eligible Cost</b></td> <td><b>103,225</b></td> <td><b>206,450</b></td> <td><b>309,674</b></td> <td></td> </tr> <tr> <td><b>b. Total Indirect Eligible Cost (GMS) (%a)</b></td> <td><b>8,258</b></td> <td><b>16,516</b></td> <td><b>24,774</b></td> <td></td> </tr> <tr> <td><b>c. Total Eligible Cost (a+b)</b></td> <td><b>111,483</b></td> <td><b>222,966</b></td> <td><b>334,448</b></td> <td></td> </tr> </tbody> </table>	All Components					Budget Code and Description	2019 (\$)	2020 (\$)	Total (\$)	Notes	71400 Service Contracts	17,304	34,609	51,913	1	71300 Short Term Consultants	26,533	53,066	79,599	2	71600 Travel (Per Diems)	9,012	18,023	27,035	3	71600 Travel	6,085	12,170	18,255	4	72100 Contractual Services - Companies	24,559	49,117	73,676	5	72200 Equipment and Furniture	0	0	0	6	74200 Publications	6,132	12,263	18,395	7	74525 Consumables and Utilities	0	0	0	8	74598 Direct Project Costing	13,601	27,202	40,803	9	<b>a. Total Direct Eligible Cost</b>	<b>103,225</b>	<b>206,450</b>	<b>309,674</b>		<b>b. Total Indirect Eligible Cost (GMS) (%a)</b>	<b>8,258</b>	<b>16,516</b>	<b>24,774</b>		<b>c. Total Eligible Cost (a+b)</b>	<b>111,483</b>	<b>222,966</b>	<b>334,448</b>	
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### Unaudited Budget Notes

1	Prorated salaries of the managerial staff and the support staff to be contracted in the scope of the Project (i.e. Project Coordinator and Support Staff)
2	Fees of the short-term consultants who will be mobilized in the scope of the conduct of the Project activities
3	Per diems to be incurred by the official missions of the project staff and/or the short-term consultants
4	Travel costs to be incurred by the official missions of the project staff, government officials and/or the short-term consultants
5	Professional contractual services for implementation of the pilot projects (including supply of goods, equipment etc) organization of workshops; design services, field surveys, visibility events etc.
6	IT equipment and office equipment to be purchased in the scope of the Project
7	Publications to be printed in the scope of the Project (i.e. Reports, toolkits, handbooks etc.)
8	Office consumables (utility services, tel/fax, cargo etc.)
9	Direct project costing for UNDP HR capacities supporting the smooth implementation of the Project (i.e. Portfolio Manager, Finance Associate, Procurement Associate, Service Support Centre)

## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



The project will be nationally implemented (NIM) and the implementing agency of the project will be ADASO, with UNDP's technical, operational and administrative support. ADASO will provide strategic oversight in project implementation as well as technical expertise and knowhow for the smooth implementation of the Project. UNDP will provide technical expertise and operational support for the smooth implementation of the Project. The operational support to be provided by the UNDP will include but is not limited to implementation assistance services such as human resources and financial management, project management/monitoring and supply and contract management. UNDP will coordinate preparation of relevant work plans and facilitate implementation of these work plans through project management and consultancies; bring in relevant international experience and will ensure that the project is managed in line with UNDP's Programme and Operations Policies and Procedures (POPP).

A Project Board (PB) is going to be established, in line with the above diagram. PB will be responsible for the overall direction and management of the project. Composed of the relevant institutions at the local and national levels, A Project Steering Committee (PSC) will also be established to provide technical inputs for the effective implementation of the Project activities as well as dissemination of the results. Presidency of Strategy and Budget (PSB) will be represented as natural member of the PSC along with the other relevant institutions and the members of the Project Board, most notably the Ministry of Industry and Technology and Ministry of National Education.

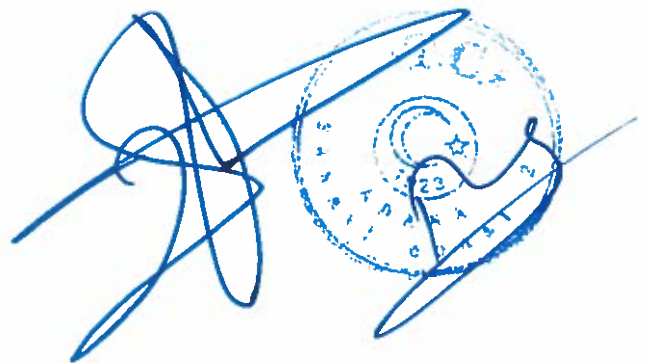
Project's day-to-day implementation will be carried out by the Project team (i.e. LED Projects Coordinator and Project Support staff) as well as UNDP staff providing direct project support. ADASO will identify from its own cadres a project focal point who will be the main contact point of the focal point to be assigned by UNDP. UNDP will also provide direct project implementation support for procurement, contract management and budget/financial management as well as content. 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.



