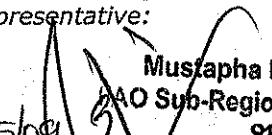

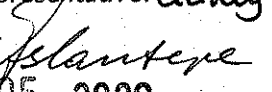





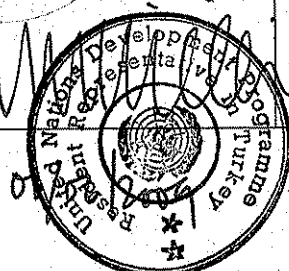


Country: TURKEY

Programme Title: Growth with Decent Work For All: A Youth Employment Program in Antalya

Joint Programme Outcome(s): Employment policies benefiting the poor (vulnerable groups in the labor market) and women implemented within framework of decent work and social integration (Country Program Outcome 2.1.2, UNDAF)

Programme Duration: 3 years	Total estimated budget*: 3.980.000
Anticipated start/end dates: November 2008-December 2011	Out of which:
Fund Management Option(s): Pass-through	1. Funded Budget: 3.980.000
Managing or Administrative Agent: UNDP	2. Unfunded budget: NA
	Source of Funding: UN MDG-F

UN organizations	National Coordinating Authorities
Food and Agriculture Organization (FAO) Name of Representative: Mustapha M. Sinaceur Signature:  Date: 22/05/09 FAO Sub-Regional Coordinator SEC	On Behalf of the Government of Turkey Ministry of Foreign Affairs  Ankara 25 Mart 2009 H. Avni AKSOY Head of Department Multilateral Economic Affairs
International Labor Organization (ILO) Name of Representative: Gülay ASLANTEPE Signature:  Date: 06/05/2009	
International Organization for Migration (IOM) Name of Representative:  Signature:  Date & Seal: 07.05.2009	National Implementing Partner ISKUR  Ankara 27 NISAN 2009 Namik ATA Coordinator
United Nations Development Programme (UNDP) Name of Representative:  Signature:  Date & Seal: 	

1. Executive Summary

The overall objective of the Joint Program (JP) is adoption and implementation of employment policies benefiting the most vulnerable groups in the labor market within the context of Turkey's east-west migration. The JP aims to reduce youth unemployment among vulnerable young members of migrant families and increase the participation of young women in the labor force. This will be achieved through improved capacities at national and local levels to design and implement employment interventions for vulnerable communities and young women. A National Youth Employment Action Plan will lay the policy, budgetary and institutional framework for this objective. Results will be the percentage increase in placements of young unemployed into decent jobs; and the percentage of women among them, contributing directly to the realization of the localized MDG targets 1.B and 3.2. The JP will serve as an example to global efforts to link economic growth to decent work creation for those most vulnerable in the labor market.

Turkey's remarkable economic growth has not been reflected in equally strong pace of employment generation. During 2002-2006 when average economic growth rate exceeded 7%, the unemployment rate stubbornly remained around 10%. Youth unemployment at 19% is double the national average unemployment. Labor force participation rate for the 15-24 age group is 52% for men and 25% for women. The challenge for Turkey is to transform its economic growth into benefits for the most vulnerable while maintaining its growth momentum and employment growth performance.

The United Nations Development Assistance Framework (UNDAF) for Turkey commits the UN to support the Government of Turkey in formulating and activating social and economic development policies in favor of the poor through partnerships with civil society and the private sector and to assist the integration of Small and Medium-size Enterprises (SMEs) in local and global chains by means of clustering, entrepreneurship and business development services. The Joint Program is the UN system's programmatic follow up of this UNDAF commitment. Consequently, the overall objective of the JP is the adoption and implementation of policies benefiting the poor (vulnerable groups in the labor market) and women within the framework of decent work and social integration (UNDAF 2.1).

The JP will have results at national policy and at local level in Antalya. At the national policy level, the Joint Program will result in a National Youth Employment Action Plan which includes concrete targets and actions to promote women's participation in the labor force (MDG Target 3.2) and to reduce poverty among the most vulnerable in the labor market including recent migrants by adopting decent work targets for the youth (MDG Target 1.B.6). The ultimate result will be a policy environment which enables linkages between national policy and local action for steady progress in MDG 1 and MDG 3, measurable by the quality of policy instruments of the Ministry of Labor and Social Security, designed and budgeted for the implementation of a National Youth Employment Action Plan. At the local level the JP will ensure the effective delivery of employment, youth and migration management interventions that benefit the most vulnerable in the labor market and young women while bolstering the dynamics of demand for labor in Antalya. Antalya is the province with the highest rate of net migration in the country. The result at the local level will be measured by percentage increase in the placements made by the national employment agency (ISKUR) in Antalya and the percentage of women among them. It is important to note in this context that placement by ISKUR is equivalent to decent work through formal employment with full social security provision due to the legal provisions of ISKUR. If successful the pilot model in Antalya will be a very important model for the policy makers in Turkey and other Middle Income Countries and contribute directly to the realization of the localized targets for MDG 1.B.6 and MDG 3.

The intended beneficiaries of the JP are twofold: At the policy level, the primary beneficiaries are the policy makers and planners responsible for delivery of employment services to youth and

women. These include the national employment agency (ISKUR), which is attached to the Ministry of Labor and Social Security and other national authorities as well as civil society, which will be involved in the formulation of the National Youth Employment Action Plan. At implementation level, the primary beneficiaries of the program are the young men and women (age 15-24) who are unemployed, cannot access or benefit from placement services and who do not have the employability skills for joining the formal labor market. The Joint Programme will place particular emphasis on young women and those youth who migrated to Antalya in search of jobs. These direct beneficiaries of ISKUR services are expected to number about 1200 young men and women. Among these, at least 200 are expected to be placed in an employment by the end of the project period. Among them, at least 100 will be young women. In addition, indirect beneficiaries of this Joint Programme are some 12 million young men and women in Turkey, through adoption and implementation of the National Youth Employment Action Plan.

2. Situation Analysis

As already indicated, Turkey's impressive economic growth of the last decade has not been accompanied by a strong pace of employment generation. While average annual economic growth during 2002-2006 exceeded 7%, the unemployment rate has remained stubbornly around 10%. More worrisome, youth unemployment has remained at 19%, almost double the national unemployment level. Moreover, within this 15-24 year age group, the labor force participation rate for women is considerably lower (at 25%) than for men (52%).¹

This serious situation is not expected to improve unless concerted policies and programs are put in place. Indeed, the 2008 National Human Development Report entitled *Youth in Turkey* made the emphatic argument that the "demographic window of opportunity" to apply youth employment interventions is now. Since in 10-15 years some 70% of Turkey's population will be of working age, policies and programs aimed at building the capacities of today's youth are urgently needed.

Youth and women's unemployment in Turkey are associated with three developmental problems: (i) the slow pace of employment generation; (ii) the seasonal and informal nature of youth employment; and (iii) the low labor participation rate of women in the labor force.

