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Employment and Skills Development Programme - Component I

3rd Steering Committee Meeting Minutes

Date	09.02.2021
Time	10:30 – 12:00
Venue	Online Zoom Meeting
Attendees	<p><u>KfW Development Bank</u> Mr. Marius Giltz Mr. Melih Çadırcı</p> <p><u>Turkish Employment Agency (İSKUR)</u> Mr. Uğur Tunç Mr. Emre Yıldız Mr. Can Alkan</p> <p><u>United Nations Development Programme (UNDP)</u> Ms. Seher Alacacı Arner Mr. Arda Saygın Köstem Ms. Tuğçe Söğüt Ms. Gözde Bedirhanoglu Gürtürk Ms. Nil Koza Ms. Ayşe İke Gürbüzzer Ms. Öykü Uluçay Mr. Eşref Ruşen İnceoğlu Ms. Serap Öztürk Ms. İdil Safiye Soyseçkin Ceylan Mr. Emre Altan Ms. Ezgi Öykü Güven</p> <p><u>The Presidency of Republic of Turkey Strategy and Budget</u> Ms. Büşra Üçgöl Ms. Gülüzar Güleç Mr. Okan Polat Mr. Süleyman Tıgci Mr. Tanik Eraslan Mr. Seyithan Yıldırak</p>

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Opening Speeches

- Ms. Seher Alacacı Arner, Assistant Resident Representative of UNDP Turkey, chaired the meeting, welcomed the participants, and shared the progress and her best wishes regarding the upcoming actions of the Project. While sharing the progress, Ms. Arner stated that there have been changes in the Project due to Covid-19 pandemic and the project team experienced delays especially in the outreach activities and the implementation of pilot projects. Based on the special requests received from İŞKUR General Directorate, Ankara and Adana were added as additional pilot provinces to the context of the Project; considering İŞKUR Provincial Directorates in these provinces need physical improvements to serve better employment services both to SuTPs and Turkish host community. As it was agreed with KfW Development Bank, this request was accepted, in addition to 5 pilot provinces of the Project, Ankara and Adana provinces were added as pilot provinces as well. Therefore, the indicator numbers increased from 42,000 to 46,000 with the addition of new pilot provinces. For this reason, in order to achieve the Project targets a 6-month no-cost extension is requested to complete the remaining activities of the Project by the end of 2021.
- Mr. Uğur Tunç, Acting Head of Foreign Relations and Projects Department of İŞKUR, expressed his gratitude and motivation regarding the Project and appreciated the Project Teams working both in İŞKUR and UNDP for their devoted works. Mr. Tunç mentioned that along with the Covid-19 pandemic, they have recognized that how accurate their study was and the importance of the Digital Transformation Roadmaps that were prepared in 2019 by one of the contractors of the Project. Through the roadmaps developed in the beginning of the Project which analyzes the current needs of İŞKUR, İŞKUR General Directorate can reach the different opportunities for identifying the needs of İŞKUR which was not proposed by other projects. The collective studies conducted by both contractors and assigned İŞKUR personnel carried them to a further point. He added that İŞKUR thanks to the donor KfW Development Bank for giving the opportunity to develop service deliveries in Ankara and Adana through provincial directorates in those provinces. In this regard, they had the opportunity to develop other national activities implemented by İŞKUR. He lastly added that İŞKUR cares the Project outputs and targets to become more sustainable. Therefore, additional time is needed for the implementation period of the Project and kindly requested a no-cost extension of 6 months from the donor on behalf of all team.
- Mr. Marius Glitz, Project Manager of KfW Development Bank, briefly mentioned about the importance of the Project for Federal Republic of Germany and KfW Development Bank. He explained that by initiating the Partnership for Prospects Programme, Federal Republic of Germany wanted to offer short-to-medium term

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opportunities for Syrians and host community members. Thus, he claimed that their purpose is not only to support the development of institutions but also to support individuals to access into the labor market. He lastly thanked all parties for their cooperation.

Project Presentation:

Projects Coordinator, Ms. Tuğçe Söğüt made a presentation on the status update of the Project. Presentation is enclosed in the Annex I.

Ongoing and the forward activities have been presented;

I. Progress since the Joint Steering Committee with the participation of Component II of the Programme held on December 2019

Result 0 - Project management capacities / team established, and work plan finalized/ agreed (Inception Phase)

The Inception Phase of the Project has been completed.

Result 1 - İSKUR's capacity and digital maturity assessment and two roadmaps for capacity development and digital transformation

All activities under the Result-1 have been completed.