With a view to secure high-level institutional commitment in the project activities and sustainability of the project results, ADASO and UNDP will strategically partner with several institutions at the central and local levels. Said parties will be involved in the design, implementation and monitoring of the project activities and will constitute the members of the Project Steering Committee to be established and made operational within the scope of the Project.

ADASO, along with the local partners, (i) will contribute to the development of the project results in an effective and sustainable manner as well as facilitate (ii) establishment and maintenance of close working relationship with local partners including local authorities, Chambers, provincial directorates of relevant line ministries throughout the project implementation. Such relationship will be established through agreements/MoU's to be signed between ADASO and those agencies if needed; (iii) facilitate the dialogue with the national and local partners and (iv) provide timely inputs and comments to the project outputs. UNDP will coordinate the implementation of the Project, which includes inter alia provision of technical expertise, knowledge tools, human resources and consultancies, project management/monitoring and implementation support services etc.

Project's day-to-day implementation will be carried out by the Project team (i.e. assigned Project Manager and Project Support staff at UNDP) as well as UNDP staff providing direct project support. ADASO will identify from its own cadres a project focal point who will be the main contact point of the focal point to be assigned by UNDP. UNDP will carry out the operational and administrative processes such as procurement, contract management and budget/financial management. 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.

A blue ink signature is written over a circular stamp. The stamp contains the text 'UNDP' at the top, '23' in the center, and 'GUYANA' at the bottom. The signature is a complex, scribbled line that crosses the stamp.

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## IX. LEGAL CONTEXT

### Option a. Where the country has signed the Standard Basic Assistance Agreement (SBAA)

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.”

This project will be implemented by ADASO (“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.

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## RISK MANAGEMENT

### Option a. Government Entity (NIM)

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](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml).



4. 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>).
5. 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.
6. 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.
7. 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.
8. 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](http://www.undp.org).
9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. 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.
10. 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.

11. Choose one of the three following options:



Option 2: 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.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under 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.

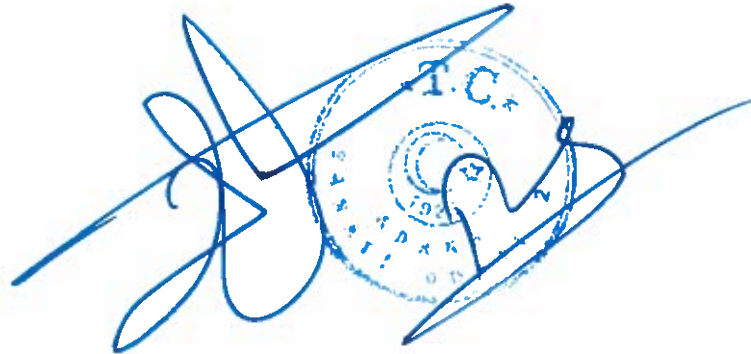
Note: The term “Project Document” as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

12. 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.
13. 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.
14. 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.



## **X. ANNEXES**

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening Template**
- 3. Risk Analysis**
- 4. Project Board Terms of Reference**



## ANNEX 1. PROJECT QUALITY ASSURANCE REPORT TEMPLATE

### 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

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## ANNEX 2. SOCIAL AND ENVIRONMENTAL SCREENING TEMPLATE

### Project Information

Project Information	
1. Project Title	Technical Assistance for Establishment and Operationalisation of Adana Vocational Training Centre
2. Project Number	
3. Location (Global/Region/Country)	Turkey: Adana

### 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 mainstreams human rights approach through interventions targeting disadvantaged communities, their access to economic opportunities and livelihoods.

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

The project is designed as GEN2 category where gender equality and women's empowerment/economic strengthening are among the key objectives. In this sense, the project will generate the following gender-related results:

- Local infrastructures will be supported to provide VET programs for the women
- Local institutions will be equipped with necessary tools and competencies for provision of VET programs for the women
- Dedicated VET programs will be designed and implemented for the women
- Placement and matching strategies will be developed for employability of women in local economies

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

The project aims to contribute to environmental sustainability through promotion of sustainable production and consumption within the production related project activities.

### 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)	Comments	Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required, note that the assessment should consider all potential impacts and risks.
Risk 1: There a risk that duty-bearers do not have the capacity to meet their obligations in the Project.	I = 4 P = 2	Moderate	Considering the capacity of the local actors, there is a risk of meeting their obligations.	The project will provide technical assistance to mitigate these risks as outlined in the project document. Additionally, protocols will be signed to ensure that the local parties accept their commitments that are accountable.

