Design & Appraisal Stage Quality Assu

Form Status: Approved

Overall Rating:	Highly Satisfactory
Decision:	Approve: The project is of sufficient quality to continue as planned. Any management ac
Portfolio/Project Number:	00117419
Portfolio/Project Title:	BPPS Social Cohesion-Women Emp
Portfolio/Project Date:	2019-02-01 / 2020-07-30

1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Ch

- ● *3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explain why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what work: risks.*
- ○ 2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project strategy will likely lead to this change
- ○ 1: The project document may describe in generic terms how the project will contribute to development results, with

Evidence:

> The ultimate outcome level change the project intends to enhance social and economic capabilities and competencies of the Syrian and host community women, improve social cohesion and integration among them and design and implement sustainable, replicable and scalable pilot social care and social support services. The project achieves this in threefold, first via piloting inclusive business models, second through replicable and scalable social and intercultural activities and third via establishing a elderly center and supporting disabled youngsters.
> The Project will expand and upscale UNDP's intervention approach in the field of women's socio-economic empowerment, social cohesion among guest and host communities and prototyping of social care services. Studies show that disabled and elderly Syrians are amongst the disadvantaged groups and constitute around one third of the Syrian population residing in Turkey. Moreover, it has been observed that socio-economic empowerment of Syrian Community and Host Communities' women facilitate effective cohesion of both communities. This is why the three interventions are the most effective in this context.

List of Uploaded Documents

\#   File Name

No documents available.

2. Is the project aligned with the UNDP Strategic Plan?

- ● *3: The project responds to at least one of the development settings as specified in the Strategic Plan[1] and adapts all the relevant SP output indicators. (all must be true)*
- ○ 2: The project responds to at least one of the development settings as specified in the Strategic Plan[4]. The project (both must be true)
- ○ 1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also included in the RRF.

Evidence:

The project responds to two areas under SP as indicated below.
A. Eradicate poverty in all its forms and dimensions
B. Build resilience to shocks and crises
Although the projects RRF does not explicitly include the Signature Solutions, it can
be said that three components of the project serves for below listed solutions.
Signature solution 1: Keeping people out of poverty
Signature solution 6: Strengthen gender equality and the empowerment of women
and girls.
The specific UNDP SP outputs that this project contributes to are 3.1.1, 2.3.1,
2.1.2,1.1.2,2.6.1

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No documents available.

3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IF
programme)

◉ **Yes**
○ No

Evidence:

As explicitly indicated at the ProDoc, the project is linked to below indicated
programme outputs.
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

Although not explicitly stated, since this is a GEN3 project, it also links to CPD
Output 3.4.1 National policies in support of women's economic empowerment
improved.

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No documents available.

4. Do the project target groups leave furthest behind?

- ● 3: *The target groups are clearly specified, prioritising discriminated, and marginalized groups left furthest behind, id*
- ○ 2. The target groups are clearly specified, prioritizing groups left furthest behind.
- ○ 1. The target groups are not clearly specified.

Evidence:

Syrian and host community women as well as disabled and elderly Syrians are the main target groups of the project. The target groups were identified in collaboration with the implementing partner GAP RDA and Ministry of Family, Labor and Social Policy. As evidenced by previous studies, disabled and elderly Syrians are amongst the disadvantaged groups and constitute around one third of the Syrian population residing in Turkey. Moreover, leveraging on the results of the previous interventions of UNDP at GAP region, Syrian and host community women are among the disadvantaged groups that needs further attention.

List of Uploaded Documents

\#   File Name

No documents available.

5 Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?

- ● 3: *Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policie with appropriate referencing, to justify the approach used by the project.*
- ○ 2 The project design mentions knowledge and lessons learned backed by evidence/sources but have not been us
- ○ 1 There is little, or no mention of knowledge and lessons learned informing the project design. Any references mad

Evidence:

The following sources were references to justify the approach used by the project.
1.UNDP's vast experience and lessons learned in socio-economic empowerment of women and community-based development in the lagging regions of Turkey with a view to contributing to the mitigation of the risks of tensions among the Syrian and host communities
2. Link with the Women's Empowerment Strategy and Action Plan 2018-2023
3. UNDP's two projects on women's socio-economic empowerment and social cohesion/inclusion namely: (i) Innovations for Women's Empowerment in Southeast Anatolia (Phases I and II); (ii) Support to the Adaptation of Syrian Women Living in Southeast Anatolia to Social and Economic Life Project
4.Currently implemented UNDP Syria Crisis Response and Resilience Programme. which an estimated budget of 75 million USD for 2018-2019 (donors include EU, USBPRM, KfW and the Government of Japan)

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No documents available.