With regard to the first problem, Turkey's demographics and labor market dynamics are qualitatively and quantitatively very different from the demographically mature and more educated labor force dynamics of the EU or OECD countries. The rate of increase in the working-age population is faster than the rate of employment creation during the past decades. In addition, it is harder for young women to be formally employed than men. Not surprisingly, employment creation in general—and women's and youth employment in particular—has emerged as the key labor market challenge for Turkey's development. When employment prospects are bleak, it is the first-time market entrants like women and the young who have problems finding jobs, given their lack of skills and work experience. While rural fertility has been declining fast in Turkey over the past decades (contributing to declining total fertility, which has reached its replacement level of 2.1), the stock of previous rural migrants in urban centers is significant. Indeed half of the urban population increase of nine million between 1990 and 2000 came directly from rural areas. Of these migrants, some 70% was accounted for by 10-29 year olds. This is partly due to young people moving on their own and partly due to young families with younger children moving to the cities in search of better job opportunities. *Therefore, rural-urban migration is a young age phenomenon.*

The second problem is the risk of diminished capabilities of young people within the context of informal employment. Rural-to-urban migrants typically lack the skills that urban markets demand. Young men work seasonally in construction and tourism sectors. Young women, who were unpaid

¹ There is no data on labor force participation rate of young women since the labor force survey does not currently provide combined information on gender and age.

family workers in agriculture and who are beyond the schooling age, generally stop participating in the labor market when they move to the cities. Those women who do participate are likely to be employed informally in low-paid personal services like house cleaning. In Istanbul and in the northwest of the country, young migrant women are also likely to find informal employment in the textiles and garment industry. They work until they get married, after which they tend to drop out of the labor force. In short, the current demographic situation in Turkey, the internal migration patterns in the country and the relatively low level of skills and education combine to make the situation conducive to informal employment, with all its attendant problems.

The third problem is the low female labor force participation, and its consequences for gender equality in all spheres of life. According to the latest TURKSTAT data (June 2008), labor force participation rates for women and men are, respectively, 27% and 73%. While Turkey's Ninth Development Plan stresses the importance of increasing female participation, much clearly remains to be done. Evidence worldwide indicates that as women's contributions to household monetary income increase, they are more empowered to influence the allocation of household resources (UNDP, 2006). As female participation rates increase with increasing education of the newly urbanized labor force, this will, however, create a problem of another kind. Since the urban economy will not be able to absorb the new entrants, the urban unemployment problem will be exacerbated, at least initially. This problem is expected to hit its peak around 2020 before demographic pressures start to ease. *There is, therefore, urgency to implement pilot employment projects for this segment of young workers in migration receiving cities. These projects need to be designed and implemented in the specific context of Turkey so that ISKUR can afterwards utilize the experience gained in other localities.*

Following from the above three key developmental challenges, the most vulnerable groups in the labor market are the less educated youth from low income, migrant or displaced families; and young women (World Bank, 2006). These groups traditionally have less access to resources and information due to their social exclusion or closed social environment, therefore are in need to targeted interventions. This is the rationale for the UN Joint Program's targeting of unemployed youth (age group 15-24), including young women and migrant youth as the program beneficiaries. ISKUR is the main institutional beneficiary of this program, benefiting through increased capacity to carry out its mandate. The Provincial Employment and Vocational Training Board is also an institutional beneficiary, which will also benefit from this program with increased capacities and functionality.

The challenge for Turkey is to transform its economic growth into benefits for the most vulnerable while maintaining its growth momentum and employment growth. The Joint Program is the UN system response to this challenge and derives from the UNDAF. Consequently, the overall objective of the Joint Program is the adoption and implementation of employment policies benefiting the poor (vulnerable groups in the labor market) and young men and women within the framework of decent work and social integration (UNDAF 2.1). There is a problem with the demand side of the economy with recent growth driven by productivity increases. This creates a problem of employability of youth and the least skilled individuals who do not benefit from the growth in terms of gainful employment. This is because they lack a critical component of human capital, namely experience. At the same time, studies show that there is a strong mismatch between the labor demand of the industries and the qualities of the unemployed (World Bank, 2006). In addition, although food poverty and extreme poverty rates are not high in Turkey, poverty of working population remains an issue. Poverty rate of daily wage workers is about 28% while it is 22% among unpaid family workers. These figures clearly demonstrate that employment by itself is not sufficient to reduce poverty and vulnerabilities. It is decent, formal and paid employment that empowers people. Therefore, the program aims to make a change in the employability of the vulnerable young populations with particular focus on young women and migrant youth, through improved capacity and outreach of ISKUR and Provincial Employment and Vocational Training Boards, as well as preparation of a National Youth Employment Action Plan. ISKUR will then utilize its capacity to tailor their services to the emerging needs of the market for young men and women.

The Joint Program will create tangible developmental change in Turkey's top migration receiving city, Antalya. This will be measured by the increase in placements of young unemployed into vacancies by ISKUR; and the percentage of young women among them, contributing directly to the realization of the localized targets for indicators 11 and 6 under MDG 3 and 1.B, respectively. Antalya is characterized by a vibrant economy dominated by the tourism sector, which is extremely labor absorptive especially for young people. The majority of the labor force is employed in the service sector, while the share of people employed in industrial sector is much lower compared to national averages. The added value per capita in industrial sector is only US\$ 30.6 while the national average is US\$ 219², indicating that the industrial sector in Antalya is not a significant income generating sector for its citizens. The rate of schooling in vocational schools is similarly below national averages.³

Although Antalya, owing to its tourism sector, is extremely labor absorptive especially for young people, there are a number of issues related to the labor market that justify the JP focus on Antalya such as:

- 1- The available jobs are seasonal and the job opportunities presented are not continuous.
- 2- Seasonality and the predominance of tourism sector make Antalya's light industry vulnerable to labor variations and force it to operate below capacity, with most of the industrial enterprises in the Organized Industrial Zone losing about half of their workforce to tourism during the summer.
- 3- Quality of available human resources even in tourism sector is quite limited and there is a mismatch between the sector needs and the available human resources in Antalya's labor market.
- 4- Most of the target group (i.e. unemployed population, including youth and women as well as private sector representatives/employers) are unaware of ISKUR services and have limited access to ISKUR. This points a serious public relations issue regarding ISKUR, which is also accepted by the ISKUR representatives in Antalya.
- 5- The E-Employment Project of ISKUR allows many people to reach ISKUR services online. These services include registration, monitoring of labor demand and supply, etc. However, the awareness about this facility at the local level is also limited.
- 6- ISKUR does not have any specific strategies to increase women's participation in the labor force. The data available are not disaggregated for gender.
- 7- Industry and business sector contact with ISKUR is seriously limited and these businesses do not traditionally benefit from ISKUR services.

Antalya is a very suitable pilot address the areas of concern of this JP, and focusing on this province will provide valuable inputs to policy makers and implementers that can be replicated in other provinces. Antalya is a high migration receiving province, available jobs are unsustainable and the income generating sector is mostly limited to tourism. On the other hand, Antalya has a combination of three different sectoral environments similar to other migration receiving provinces; i.e. greenhouse production (similar to provinces such as Isparta) and agriculture (Mersin), tourism (Mugla and İzmir) and light industry (İzmir and Aydın). The population of Antalya is 1.2 million, which makes it one of the more populated provinces of Turkey.