Result 2 – Capacities of İSKUR HQs and selected pilot İSKUR offices developed for better active labor market service delivery addressing the impacted communities including the Syrians under the temporary protection and impacted host communities

Process Improvement of İSKUR

• **Business Process Management (BPM) Software**

A *software system* will be provided to İSKUR as a part of its corporate transformation where a fully-fledged system will be established through an automation of the processes in electronic environment and integrating the processes with the existing operational systems, increasing the traceability of the works and processes.

This software will enable İSKUR to have a more effective organizational design, and significantly improved processes by standardization and optimization. This activity is under tender process for now and expected to be started in April 2021.

• **Data Analytics Services for Turkish Employment Agency**

This activity has started in September 2020 with an aim to establish the data analytics strategy for İSKUR to utilize, interpret, and manage the data obtained by internal and external resources in an accurate and fast way.

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It will define a data strategy roadmap to support the activation of İŞKUR's Master Data Management, Big Data Analytics and Business Intelligence applications and to develop a data management strategy.

It consists of **3 main phases** and **5 main sub-activities** which started with a detailed analysis of the systems used by İŞKUR and the data they produce as well as existing data infrastructure, data sources, the systems/application used. And as a result, areas of improvements were identified and presented. A future vision for İŞKUR data management system was prepared and priority areas have been determined based on the global best practices from similar organizations all over the world. During the implementation phase of the Project, the contractor provided training activities and workshops for İŞKUR personnel to make the outputs of the Project more sustainable and create synergy to hear the feedbacks of the personnel regarding the existing data infrastructure to analyze the system and generate strengthened data strategy for İŞKUR.

- **SWOT Analysis Workshop:** 11 high level İŞKUR personnel participated in **SWOT Analysis Workshop** on 14 January 2021, this analysis study reveals the strengths, weaknesses, threats and opportunities of the organization has been completed in order to implement the strategy.
- **Action Plan Programme Workshop:** 27 İŞKUR personnel including head of departments participated in the Workshop on 8 January 2021. 33 projects that are designed under the determined initiatives, were evaluated by participants from İŞKUR. These projects have been evaluated considering the corporate value and investment cost, project implementation time and project difficulty level. The projects were evaluated in terms of corporate value and risk which provided rapid recovery projects by scores of projects.
- **R/Python Training:** The R / Python Training was held online on 20-21 January 2021 with more than 20 İŞKUR personnel. The training was composed of four sessions; after providing a general introduction to data management and analytical applications; the demonstration and comparison of enterprise analytical tools and open-source analytics tools under Technology Comparisons were shown. Examples of solutions presented for the problems experienced in institutions similar to İŞKUR and examples of good practice for analytical solutions are presented under Application Examples. Application steps over R are shown in the scenario designed under R - Applied Example. The application steps over R in the scenario designed under Python - Applied Example was presented lastly.

The Project is now at the stage of development of an "Action Plan Programme" and "Data Analytics Strategy" reports based on the initial studies.

IT Infrastructure Development of İŞKUR

- **Renewal of Software Infrastructure of Turkish Employment Agency**

Through the Software Infrastructure Renewal Project, the main aim is to create a new E-İŞKUR infrastructure compatible with the new digital developments and to create applications with high target group/employee/user experience, to be able to adapt technological developments and infrastructure change when required.

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This activity has started in July 2020 and been ongoing. Two of the components have been successfully completed in 2020 and we are now at the stage of the infrastructure work where the transition into new interface design prepared based on the analysis and the pilot application.

Through this component, the most important step was taken for the transition of İŞKUR's software infrastructure, which was used for about 15 years, to structure with high target audience / personnel / user experience and with the most up-to-date technology including the creation of new E-İŞKUR & İŞKUR E-ŞUBE infrastructure supported screens designed with user experience. Since the technology of the current system was 15 years old, this situation causes some restrictions today and has difficulties to keep pace with the new technology and update itself. The current system also has lack of User Experience which also causes the users to click on the wrong places on İŞKUR website and spend more time than necessary. Therefore, firstly, the users' (employees, employers, and other public institutions etc.) experience analysis of İŞKUR website was completed through surveys and observation methods. With the improved services, there has been an increase at a rate of 60-70% in the orientation of the users to the correct addresses on the İŞKUR website.

The big change which puts forward is accessing to İŞKUR E-Şube through tablets and smart phones for any user. Before this intervention, it could only be possible to connect to İŞKUR website with the web interface.

In addition to this, as a part of the sustainability of the project outputs, it has been ensured that the new software infrastructure can be renewed without being dependent on any technology.

As an integral part of this activity, 5 different training programs will be conducted to İŞKUR personnel in May 2021 to make the outputs more sustainable and enable them to make necessary updates to the new software after the completion of the Project.