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6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national / regional / glob

○ 3. An analysis has been conducted on the role of other partners in the area where the project intends to work, and
UNDP and partners through the project, including identification of potential funding partners. It is clear how results
results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. (
considered, as appropriate. (all must be true)

◉ *2. Some analysis has been conducted on the role of other partners in the area where the project intends to work, a*
engagement of and division of labour between UNDP and partners through the project, with unclear funding and cc

○ 1. No clear analysis has been conducted on the role of other partners in the area that the project intends to work. T
coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not bee

Evidence:

UNDP Turkey's programmatic presence in the Southeast Anatolia Region expanded
in the mid-90s in close cooperation with the Government to address socio-economic
development gaps in this Region. UNDP is thereby the lead agency on resilience in
Turkey and key actor in terms of the crisis and resilience response provided in the
Southeast Anatolia Region. Based on its extensive accumulated field level
experience, UNDP Turkey has partnered mainly with the GAP RDA and relevant
local stakeholders through a set of projects/initiatives targeting socio-economic
empowerment of women in Syrian community as well as the local communities
hosting the Syrians in the Southeast Anatolia Region.
More specifically, during the last decade, UNDP has successfully implemented two
projects on women's socio-economic empowerment and social cohesion/inclusion
namely: (i) Innovations for Women's Empowerment in Southeast Anatolia (Phases I
and II); (ii) Support to the Adaptation of Syrian Women Living in Southeast Anatolia
to Social and Economic Life Project.
Leveraging on the results of the previous interventions, UNDP prioritizes extension
of its long-lasting partnership with GAP RDA through the current project. In addition,
UNDP will initiate a strategic partnership and collaboration with the newly structured
Ministry of Family, Labor and Social Services for scaling up at policy level and
replication purposes. Thus, the Project will be catalytic in establishing policy level
strategic partnerships with the Ministry additional substantive public funding would
be channeled in the upcoming years.

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#	File Name

No documents available.

Principled   **Quality Rating:** Highly Sati

7. Does the project apply a human rights-based approach?

○ 3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all m

◉ *2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discriminati were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into*

○ 1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts or

Evidence:

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

List of Uploaded Documents

\#   File Name

No documents available.

8. Does the project use gender analysis in the project design?

◉ *3: A participatory gender analysis has been conducted and results from this gender analysis inform the developme project document. Outputs and indicators of the results framework include explicit references to gender equality, ai women are fully benefitting from the project. (all must be true)*

○ 2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and n strategy sections of the project document. The results framework may include some gender sensitive outputs and/i integrated across each output (all must be true)

○ 1: The project design may or may not mention information and/or data on the differential impact of the project's dev the gender inequalities have not been clearly identified and reflected in the project document

Evidence:

The project is designed as GEN3 category where gender equality and women's empowerment is the ultimate objective. In this sense, the project will generate the following gender-related results:
- Women run SMEs, startups, cooperatives, etc. supported;
- Volunteerism among host community and refugee women promoted.
- SMEs were engaged for inclusive business models, with focus on employability of Syrian and host community women
- Women business owners and employees provided with language courses (Turkish and Arabic)
- Social care services piloted (youth/student mentorship programs, disability and elderly care services etc.
- Training and counselling programs targeting women in response to the needs designed/delivered
- Develop and implement social activities to be implemented in partnership with CATOMs such as tours, cultural interaction activities;
- Productive activities with community centres for livelihoods and income generation, including household applied culinary activities, joint production atelier activities (skills building and sharing between Turkish and Syrian women);
- Syrian women capacitated with dedicated programs on confidence building, communication skills, health, basic life skills related programs
- Cultural interaction activities among refugee/host community women conceptualized and
- Support schemes for women's empowerment, social inclusion and social cohesion initiatives piloted in collaboration with local development agencies.

List of Uploaded Documents

#	File Name

No documents available.

9. Did the project support the resilience and sustainability of societies and/or ecosystems?

○ 3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges The project reflects the interconnections between the social, economic and environmental dimensions of sustainab social and environmental impacts have been identified and rigorously assessed with appropriate management and budget. (all must be true)

● *2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shot have been identified and assessed, and relevant management and mitigation measures incorporated into project a*

○ 1: Sustainability and resilience dimensions and impacts were not adequately considered.

Evidence:

The project targets Syrian women and the women of the host communities including elderly and disabled youngsters and facilitate cohesion among the two communities as well as interventions on livelihoods and socio-economic empowerment of women, mainly in Southeast Anatolia Region. UNDP has long standing experience and know-how on women's empowerment and has the capacity to sustain and scale up its support, in the Southeast Anatolia Region and beyond as well (i.e. Hatay). Therefore the project integrates sustainability and resilience dimensions of development challenges and mitigation measures were incorporated through the targeted outputs.

For first and second components, the partnership with ÇATOMs are also an added element in sustainability in the sense that they are multi purpose community centers working to promote women's empowerment at GAP region.

List of Uploaded Documents

#	File Name

No documents available.