The Joint Program management aims at both increasing the rate of young women and young disadvantaged migrant people in decent employment and also improving the formality and continuity in employment. These results will be achieved by exploring other sectors with high competitive advantage, such as light industries, agro-businesses and services in Antalya and designing activities to address the labor needs of those sectors with a view to creating additional

² 49 million TL and 350 million TL with the Turkish Exchange rate at the time of the mentioned study

³ Study on Socioeconomic development levels of Provinces and Regions (2003, SPO)

employment. Similarly, increasing the outreach of ISKUR services to those who are unaware of or excluded from provision of those services will be an important approach for the second output. Again, the program will target the migrant populations and will have a focus on the neighborhoods where the poverty levels are high and most of the people are recent migrants. The district of Kepez will be selected for micro level initiatives since it is a highly populated, poor neighborhood with a high number of young, migrant men and women.

The baseline for program success will be the 2007 placements made by ISKUR and the percentage of young women among them. Through national policy development and local pilot implementation, the Joint Program will demonstrate that enhanced national policy, appropriate governance of migration and of local labor demand and supply dynamics can indeed yield benefits for the most vulnerable including young men, women and migrants in the labor market, eliminating risks of social exclusion of youth and poverty. This objective will contribute to the achievement of MDG 1.B in reducing the percentage of employed in precarious conditions and MDG 3.2 in increasing young women's participation in the labor force. While this program will have a direct impact in Antalya, the results will also have a national level significance. Indirect beneficiaries of this Joint Programme are some 12 million young men and women in Turkey, through adoption and implementation of the National Youth Employment Action Plan. Moreover, the interventions at the local level will be shared with the national partners to increase the impact with spillover effect. Gender disaggregation in analyses and tailor-made services will be a model for replication in other provinces.

3. Strategies, including lessons learned and the proposed joint programme

Background/context: Although Turkey is on track to achieving of the MDGs, there are still challenges with respect to MDG 1.B, achieving full and productive employment and decent work for all, including youth and women. Similarly, under MDG3, increasing share of women in wage employment in non-agricultural sector is an important challenge for Turkey, given the high levels of migration. As a response to these challenges and national priorities, the UN Country Team designed the following UNDAF Outcome, which is also the relevant outcome for this proposed program.

UNDAF 2: By 2010, social and economic policies for the reduction of poverty and disparity implemented effectively and quality basic social services reaching vulnerable groups ensured.

In this Joint Program, four UN agencies (ILO, UNDP, FAO and IOM) will bring in their respective capacities and experience in close coordination with ISKUR to address the national priority of increasing employment as laid out in Ninth Development Plan⁴.

Additionally, two of the Thematic Groups, UN Theme Group on Youth and UN Theme Group on Gender, established by the UN Country Team in Turkey aim at addressing the issues related to youth and women as cross-cutting themes. UN Theme Group on Youth, which is co-chaired by UNDP and ILO and includes EU, IOM, UNFPA, UNHCR, UNICEF and World Bank, aims to share information about all youth-related programs of the UN, World Bank and EU, develop joint programs where possible, and work towards a consistent and coherent international approach to addressing youth issues in Turkey. UN Theme group on Gender, co-chaired by IOM and ILO and includes EU, FAO, UNDP, UNFPA, UNHCR, UNICEF, WFP, WHO and World Bank, aims to coordinate and review development activities aimed at promoting women's and girls' human rights, develop joint approaches and policies and enhance advocacy in all areas related to women's and girls' human

⁴ <http://ekutup.dpt.gov.tr/plan/ix/9developmentplan.pdf>, paragraphs 568-569: The relevant section of the plan mentions equal labor opportunities for young people, women and other disadvantaged populations. Similarly, the National Plan targets an increase in the adaptability of employment agencies to respond to the changes in labor markets.

rights. The present Joint Program will establish close linkage with the work of those two Thematic Groups in the implementation of its activities.

Government and civil society ownership of the youth unemployment problem has peaked after the release of UNDP's 2008 National Human Development Report (NHDR) entitled "Youth in Turkey". One of the main policy recommendations of the NHDR is finalizing an employment strategy. Policies need to be developed in a participatory manner that builds the trust of youth in political institutions, laying the foundations for sustained human development. Therefore preparation of such a strategy through participatory mechanisms will increase both the credibility and quality of the strategy. Similarly, the Government has committed to prepare a National Youth Employment Action Plan since joining the Youth Employment Network (YEN) in 2006. Technical guidelines developed by the ILO Youth Employment Programme will be an important resource at hand for the preparation of youth employment action plans. The promotion of decent work for youth is one of the ILO Decent Work Country Program priorities. Decent work is central to efforts to reduce poverty, and is a means for achieving equitable, inclusive and sustainable development. It involves all workers, women and men, benefiting from fundamental principles and rights at work; having access to equal employment and income opportunities; social protection and social security; and social dialogue which reflect the concerns of governments, workers and employers.

The most appropriate body for preparation of such an employment strategy is ISKUR (National Employment Agency), which is an agency attached to the Ministry of Labor and Social Security. ISKUR is mandated with job creation and placements, occupational analyses, providing vocational training services and so forth. The latest law (no: 5763) brings new incentives for employment of disabled people and youth, and provides funding resource for the vocational training services delivered by the Agency. Therefore, the outcomes of this program are directly linked to the functions and mandate of ISKUR. At the local level, ISKUR Antalya Office will be the main implementing partner, while the Employment and Vocational Training Board⁵, as a governance structure, will ensure ownership of the activities by the relevant local actors, including the business community and Labor Unions.

For developing a National Youth Employment Action Plan, statistical information, compiled for young migrant population and women, disaggregated by gender will also be crucial. For this purpose, the UN Joint Program (JP) will collaborate with the Labor Force Department of Turkish Statistical Agency (TURKSTAT) and other relevant institutions. These institutions will provide technical services and inputs for the Occupational Outlook and also will work in close coordination with UN agencies to implement a revised 2009 Labor Force Survey questionnaire to include youth, gender and migration components. As a result of this, the policy makers will have access to information and data on employment status of young members of migrant families and young women. In follow up to this result, TURKSTAT will be able to include these tools in the regular surveys it conducts on labor force.

The ownership and involvement of the civil society and young men and women at the national level will be secured through different mechanisms such as the Youth Network developed as a result of the recommendation of UNDP's NHDR. Similarly, the Youth Employment Summit organized jointly by ILO, World Bank, UNDP and ISKUR in November 2008 also brought together relevant civil society organizations including worker and employer trade union confederations and youth organizations to discuss inputs to the National Youth Employment Action Plan. The ownership of the program at the local level will be ensured by the participation of relevant local actors, including young people and civil society, through mechanisms such as Provincial Employment and Vocational Training Board and

⁵ The Employment and Vocational Training Board is a governance mechanism established by law to prepare the employment and vocational training policies of the province. It is composed of local actors including ISKUR representative, local authorities, Chambers of Commerce and worker and employer trade union confederations.

City Council⁶, which are both civil bodies, as well as their working groups. More specifically, Antalya Youth Council, which has been established under the City Council, will ensure the involvement of young men and women in the implementation and monitoring of this joint program. These mechanisms will be utilized during the planning and monitoring stages of this Joint Programme as well as ensuring participation throughout the process.

Lessons Learned: The UN experience in Turkey shows that leadership of central ministerial organizations is required to ensure ownership at the local level. Real impact on employability of vulnerable populations and reduced informality can only be achieved provided the national machinery supports and closely monitors this priority and provided employers see a benefit. This ownership is already ensured with ISKUR. Similarly, the participation and ownership of local actors, including business people and civil society, is equally important. Antalya City Council and Provincial Employment and Vocational Training Board will support coordination at the local level.