Physical Infrastructure Development of İŞKUR

The physical infrastructure activities aim to identify the problems experienced by Provincial Directorates of pilot provinces due to physical conditions during service provision, to standardize these problems by prioritizing them and thus to strengthen the physical conditions by developing architectural projects. For this reason, the procurement process was successfully completed for purchasing of IT equipment and furniture needs of İŞKUR Provincial Directorates of pilot provinces in 2020. In terms of IT equipment, 289 laptop/ desktop computer, 14 air conditioners, 12 printers, 3 scanners, 1 printer were purchased. In addition to improve digital capacity, in terms of furniture procurement, 615 chairs, 150 bookshelves, 201 office desks, 55 coffee tables, 50 phones, 35 filling cupboards, 20 water dispensers, 6 locker cabinets and 5 coat & hat stands were purchased for pilot provinces.

Procurement of laptop computers for Adana İŞKUR Provincial Directorate:

As İŞKUR General Directorate requested and agreed with KfW Development Bank, 50 laptop computers will be procured to Adana İŞKUR Provincial Directorate which will positively contribute to the inclusion of SuTP as well

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as impacted host community to local labor market in Adana. The related procurement process has started in 2020 and will be completed and delivered to Adana in the first quarter of 2021.

Supply and Installation of Semi Open Office Separator Systems for İŞKUR offices in İstanbul and Sanlıurfa:

In addition to the furniture and IT equipment provided through the Project resources, it is also identified that glass separators are needed for Job and Vocational Consultants in open office areas to secure the privacy of the job seekers during the registration and consultancy services provided. The related tender notice has been announced on 21 December 2020 through UNDP Procurement website and UNDP Turkey will collect the quotations on 4 January 2021 and after the completion of the evaluation process, it is foreseen that the construction process in four different İŞKUR offices in late February 2021 or early March 2021 unless COVID-19 restricts.

Pilot Projects

1. Mobile İŞKUR Service Vehicle Delivery

All activities have been completed according to Mobile İŞKUR Service delivery vehicle so called "The Bus". The asset was transferred to General Directorate of İŞKUR through a mutually signed protocol between UNDP and İŞKUR in April 2020. The Bus was physically delivered to İŞKUR on 28 July 2020. Unfortunately, since the bus designed has been completed before the COVID-10 outbreak, the interior design of the vehicle does not comply with social distancing rules which prevents İŞKUR to operate via the bus in the field. The vehicle is currently secured in the garage of İŞKUR General Directorate in Ankara. The operationalization of the vehicle will be re-visited in the upcoming period if Covid-19 restrictions allow

Moreover, the Project Team has ensured that the manufacturer gave full guarantee and warranty for three years against all effects or defects of the vehicle. Additionally, all spare parts of the Mobile Vehicle guaranteed for 10 years period after the warranty period.

2. Prefab Office Installation for İŞKUR Hatay Provincial Directorate

As one of the pilot projects, with the necessary permission granted by the Governorship, a new container office will be built next to the provincial directorate building to ensure adequate space and the facilities for Job and Vocational Consultants by moving the administrative staff to the Prefabric Office. The tender process has just started in the last quarter of 2020 and documents and technical drawings have been preparing.

3. Renovation Activities in İŞKUR Altındağ Service Center

As an request from İŞKUR, Altındağ İŞKUR Service Center will be renovated within the coverage of the project considering the deteriorated physical conditions which prevents the service center to provide services in an effective and efficient way. As agreed with KfW Development Bank, this request has been agreed to be covered by the Project budget: In response to this request, İŞKUR

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has kindly confirmed to report periodically the figures of SuTP who applies to get registered and receive services in Altındağ Service Center starting from January 2021 until the end of the Project. The tender process has been ongoing

4. Improvements at İŞKUR Job Clubs

As the fourth pilot project, it was agreed that the İŞKUR Job Clubs can be supported via several interventions considering the relevancy of the services provided in the İŞKUR Job Clubs with the project aims. As an intensive job and vocational counseling program İŞKUR Job Clubs aims to provide technical and motivational support to groups that require special attention such as women, youth, disabled people, long-term unemployed, ex-convicts and migrants.

As agreed with Job and Vocational Counselling Unit of İŞKUR General Directorate, a set of activities as listed below will be designed to support the activities of Job Clubs located in pilot provinces of the Project.