10 Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and envi projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, communication materials and information dissemination [if yes, upload the completed checklist. If SESP is not required section]

- **Yes**
- No
- SESP not required because project consists solely of (Select all exemption criteria that apply)

  - 1. Preparation and dissemination of reports, documents and communication materials
  - 2. Organization of an event, workshop, training
  - 3. Strengthening capacities of partners to participate in international negotiations and conferences
  - 4. Partnership coordination (including UN coordination) and management of networks
  - 5. Global/regional projects with no country level activities (e.g. knowledge management, inter-governmental pro
  - 6. UNDP acting as Administrative Agent

Evidence:

Attached.

List of Uploaded Documents

#	File Name	Risk Category	Risk Requi
1	SESP_BPPS_354_110 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/SESP_BPPS_354_110.docx)	Low	Huma Gend Equal Wome Empo

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Management & Monitoring   **Quality Rating: Satisfactor**

11. Does the project have a strong results framework?

- ● *3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMAR1 development changes, each with credible data sources and populated baselines and targets, including gender sen where appropriate. (all must be true)*
- ○ 2. The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as approp
- ○ 1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by ¦ expected change and have not been populated with baselines and targets: data sources are not specified, and/or r is true)

Evidence:

> Indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), and accurate baselines and targets underpinned by reliable evidence and data were provided so that external audience clearly understand the results of the project.

List of Uploaded Documents

#	File Name

No documents available.

12. Is the project's governance mechanism clearly defined in the project document, including composition of the project

- ○ 3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the go board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of referend project document. (all must be true)
- ● *2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, document lists the most important responsibilities of the project board, project director/manager and quality assura*
- ○ 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that responsibilities of key positions in the governance mechanism is provided

Evidence:

A Project Board (PB) is going to be established, in line with the diagram given in the ProDoc. PB will include respresentatives from GAP RDA, Ministry of Family, Labour and Social Services, Ministry of Foreign Affairs and Presidency of Strategy and Budget.

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. Strategy and Budget Office of Presidency (SBO) will be represented as natural member of the PSC along with the other relevant institutions and the members of the Project Board.

List of Uploaded Documents

\#   File Name

No documents available.

13 Have the project risks been identified with clear plans stated to manage and mitigate each risk?

     3: Project risks related to the achievement of results are fully described in the project risk log, based on compreher Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis s been identified through a consultative process with key internal and external stakeholders, including consultation w complete plan in place to manage and mitigate each risk, including security risks, reflected in project budgeting an

• *2: Project risks related to the achievement of results are identified in the initial project risk log based on a minimum identified for each risk.*

     1: Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clea selected if risks are not clearly identified, no initial risk log is included with the project document and/or no security

Evidence:

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.

List of Uploaded Documents

\#   File Name

1   Annex3_RiskLog_354_113
     (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Annex3_RiskLog_354_113.docx)

14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project
i) Using the theory of change analysis to explore different options of achieving the maximum results with the resources a
ii) Using a portfolio management approach to improve cost effectiveness through synergies with other interventions.
iii) Through joint operations (e.g , monitoring or procurement) with other partners.
iv) Sharing resources or coordinating delivery with other projects.
v) Using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.

◉ **Yes**
○ No

Evidence:

The following measures will be taken or ensuring cost-efficient use of resources:
1. Synergies 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, rural development, empowerment of woman in socio-
economic regard, localization of sustainable development goals etc)
2. 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
3. Provision of expertise and consultancy support from the UNDP Istanbul Hub
Region
4. 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
5. 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
6. Fund raising for the expansion and scale up of the current project and/or next
phases of the project

List of Uploaded Documents

#	File Name

No documents available.

15. Is the budget justified and supported with valid estimates?

● *3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project p*
plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from si
and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitorir
incorporated.

○ 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration
place Costs are supported with valid estimates based on prevailing rates.

○ 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget

Evidence:

As attached, the Multi-Year Work Plan clearly defines realistic resource mobilisation
plan including a detailed budget for each component of the project.

List of Uploaded Documents

#	File Name
1	MultiYearWorkPlan_354_115 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/MultiYearWorkPlan_354_115.docx)

16 Is the Country Office / Regional Hub / Global Project fully recovering the costs involved with project implementation?

- • *3: The budget fully covers all project costs that are attributable to the project, including programme management a country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurei contracts, security, travel, assets, general services, information and communications based on full costing in accon*
- 2 The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies
- 1 The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subs

Evidence:

The funding was made available from the UNDP Funding Windows (FWs) for
Governance for Inclusive and Peaceful Societies (GIPS) Conflict Prevention Sub-
window.

List of Uploaded Documents

#	File Name

No documents available.