UNDP's ongoing programs on regional development and competitiveness furthermore show that a vision and a new approach to sector development, different from the business-as-usual is critical to achieve a real impact on sustainable employment creation. Such a broader approach that assesses all the resources and opportunities of the region to transform the region's economy will also be used in this JP, where sustainable employment opportunities in various sectors, including tourism will be explored. Local project partners will then make necessary changes in their strategies as appropriate. For example ISKUR's service strategy will be adapted to reflect the labor demand in these new sectors.

IOM's experience in Turkey points to the correlation between the dynamics of (un)employment and migration in particular when addressing the needs of the most vulnerable migrants. IOM Turkey has built valuable expertise to strengthen local capacity to address challenges of socio-economic integration of migrants. This expertise will facilitate the implementation of this project through provision of technical and service-oriented support for developing migrant-friendly approaches.

ILO's unique tripartite structure bringing together government, worker and employer organizations, creates an environment for the commitment of social partners to realize project objectives. This commitment then results in sustainability of projects after they have ended. This structure will also strengthen the sustainability and ownership aspects of this UN Joint Program.

The FAO experience in rural employment reveals that there is a need for policy in Turkey targeting rural youth employment. Consequently, there is a need for better coordination between the relevant Ministries and public institutions as well as with the private sector. To support rural employment creation, FAO also encourages contractual farming, since this system provides marketing guarantee and employment guaranteed skill development trainings that target young populations.

The proposed UN joint programme: The proposed UN Joint Program aims to develop employment policies benefiting the unemployed youth, with particular emphasis on young women and those from migrant families in the labor market; and piloting these policies within the framework of paid decent work at the local level. The selected location of Antalya is particularly important given the high levels of migration and seasonal informal employment in the tourism

⁶ Since 1997, UNDP has provided support to the Government of Turkey in development of participatory platforms through its LA21 Program, which encourages establishment of City Councils and their various working groups at the local level to strengthen civil society participation in planning and monitoring. Antalya City Council has 600 members from diverse backgrounds and also supports a number of Working Groups designed according to the needs of the province. It is an independent structure that reflects the views of the community and has prepared a Sustainable Development Action Plan for the province identifying migration, increase in population and unemployment among youth as the major problems.

sector as well as its similarity with the migratory employment potential of a number of other provinces. While the tourism sector seems to be extremely labor absorptive, the conditions and continuity of work is limited. Hence, the program will address the challenge of creating continuous and decent jobs for vulnerable young populations with a focus on women and migrants in Antalya Province. This result will be achieved through increased capacity and visibility of ISKUR office in Antalya. The joint program will also have an indirect impact on some 12 million young men and women in Turkey, through implementation of the National Youth Employment Action Plan upon its adoption by the government, more specifically ISKUR.

The program focuses on strengthening ISKUR's capacity to provide decent job opportunities to unemployed youth, including women and migrants. The capacity of ISKUR to respond to labor demand needs to be improved (Antalya ISKUR's placement rate is 57%). Job seeker and employer knowledge of ISKUR's services is quite limited at the local level. Because of the ease of summer employment in tourism for young people, demand for ISKUR services that necessarily target longer term full-year employment has been low in this particular province. This project aims at broadening ISKUR programs to year-round agriculture and selected light industry, including yacht-building related activities. It is foreseen that promise of stable and decent employment may attract more young people out of tourism, even though tourism will sustain its strength in Antalya. The project aims at feasible and meaningful enhancements to ISKUR services.

The main development challenges that the joint program will address from a rights perspective are labor rights, i.e. formal and decent work for men and women equally. Gender considerations are central to the joint program. The informality of the jobs available for youth and women is a key challenge to respond to. The program aims to build a bridge between Antalya ISKUR and unemployed populations as well as between ISKUR and employers to ensure that the services of ISKUR are known and available to all.

To align the multi-faceted challenges of employment with international standards, a joint program approach, bringing in the expertise and experience of various UN agencies has been chosen. No single national or international agency has the mandate and capacity to address the totality of the issues mentioned in this joint program. Therefore, ILO will bring its expertise on labor issues with its traditional partner ISKUR to support the preparation of a National Youth Employment Action Plan, while UNDP will contribute through establishing participatory and multi-stakeholder mechanisms. IOM will review the statistics from a migrant's perspective to feed into the National Youth Employment Action Plan.

Similarly, the partners will work in close coordination in Antalya province. ILO will work with ISKUR to increase this office's capacity and outreach to respond to dynamic labor demand, taking into consideration emerging sectors. UNDP will do a competitiveness analysis to support the sectors alternative to tourism presenting employment opportunities for youth and women. Similarly, UNDP will closely work with organizations such as Antalya Chamber of Industry and Commerce to support the demand side of the labor equation. FAO will work in close cooperation with the agricultural actors to increase the labor demand in high value added agricultural sectors such as cut flowers and agro-businesses. Finally, IOM will help reach out to the migrant families in Antalya with specific focus on young men and women.

Sustainability of results: The sustainability of the Joint Program results will be ensured by its alignment to national policies and operational plans related to EU accession, particularly to Turkey's increasing engagement with the European Commission (EC) in developing employment and economic competitiveness policies. The National Youth Employment Action Plan, together with the enhanced local and national capacities for active labor market programs that will be supported by the proposed Joint Program, will lay the foundation for future EC programming and funding. Furthermore, the enhanced inter-institutional coordination and partnerships create favorable conditions to increase Turkey's EC program absorption capacity, a capacity problem which was experienced in other new member states.

The sustainability of the Joint Program will also be secured by increased capacities of the national and local institutions. The overall targeted result in Antalya will be enhanced capacities of the local authorities to increase employment of young women and vulnerable groups in Turkey's top migration receiving city, Antalya. UN Agencies will achieve this result by acting as a bridge between the industry representatives and ISKUR to increase ISKUR's placement capacity, particularly for young women and vulnerable populations. The innovative sector approach for increased competitiveness as well as partnership building at the local level between the sector representatives, business organizations and ISKUR will build a model for other migration receiving cities. Although this package is designed for Antalya, it has also relevance for other migration receiving cities; the success achieved at the local level will allow the central ISKUR to implement youth and migrant-friendly placement policies in other areas. It is worth mentioning that the Provincial Employment and Vocational Training Boards have their own budgets. It is expected that in Antalya, this Board's budget will support the JP's objectives and outputs.

There is also considerable interest in Turkey's large and dynamic private sector (foreign as well as local) to partner with UN agencies in the area of youth. The proposed Joint Program could serve as a flagship activity to coordinate such partnerships. UNDP, as Administrative Agent, will dedicate a set of activities to attract parallel funding from the private sector, notably over 100 national private companies, which have recently signed the Global Compact with UNDP technical assistance. These activities will improve the private sector response to Global Compact principles including those related to decent work and labor rights. UNDP's ongoing work with the private sector on apprenticeship, on the job training and IT literacy trainings to decrease the existing digital divide demonstrates that there is an opportunity for partnerships with both national and local private sector organizations. These types of interventions can be instrumental in increasing the human resources quality and in providing the businesses with better human resources quality. They will furthermore increase the effectiveness of the vocational education and training to be delivered under Output 2.1.