The following activities will be implemented within the scope of this Pilot Project:

- Establishment of an İŞKUR Job Club in one of the districts of the pilot provinces,
- Hardware / software support such as webcam or Zoom Business platform to increase the quality of the online services,
- Translation of the materials into Arabic and preparation of a standard tool kit for the services delivered at İŞKUR Job Clubs with promotional materials,
- Capacity Development of İŞKUR Job Clubs Leaders through series of training programme.

As of February 2021, preparations for activities to be carried under this activity will be started in cooperation with İŞKUR. The budget of the related activities for İŞKUR Job Clubs will be decided according to the contracted amount of other tenders which have already been announced under the Project.

5. Delivery of "Job Search Skills Improvement Programme" to Syrians Under Temporary Protection

As 5th Pilot Project as a continuation of Pilot Project 4 as given above Job Search Skills Improvement Programme will be delivered within the coverage of the Project through İŞKUR job Clubs.

Job Search Skills Improvement Programme which is one of the services of İŞKUR directly related with our project aim covers below mentioned topics:

- Self-recognition
- Familiarity with the Turkish Labor Market
- Interview Techniques / Body Language
- CV Preparation
- Employer Expectations
- Delivery of "Job Search Skills Improvement Programme" to 350 Syrians under Temporary Protection
- Arabic translator support during the training delivery.

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Within the coverage of this pilot project, it's aimed that 350 Syrians under Temporary Protection will be reached and received a tailor -made training program which will enable them to find suitable jobs in the labor market. The target group of this activity will be the Syrians under Temporary Protection and Turkish host community requires special attention including women, youth, disabled people, long-term unemployed, ex-convicts.

Outreach Activities

Through the outreach activities of the Project, the following activities are planned in the last year of project implementation if COVID-19 allows;

- Production of more than one videos/multimedia shows covering the achieved targets and accomplishments throughout the Project duration,
- Closing event in Ankara in Autumn 2021 (F2F if COVID-19 allows),
- Preparation and dissemination of a booklet covering the below mentioned topics (both Turkish and Arabic);
 - İŞKUR Services
 - Work Permit Procedures
 - "Finding Jobs in Turkey" Handbook .
- Production and dissemination of a "Job Search Support Kit" covering the following items;
 - Mask
 - Sanitizer
 - Organizer for taking notes
 - USB memory stick
 - Brochures and booklets (to be developed by the project.

II. No-cost Extension Request – 6 months

COVID-19 outbreak had unfortunately negative impacts on the Project implementation and brought some activities already planned to be organized at a later stage or required change in the content and/or scope. A 6-month no-cost extension for the Project implementation period has been requested from KfW Development Bank in consultation with İŞKUR to monitor the results of the Project activities and have a proper evaluation after the completion of the newly introduced Project activities like construction, renovation and training etc. Outreach events, operationalization of İŞKUR Mobile Bus, review of the increased Project indicators with the addition of Ankara and Adana as the Pilot Project Provinces (throughout 2021) and deliver "Job Search Skills Improvement Programme" to Syrians in addition to the registration and consulting services are the activities planned to be completed in the extended period of the Project.

During the meeting, the parties has verbally agreed on 6 months of no cost extension and the official extension request will be submitted by UNDP to KfW Development Bank in March 2021.

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III. Question & Answer Session

Marius Glitz: Is there any other project to procure another bus? If it is successfully implemented, it could serve in other provinces as well. Is there any other plan to increase the number?

Uğur Tunç: It is difficult to measure its impact as it has not been operational in the field yet. It was originally designed as a pilot project; we want to monitor the impact and decide once the bus starts providing service in the field. We realized that Mobile İŞKUR Service Delivery Vehicle could be purchased with a more reasonable budget than we expected. Therefore, after receiving the results from the field, we will evaluate it as İŞKUR and present them to the senior management. After monitoring its effects, we can increase the number of the Bus with some modifications. For increasing the service quality and considering the Covid-19 restrictions, space arrangements can be re-designed such as purchasing a larger vehicle with two offices inside or a single office in a small vehicle.

Melih Çadırcı: "Is İŞKUR Job Clubs a concept which initially developed under our project?"

Uğur Tunç: This concept is currently implementing by İŞKUR. It is not at a level that can meet the needs at this moment. With the help of ESDP, we would like to spread it among Syrians and increase the quality of the services provided. We need to develop and expand the refugee counseling concept.

Melih Çadırcı: I believe that İŞKUR Job Clubs are an interesting idea relevant with the main aim of the project. Are you in contact with other projects which are also supporting İŞKUR?

Tuğçe Söğüt: Project Team has been in contact with 3RP partners through 3RP Livelihoods coordination meetings. However, the interaction has been decelerated during COVID-19 period, but Project Team will reach out the relevant partners to avoid any duplication and ensure the complementarity.

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