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Risk 2 There is a risk that right-holders do not have the capacity to claim their rights?	I = 3 P = 3	Moderate	This risk is related to awareness of the farmers of the outreach of service providers to the young farmers, to ensure that they can claim such services
<b>QUESTION 4: What is the overall Project risk categorization?</b>			
Select one (see SESP for guidance)			Comments if any
Low Risk			x
Moderate Risk			<input type="checkbox"/>
High Risk			<input type="checkbox"/>
<b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</b>			
Check all that apply		Comments if any	
<i>Principle 1: Human Rights</i>			
<i>Principle 2: Gender Equality and Women's Empowerment</i>			
<i>1. Biodiversity Conservation and Natural Resource Management</i>			
<i>2. Climate Change Mitigation and Adaptation</i>			
<i>3. Community Health, Safety and Working Conditions</i>			
<i>4. Cultural Heritage</i>			
<i>5. Displacement and Resettlement</i>			
<i>6. Indigenous Peoples</i>			
<i>7. Pollution Prevention and Resource Efficiency</i>			

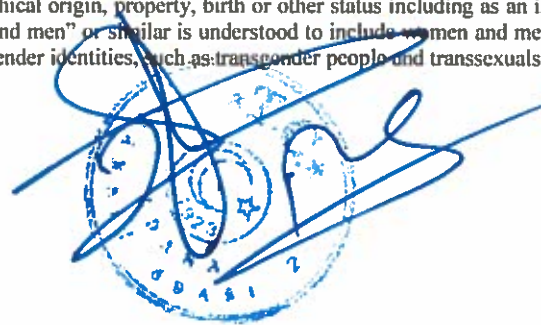
**Final Sign Off**

<i>Signature</i>	<i>Date</i>	<i>Description</i>
QA Assessor: Bulent Aykgöz, UNDP ISG PMI	April 2019	UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver Scher Alacaci Ariner ARR (P)	April 2019	UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

**SESP Attachment 1. Social and Environmental Risk Screening Checklist**

<b>Principles 1: Human Rights</b>		<b>Answer (Yes/No)</b>
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? <sup>15</sup>	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?	Y
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
<b>Principle 2: Gender Equality and Women's Empowerment</b>		
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
<b>Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below</b>		
<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>		
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?	N

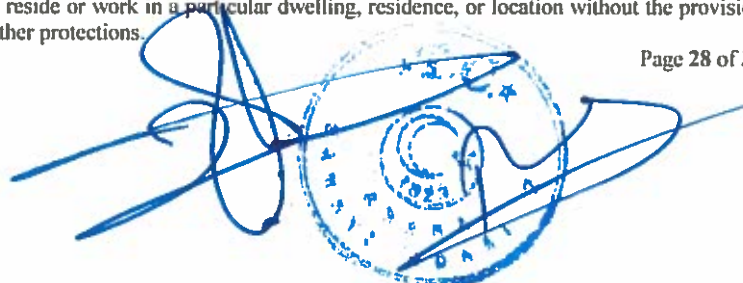
<sup>15</sup> Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. 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.



<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1	Will the proposed Project result in significant <sup>16</sup> 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 vulnerability to climate change 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
<b>Standard 3: Community Health, Safety and Working Conditions</b>		
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
<b>Standard 4: Cultural Heritage</b>		
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
<b>Standard 5: Displacement and Resettlement</b>		
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? <sup>17</sup>	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
<b>Standard 6: Indigenous Peoples</b>		
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

<sup>16</sup> In regard to CO<sub>2</sub>, '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.]

<sup>17</sup> 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.



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
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>		
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 transboundary impacts?	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?	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

A handwritten signature in blue ink is written over a circular official stamp. The stamp contains the text 'ADANA' at the top and 'UADARI' at the bottom, with a star in the center. The signature is a complex, cursive scribble that overlaps the stamp.

**ANNEX 3: RISK LOG**

#	Description	Date Identified	Type	Impact (I) & Probability (P)	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Lack of interest from the final beneficiaries in participating to the Project activities	05/2019	Economic / Social	Impact:5 Probability: 2	Design and conduct of intensive advocacy and dissemination activities targeting the final beneficiaries of the Project	ISG PM	ISG PM	N/A	effective
2	Lack of interest from the local stakeholders in participating to the execution of the Project activities at the local level	05/2019	Institutional	Impact:5 Probability: 2	Design and conduct of intensive advocacy and dissemination activities targeting the local stakeholders	ISG PM	ISG PM	N/A	effective

The image shows a blue ink signature and an official circular stamp. The stamp contains the text 'ROYAUME DU CAMBODGE' at the top, 'LE MINISTRE DE L'AGRICULTURE, DES FORÊTS ET DE LA PÊCHE' around the perimeter, and 'PHNOM PENH' at the bottom. The signature is written over the stamp.

#### **ANNEX 4. PROJECT BOARD TERMS OF REFERENCE**

The PB will approve all major plans and authorize any major deviation from agreed plans. Such plans and deviations include work plans and progress reports presented on a regular basis, or for example extension requests that are presented with their justification. PB will ensure that required resources are committed, will arbitrate on conflicts (if any) within the project, and will negotiate a solution to any problems between the project and external bodies. PB will approve plans and project documents provided by UNDP meets the requirements, will approve allocated staff are adequate and efficient.

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

- provision of overall guidance and direction to the project, ensuring it remains within any specified constraints
- review of each supported stage and approval of progress to the next
- review and approval of plans and any exception plans
- At the end of the project, the PB will:
- assure that all products have been delivered satisfactorily
- approve the End Project Report
- approve the Lessons Learned Report

\* \* \*  
**End of Document**