4. Results Framework

The overall objective of the Joint Program is consistent with the UNDAF as well as with national MDG Targets. Employment policies benefiting the poor (vulnerable groups in the labor market) and women will be implemented within the framework of decent work and social integration, contributing to a decrease in the proportion of those working in precarious conditions (working poor) and increasing women's participation in paid employment (MDG targets 1.B.6 and 3.2). The Joint Program results are designed in line with the combined competitive advantages of participating UN Agencies. As such, the activities carried out by relevant UN Agencies will be integrated in a coherent manner. The Joint Program will have results at national policy and at local level in Antalya.

Joint Program Output 1: At the national policy level, the Joint Program will result in a National Youth Employment Action Plan, which includes concrete targets and actions to promote women's participation in the labor force (MDG Target 3.2) and to reduce poverty among the most vulnerable in the labor market by adopting decent work targets for the youth (MDG Target 1.B.6). This Plan will complement the National Employment Strategy preparations of ISKUR, feeding into the relevant sections of the mentioned strategy. The ultimate result will be a policy environment, which enables linkages between national policy and local action for steady progress in MDG 1 and MDG 3, measurable by the quality of policy instruments of the Ministry of Labor and Social Security, designed and budgeted for the implementation of a National Youth Employment Action Plan. With the developed policy instrument, the government organizations will have the necessary tools to address, with specific interventions, the employment problems of young population, including women and migrant youth. The program will improve the opportunities and skills for employment of this target group.

This result will be achieved by delivery of six mutually supportive capacity development and technical assistance outputs, each derived from the needs and mandates of specific national institutions and governance structures (see Table 1). The first output aims to facilitate the enabling environment to prepare a National Youth Employment Action Plan (NYEAP). This output will be carried out by ILO and includes identification of relevant national actors, establishment of the National Technical Team (NTT) and the organization of a participatory platform where information will be exchanged. ILO will also organize a national conference to bring the issues of concern to the table. This output will be strengthened by a capacity development output carried out by UNDP, which aims to identify capacity needs, prepare training programs to address these needs as well as deliver those trainings. Output 1.2 will provide technical support to the national conference in Output 1.1 with UNDP's global experience and its national network of poverty practitioners. Output 1.3 will support the capacity of NTT members on migration issues throughout preparation of the NYEAP to ensure that the Plan includes specific measures targeting migrant young men and women. Output 1.4 brings in a rural perspective through assessments of rural young men and women and their employability needs and incorporating the findings in the NYEAP preparations. To the extent possible, gender parity will be ensured for the composition of the NTT.

Each of the above four outputs relate to the perceived need of these national institutions to undertake evidence based policy making through inter-ministerial and tripartite forums, employing instruments for statistically surveying migration and labor force dynamics and employers' demand for labor. Consequently, statistical monitoring capacities of the National Statistics Agency (TURKSTAT) and/or other relevant agencies will be developed so that statistical knowledge is available to policy makers to consider migration-youth employment dynamics and trends of young women's participation in the labor force as well as inclusion of disabled youth in the labor force. Knowledge base of the National Employment Agency (ISKUR) will be developed to respond to the needs of the private sector and employers' labor demand, resulting in tailoring of active labor market policies to the needs of Turkey's growing economy. The statistical knowledge obtained through the revised Labor Force Survey (Output 1.5) and knowledge of the demand side dynamics obtained through the Occupational Outlook (Output 1.6) will feed into the participatory platforms and National Technical Team that will draft the National Youth Employment Action Plan (Output 1.1). Gender analysis and relevant technical assistance will ensure that the National Youth Employment Action Plan is an integrated framework spanning measures to increase women's participation in the labor force within the context of Turkey's rapidly urbanizing labor force.

Joint Program Output 2: At the local level the Joint Program will ensure the effective delivery of employment, youth and migration management interventions that benefit the most vulnerable in the labor market including women, while bolstering the dynamics of demand for labor in Antalya. While Antalya is the province with the highest rate of net migration in the country, thanks to the vibrant economy and the tourism sector, unemployment rates are below national averages (7.3%). Similarly, labor force participation is at 57.8%, above national averages. On the other hand, the responsiveness of ISKUR to the demand of the businesses is quite limited, with a placement rate of only 57%. Moreover, the data of ISKUR is not gender disaggregated, reflecting their lack of gender focus and capacity. The result at the local level will be measured by an increase in the placement rates of ISKUR in Antalya and the percentage of young women among them. The Joint Program targets employment creation in sectors other than tourism, an increase in year-round, decent/formal employment of youth, with particular emphasis on young women and those from migrant families.

Since placement by ISKUR is equivalent to decent work through formal employment with full social security provision due to its legal provisions, the Joint Program will result in increased number of young women and men finding jobs in the formal economy in Antalya. If successful, the pilot model in Antalya will be a very important model for the policy makers in Turkey and other Middle Income Countries and contribute directly to the realization of the localized targets for MDG 1.B.6 and MDG 3. This outcome will be achieved through delivering support to the institutions and participatory

forums in the city of Antalya. The planned outputs target both the supply and the demand sides of labor in a mutually responsive manner as well as the servicing capacity needs of intermediary institutions such as ISKUR. Through building capacities of local governance structures, the Joint Program will contribute to the management of Turkey's sensitive rural-urban and east-west migration dynamics. Also, building capacities of the provincial employment board, through training in statistical literacy, migration management and gender mainstreaming, will enable better bottom up policy contributions from Antalya to the national level. Each output is embedded in and aligned to the demand, mandates and responsibilities of local institutions responsible for management of migration induced employment problems and social dynamics. Consequently, technical and administrative capacities of ISKUR in Antalya will be developed for implementation of active labor policies (Output 2.1), including design and pilot provision of placement and training services tailored to enhance the capabilities of the most vulnerable in the labor market including young women (Output 2.2). On the other hand, in response to the needs analysis of the existing businesses and emerging sectors, vocational education and training will be conducted to vulnerable youth in close cooperation with local and national private sector enterprises. In addition, on-the-job-training will also be provided to the employees in the Organized Industrial Zone to support their year-round employment.

The mechanisms for local governance of migration and migration related unemployment are the Provincial Employment and Vocational Training Board (comprising over 20 institutions including the tripartite partners involving employers, employees and Labor Unions), the Municipality (providing critical urban services for an alarmingly fast growing population), the Governorate (providing critical social services for the most vulnerable) and the City Council (a consultative body of civil society and local authorities, advising both the Municipality and the Governorate). Support will be provided to these governance institutions in the form of facilitation of partnership forums and trainings on networking, target setting and monitoring by using statistical information (Output 2.2). To maintain Antalya's impressive economic growth in a sustainable manner, thereby sustaining a healthy demand for labor, the Joint Program will build capacities of economic actors in the service and manufacturing sectors, including light industry as well as agricultural enterprises. The program will address the skills mismatch issue through provision of vocational training in tourism and non-tourism sectors, more specifically agriculture with high added value (e.g. greenhouse production, fruit and vegetable processing) and light industries. Throughout the program, approximately 1200 young men and women will receive vocational training and at least 200 of these young people, fifty percent of whom will be young women, are expected to be placed in an employment by the end of the project period.