Effective   **Quality Rating: Satisfactor**

17 Have targeted groups been engaged in the design of the project?

- • *3: Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be in engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meanir throughout the project, including through monitoring and decision-making (e.g., representation on the project board*
- 2 Some evidence that key targeted groups have been consulted in the design of the project.
- 1 No evidence of engagement with targeted groups during project design.
- Not Applicable

Evidence:

Targeted groups have been engaged in the design of the project through the support of the implementing partner GAP RDA. Several meetings were held to identify the needs of the disadvantaged target group of the project and actions were set accordingly.

List of Uploaded Documents

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No documents available.

18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson lea intended results and/or circumstances change during implementation?

○ Yes
● *No*

Evidence:

If regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation and if agreed with the implementing partner GAP RDA as well as the Ministry of Family, Labor and Social Services, adaptive actions could be taken for better results. Thre is a room for course correction providing that the intended outputs will be achieved.

List of Uploaded Documents

#	File Name

No documents available.

19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainst

● **Yes**
○ No

Evidence:

The gender marker of the project is GEN3. All project outputs are scored at GEN3. The project is designed as GEN3 category where gender equality and women's empowerment is the ultimate objective. In this sense, the project will generate the following gender-related results:
- Women run SMEs, startups, cooperatives, etc. supported;
- Volunteerism among host community and refugee women promoted.
- SMEs were engaged for inclusive business models, with focus on employability of Syrian and host community women
- Women business owners and employees provided with language courses (Turkish and Arabic)
- Social care services piloted (youth/student mentorship programs, disability and elderly care services etc.
- Training and counselling programs targeting women in response to the needs designed/delivered
- Develop and implement social activities to be implemented in partnership with CATOMs such as tours, cultural interaction activities;
- Productive activities with community centres for livelihoods and income generation, including household applied culinary activities, joint production atelier activities (skills building and sharing between Turkish and Syrian women);
- Syrian women capacitated with dedicated programs on confidence building, communication skills, health, basic life skills related programs
- Cultural interaction activities among refugee/host community women conceptualized and
- Support schemes for women's empowerment, social inclusion and social cohesion initiatives piloted in collaboration with local development agencies.

List of Uploaded Documents

\#   File Name

No documents available.

Sustainability & National Ownership   Quality Rating: Satisfactor

20. Have national / regional / global partners led, or proactively engaged in, the design of the project?

- ○ 3: National partners (or regional/global partners for regional and global projects) have full ownership of the project with UNDP.
- ● 2: *The project has been developed by UNDP in close consultation with national / regional / global partners.*
- ○ 1: The project has been developed by UNDP with limited or no engagement with national partners.

Evidence:

The project has been developed by UNDP in close consultation with GAP RDA and the Ministry of Family, Labor and Social Services. Local Appraisal Committee Meeting has been conducted to allow for additional consultations.

List of Uploaded Documents

#	File Name
1	LPACMeetingMinutes_BPPS_354_120 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/LPACMeetingMinutes_BPPS_354_120.pdf)

21. Are key institutions and systems identified, and is there a strategy for strengthening specific / comprehensive capaci

○ 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a c approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, an accordingly.

● *2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capaci of the capacity assessment.*

○ 1: Capacity assessments have not been carried out.

○ Not Applicable

Evidence:

GAP Administration has previously been micro-assessed in November 2017 and was found out to be a low risk administration.

List of Uploaded Documents

#	File Name
1	FINAL_MicroAssessmentReport_GAP-RDA_354_121 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/FINAL_MicroAssessmentReport_GAP-RDA_354_121.pdf)

22. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i e , procure

○ Yes

○ No

● *Not Applicable*

Evidence:

N/A

List of Uploaded Documents

#	File Name
No documents available.	

23. Is there a clear transition arrangement / phase-out plan developed with key stakeholders in order to sustain or scale up communications strategy)?

◉ **Yes**
○ No

Evidence:

The project has a catalytic effect by nature. In this sense, the Project will help geographically and thematically expand and upscale UNDP's intervention approach in the field of women's socio-economic empowerment, social cohesion among guest and host communities and prototyping of social care services. Although UNDP has traditionally been partnering with local/national partners; through the Project, new partnerships will be established with regional development agencies, CSOs, private sector, community centres, newly structured line ministries (Ministry of Family, Labor and Social Services) etc. The Project will also help attract additional resources mainly through the national public investment program for 2019 - 2020, FRIT II, private sector (through IBM) and other relevant donors. The project will also contribute formulation of innovative financing mechanisms in pilot regional development agencies (i.e. small grant programs etc.) addressing women's empowerment and social cohesion at that would help mobilize additional resources in support to achieve project's objectives. The project will also provide opportunities for the design and implementation of UN Joint Programmes targeting both women's empowerment and social cohesion/social care given the fact that most of the UN agencies are operating within the provinces targeted by the present project.

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No documents available.

QA Summary/LPAC Comments

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