In addition, new labour-intensive sectors with employment opportunities for young men and women will be explored in Output 2.4. These sectors will have backward linkages to other sectors, with opportunities of additional income creation. The new sectors will tentatively be yacht building (production and maintenance), cut and ornamental flower (seedling and nursery, greenhouse production, greenhouse maintenance, irrigation and energy, etc.) and solar energy (production and maintenance). There is a very strong interest among international investors in yacht building as well as renewable energies, both of which have strong potentials in Antalya. This component will be achieved through promoting clustering and innovation in line with the regional development competitiveness strategies of the European Union working directly with the Chamber of Industry and Trade (ATSO) and the Provincial Directorate of Agriculture in Antalya. These two local partners will be matched with the JP support in the service and manufacturing sectors and agricultural enterprises, respectively (Outputs 2.3 and 2.4). With the involvement of the local actors of these clusters, roadmaps with short, medium and long term action plans will be developed. The selected short term activities will be supported in this JP, while the governance mechanisms will be established and business connections made for the medium and long term action plans. In the short term, 300 additional employment opportunities will be created, while in the long term there is an opportunity of creating 1000 additional decent jobs in the three clusters. For the competitiveness and clustering approaches, previous relevant experience in developing the competitiveness agenda

of the Southeast Anatolia region, recently adopted by the Turkish government, will be utilized. Clustering is a regional development approach increasingly used by the Government of Turkey to boost the competitive advantages of selected regions. Cooperation with UNDP in this regard has focused until now, on cluster development in less developed regions of Turkey. This Joint Program initiative will be the first and an innovative one in the sense that it will be piloted in an economically viable environment. It will target the disadvantaged populations and will be supported by the partnership of relevant UN Agencies.

The National Youth Employment Action Plan will continue to be the binding policy instrument with provisions for continued policy level and local institutional action beyond the lifetime of the Joint Program. The Action Plan will also have developed clear milestones, benchmarks and success targets in line with MDGs 3 and 1.B.6. Therefore, the Joint Program will leave behind a network of institutions which have not only the capacity, but also the obligations with not only the requisite capacity but also the accountability as well as financial and human resources to deliver the provisions of this Action Plan. At the local level in Antalya, existing institutions will be further strengthened to monitor employment delivery for migrant youth, including young women and for managing migration related social tensions.

Table 1: Results Framework (Budget figures for UNDP and ILO include staff costs of Program Team)

UNDAF Outcome 2: By 2010, social and economic policies for poverty and disability reduction implemented effectively and quality basic social services reaching vulnerable groups promoted (aligned to National Priority 2 identified in UNDAF)													
UNDAF Country Program Outcome 2.1: Pro-poor policies developed through partnership with civil society and private sector for social and economic development at all levels of society to achieve the MDG targets for all													
Joint Program Outcome (adapted from UNDAF Country Program Outcome 2.1 above): Employment policies benefiting the poor (vulnerable groups) in the labor market and women implemented within framework of decent work and social integration													
Outcome Indicator (from UNDAF) Contribution to:													
MDG 1 Target 1.6 Proportion of working poor decreased													
National Baseline: 28% among daily wage workers and 32% among non-salaried family workers. Source: TURKSTAT													
Localized targets not established for Turkey or for Antalya													
MDG 3 Target 3.2 Women's participation in paid employment													
(National Baseline: 15.8% Target: 35% Source: MDG)													
Localized targets for Antalya not established													
IP Outputs	Participating UN organization-specific Outputs	Participating UN organization	Participating UN organization corporate priority	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative line items*			Total				
						V1*	V2*	V3*					
*Excludes Agency Management Support Costs													
Joint Program Output 1: A National Youth Employment Action Plan prepared and adopted by ISKUR. Output Indicator: Action Plan elaborated and submitted to ISKUR for approval, with budgetary amounts allocated, with a special emphasis for gender equality interventions and the specific needs of young members of migrant families	1.1. Necessary groundwork and preparations in place to facilitate drafting of the National Youth Employment Action Plan. Output Indicator: -A National Technical Team established -All stakeholders involved in the National Youth Employment Action Plan -Preparations have the skills to prepare a National Youth Employment Action Plan in line with ILO standards	ILO		ISKUR	1.1.1. Identify critical national actors who would contribute to the National Youth Employment Action Plan, including women's and youth organizations and the tripartite partners	5000	-	-	5000				
				ISKUR	1.1.2. Establish a National Technical Team (NTT) for drafting of the National Youth Employment Action Plan (NAP) and provide training on preparation of NAPs in line with ILO guidelines. (One training to ISKUR HQ, 20 core staff)	50000	-	-	50000				
				ISKUR	1.1.3. Provide policy advice, expertise support and secretariat functions to NTT in drafting the NAP	30000	20000	-	50000				
				ISKUR	1.1.4. Organize a national conference with critical national actors on youth employment and internal migration within the context of MDG targets 1.8.6 and MDG 3.2, establishing national and localized targets for these MDGs with the participation of IOM and UNDP	35000	-	-	35000				
				ISKUR	1.1.5. Organize workshops on relevant best practices from selected countries in the EU (2 workshops to NTT and social partners, 30 participants total)	25000	25000	-	50000				
				ISKUR	1.1.6. Document and compile national conference proceedings, workshops, EU peer network best practices and the inter-ministerial working group outputs for inputting the drafting of the National Youth Employment Action Plan	8500	16400	-	24900				
				Total						153500	61400	-	214900
				Indirect costs included						230000			
				1.2. National capacities developed for preparation of a National Youth Employment Action Plan through a participatory process Output Indicator: All the stakeholders involved in the National Youth Employment Action Plan preparations have an understanding of gender, regional disparities and working poor/decent work	UNDP		UNDP Country Programme Document (2006-2010) CP Outcome 2.1: Pro-poor policies developed through partnership with the civil society and private sector for social and economic development at all levels of society to achieve the	ISKUR	1.2.1.Undertake a needs assessment to develop the capacities of the ISKUR to organize participatory and multi stakeholder forums for preparing of a National Youth Employment Action Plan	5000	-	-	5000
								ISKUR	1.2.2. Develop the training programs to be delivered to NTT and other partners involved in preparation of the National Youth Employment Action Plan on statistical literacy, participatory processes, gender mainstreaming, etc.	25000	-	-	25000
ISKUR	1.2.3. Establish an expert team to provide policy advice to the NTT on issues such as working poor and regional disparities	28000	36000					-	64000				
ISKUR	1.2.4. Provide contributions to the national conference to be organized by ILO within the context of MDG targets 1.8.6 and MDG 3.2, establishing national and localized targets for these MDGs, with the support of the private sector partners, International Poverty Center and national poverty policy makers/practitioners.	25000	-					-	25000				
ISKUR	1.2.5. Deliver training to members of NTT and their tripartite and civil society partners on statistical literacy and use of revised Labor Force Survey data and Occupational Outlook data for policy development (2 sets of trainings for 20 ISKUR core staff and 10 partners each)	10000	20000					-	30000				

			MDG targets for all	ISKUR	1.2.6. Deliver training to members of the NTT and to all those involved on gender mainstreaming (1 training to 30 participants)	15000			
				ISKUR	1.2.7. Budgeting of the National Youth Employment Action Plan including identification of resources from the consolidated budget, employers' contributions, and others for implementation of the National Youth Employment Action Plan		50000		
				ISKUR	1.2.8. Organize workshops on the topics of working poor and women's participation in labor force with the participation of NTT, social partners, policy makers, etc)	10000	13000		
				ISKUR	1.2.9. Undertake gender analysis of the draft National Youth Employment Action Plan		20000		
				ISKUR	1.2.10. Undertake an assessment of the drafted NYEAP from the perspective of regional disparities, social inclusion and poverty		30000		
				ISKUR	1.2.11. Establish UN agency support and monitoring system	20000	20000		
				ISKUR	1.2.12. Deliver training to ISKUR on implementation of the action plan (4 sets of training to ISKUR staff, 20 participants each)		44000		
					Total	138000	139000	94000	371000
						Indirect costs included			397000
				ISKUR	1.3.1. Identify critical national actors who would contribute to the National Youth Employment Action Plan, including NGOs and academics who work in the area of migration				
				ISKUR	1.3.2. Set up a coordination mechanism among the members of the working group on migration and youth employment				
				ISKUR	1.3.3. Provide policy advice, expertise support and secretariat functions to NTT	10000	10000		
				ISKUR	1.3.4. Facilitate the organization of a national conference of critical national actors on youth employment and internal migration within the context of MDG targets 1.8.6 and MDG 3.2, establishing national and localized targets for these MDGs with the participation of ILO and UNDP	12000			
				ISKUR	1.3.5. Organize workshops on relevant best practices from selected countries in the EU (2 workshops to NTT and social partners, 30 participants total)		10000		
				ISKUR	1.3.6. Organize a training on migration management delivered to 40 members of the NTT		13600		
					Total	22000	33600		55600
						Indirect costs included			59706
				ISKUR	1.4.1. Prepare a Situation Analysis and Policy Report for Rural Youth with emphasis on employment prospects and innovative labor absorption modalities including Antalya experiences	10000			
				ISKUR	1.4.2. Provide policy advice, expertise support and secretariat functions to NTT	5000	5000		
				ISKUR	1.4.3. Organize two training workshops for 50 participants to enhance understanding and capacities of NTT, social partners on best possible modalities of inclusion of rural youth in NAP	4000	10000		
				ISKUR	1.4.4. Organize a workshop on best experiences of FAO on rural employment for NTT and their social partners (30 participants)	3000	10000		
				ISKUR, Agricultural Committee of the Parliament	1.4.5. Organize a special advocacy meeting for the Agriculture Committee of the Parliament with the participation of 15 members and 3-5 Member of Parliament (MPs) from Antalya		8800		
						22000	33600		55800
						Indirect costs included			59706
				ISKUR TURKSTAT	1.5.1. Update/Revise Labor Force Survey questionnaires to incorporate youth, migration, disability and gender concerns (Linkage to IOM output)	40000			179,000
				ISKUR TURKSTAT	1.5.2. Incorporate School-to-Work Transition questions into Youth Employment survey to be conducted by TURKSTAT	126500			Including indirect costs
					Total	166500			166500

sectors - 10% increase in the number of vacancies posted to ISKUR for placements	FAO	society and private sector for social and economic development at all levels of society to achieve the MDG targets for all	Antalya Chamber of Trade and Industry	2.4.4. Conduct workshops with the cluster actors for the selected three sectors (at least 2 workshops for 3 sectors)	20,000	20,000	
				2.4.5. Develop short, medium and long term roadmaps for development of the selected sectors	80,000	20,000	
				2.4.6. Conduct pre-feasibility and feasibility studies of local clustered initiatives and vertical integration schemes (at least 1 cluster)	20,000		
				2.4.7. Provide technical assistance to implement the short term actions of the roadmap		50,000	
				2.4.8. Establish local governance mechanisms to implement and monitor the medium to long-term actions of the roadmaps	2,000		
				2.4.9. Support selected local initiatives to develop these sectors	29,000	30,000	150,000
				2.4.10. Identify private sector contributions to project activities targeting employability of youth, leveraging UN Global Compact membership.		5,000	
				Total	181,000	75,000	200,000
							456,000
							488,000
2.5 The labor absorption capacity of the agricultural value chain in Antalya enhanced through improved services of Provincial Directorate of Agriculture and Kepez Municipality in coordination with relevant local actors Output indicator: - 25% increase in the number of vacancies posted to ISKUR for placements in the agro-business sector - Number of young men and women employed in the agricultural sector by the Exporters Union and Chambers of Commerce increased by 10%	FAO	Establishment of Capacities for Right to Food	Antalya Provincial Directorate of Agriculture and Kepez Municipality Chamber of Trade and Industry	2.5.1. Assess the effectiveness of vocational training services provided by the Provincial Directorate of Agriculture and Kepez Municipality with collaboration of and employment guaranteed by Antalya Cut Flower Exporters Union & Chamber of Commerce	10,000	25,000	
				2.5.2. Assess the effectiveness of extension services provided by the Provincial Directorate of Agriculture and Kepez Municipality geared towards increasing productivity of agricultural enterprises that absorb especially women labor			
				2.5.3. Based on assessment, design and pilot training programs targeted at agricultural enterprises and especially for women labor	10,200	100,000	
				2.5.4. Based on identification of selected sectors (by UNDP under output above), design and pilot vocational training program through Public Private Partnerships on contractual farming options for medium-large scale agro business		45,000	125,000
				2.5.5. Based on assessment, design and pilot, on the job training programs for unskilled migrant labor and seasonal migrants (FAO with IOM based on Output 2.3 above)		80,000	50,000
				2.5.6. Based on the pilots, develop a consolidated package of services for provision by the Provincial Directorate of Agriculture, Kepez Municipality and ISKUR to job seekers (with ILO) in the agricultural sector in Antalya			100,000

6. Management and Coordination Arrangements

The management and coordination arrangements will follow the guidelines of the Multi Donor Trust Fund Operational Guidance Note for the Participating UN Organizations (MDG-F, 2 October 2007). The UN Resident Coordinator is ultimately responsible to facilitate collaboration among participating UN Organizations to ensure that the Joint Program is on track and that the Joint Program results are being delivered.

By way of support to the UN Resident Coordinator's facilitation of collaboration among the participating UN Organizations and with its role as the Administrative Agent (AA), UNDP will assist oversight and coordination among the participating UN agencies of the Joint Program. This support includes staffing of a Joint Program Manager who will be responsible for coordination of different outcomes/implementing agencies and support staff as relevant. UNDP will ensure that the participating UN agencies are fully involved in the recruitment of these posts. Furthermore, Joint Program review, monitoring and evaluation missions will be hosted by UNDP.

Each output under the two outcomes of the Joint Program will be managed by a designated UN agency. UNDP will act as the Administrative Agent of the Joint Program and UNDP Turkey will support the executing agency in the overall coordination and execution of the program activities. UNDP will provide oversight in the monitoring of the activities and reporting. However, each designated UN Agency will be solely responsible for the implementation of its activities under its respective outputs.

ISKUR will be the leading executing agency for the outputs related to employment both at the national and local level. The State Planning Organization (SPO), which is the national agency mandated with planning and monitoring of MDG strategies and outcomes in Turkey, will be responsible for overall coordination and alignment to national strategies.

To provide operational coordination to the program, a Program Management Committee (PMC) will be established. The PMC is composed of the participating UN agencies and ISKUR. The UN Resident Coordinator (RC) or his/her representative will chair the PMC. TURKSTAT, representatives of Antalya City Council and representatives of business community can be invited to the Committee meetings as needed.

The PMC will meet quarterly, but may have to meet more often depending on the need to address issues related directly to management and implementation of the program.

The National Steering Committee (NSC) is already established in Turkey within the context of other MDG-F and other joint programs operating in Turkey. The NSC membership is small, consisting of non-implementing parties to allow for independence. The NSC includes a representative of the Turkish Government, a representative from the Government of Spain and the UN Resident Coordinator (RC). The RC and the representative from the Government co-chair the NSC, and may invite other members from civil society and appropriate institutions. The NSC meets semiannually and makes decisions by consensus. The detailed composition and responsibilities of the NSC are presented in **Annex B**.

All participating UN Agencies of the Joint Program are responsible for:

- Ensuring professional and timely implementation of the activities and delivery of the reports and other outputs identified in this project document;
- Contracting and supervising qualified local and international experts; managing and being responsible for all financial administration, monitoring, reporting and procurement to realize the targets envisioned in the activities for which the respective UN agencies are responsible;
- Carrying out all the necessary tasks and responsibilities to assist the UN Resident Coordinator;

- Appointing a responsible Joint Program Focal Point from its own agency (who is not paid from the project) who will co-manage the project on behalf of the relevant UN agency.

The program duration is 36 months. The inception period of the project is limited essentially to the first two months, during which the annual work plan for year 1 will be reviewed and the staffing plan will be prepared. Also during the inception phase (months 1-2), key Joint Program staff will be recruited. They include the Joint Program Manager (JPM), the Employment Focal Point (EFP), a Finance/Admin Assistant (FAA) all of whom will be placed in ISKUR Ankara with frequent travels to project site in Antalya, and a Site Officer to be based in ISKUR Antalya. Also during the inception phase the Joint Program premises in Antalya and in Ankara will be set up and made functional.

The JPM, with appropriate support, will facilitate project implementation at the national level and ensure coherence among different components of the project. S/he will update the Annual Work Plans as necessary and oversee the execution of activities, be responsible for technical and methodological issues, carry out any reporting functions required for monitoring and evaluation of the project, and coordinate with governmental institutions, NGOs, business community, private sector partners and other relevant stakeholders including those in Antalya. The Joint Program Manager will service all participating UN agencies and all Joint Program components.

Under the overall supervision of the JPM, an Employment Focal Point will be recruited by ILO to provide technical assistance to Output 1.1, 1.5 and 1.6 as well as Output 2.2 in year 2. The Employment Focal Point will work in close cooperation with ISKUR and TURKSTAT throughout program implementation.

At the local level, the program will be represented by a Site Officer, who will be responsible for day to day implementation and monitoring of the activities in Antalya. S/he will receive full support from the JPM and the Employment Focal Point on technical and managerial issues. The program will also benefit from a number of short term experts working in close cooperation with ISKUR Antalya and other local partners in relevant capacity assessments and trainings as per the Results Framework. The Site Officer will also act as a liaison between Antalya and Ankara particularly in program implementation throughout the program period. Based in Antalya, s/he will work in close coordination with Antalya City Council, business community, Chamber of Trade and Industry and Akdeniz University as appropriate.

In addition, coordination with existing UN Thematic Groups on Youth and Gender will be ensured.

The Program will exchange lessons learned and experiences with the two already approved MDG-Achievement Fund programs in Turkey. Vocational training and employment creation activities for the tourism sector will be designed in cooperation with the vocational training and employment creation activities of the recently launched Joint Program on Cultural Tourism in Eastern Anatolia. In addition, sectoral assessments related to local economic development will also take into consideration any experience from the implementation of the other MDGs. (e.g. solar power and MDG-F on Adaptation to Climate Change). At the management level, the joint program will cooperate closely with the other two MDG-F funded programs in the communication strategies. The Joint Programs will have a joint web portal. Moreover, a Communications Officer will be shared by the three programs to benefit from combined lessons learned and to ensure a consistent communication strategy.

7. Fund Management Arrangements

The fund management arrangements will follow the guidelines of the MDG-F Operational Guidance Note for the Participating UN Organizations (MDG-F, 2 October 2007). The administration of the

program follows the "Pass-Through" fund management option, in accordance with the planning and financial procedures as explained in the United Nations Development Group (UNDG) Guidance Note on Joint Programming. As per these guidelines, the arrangements for management, review and coordination should be documented, including the roles and responsibilities of the Administrative Agent (AA).

UNDP will act as AA for the Joint Program in accordance with the policy of 26 June 2007 on "Accountability when UNDP is acting as AA in UNDP Multi-Donor Trust Funds and/or UN Joint Programs". As per this policy, accountability for UNDP's AA function rests with the Executive Coordinator of the Millennium Development Trust Fund (MDTF) Office. However, specific tasks related to the Administrative Agent role can be performed by UNDP Resident Representative with explicit delegation and authorization from the Executive Coordinator of the MDTF Office.

The AA is responsible for:

- Disbursing approved resources to the participating UN agencies;
- Consolidating the Joint Program narrative report with financial reports from participating UN Agencies (including analysis of financial and narrative data);
- Providing narrative reports to the National Steering Committee;
- Providing the Consolidated Joint Program Progress Reports, and other reports as appropriate to the donor, i.e. the Fund Steering Committee through the Secretariat;
- Streamlining the reporting systems and harmonizing reporting formats based on joint programming best practices;
- Facilitating the work of the participating UN agencies to ensure adherence to a results based reporting structure around outcomes and outputs;
- Ensuring that fiduciary fund management requirements are adhered to.

This notwithstanding, each participating UN Agency assumes complete programmatic and financial responsibility for the funds disbursed to it by the AA and can decide on the execution process with its partners and counterparts following the organization's own applicable regulations. Each participating agency establishes a separate ledger account for the receipt and administration of the funds disbursed to it by the AA. The participating agencies will provide certified financial reporting according to the budget template provided in the MDG-F Operational Guidance Note and are entitled to deduct their indirect costs on contributions received not exceeding 7 per cent of the Joint Program budget. Subsequent installments will be released in accordance with the Annual Work Plans approved by the National Steering Committee. The release of funds is subject to meeting a minimum commitment threshold of 70% of the previous fund release to the participating agencies combined. If the 70% threshold is not met for the program as a whole, funds cannot be released to any organization, regardless of the individual organization's performance. On the other hand, the following year's advance can be requested at any point after the combined commitment against the current advance has exceeded 70% and the work plan requirements have been met. If the overall commitment of the program reaches 70% before the end of the 12 month period, the participating organizations may after the endorsement by the National Steering Committee, request the Millennium Development Trust Fund Office through the Resident Coordinator to release the next installment ahead of schedule.

Cash Transfer Mechanism:

UNDP, ILO, FAO and IOM are the participating UN agencies for this Joint Program. UNDP is the only Ex-Com Agencies. Among the cash transfer mechanisms stated through Harmonized Approach to Cash Transfer (HACT), namely "Direct Cash Transfer to Implementing Partner", "Direct Payment to Vendors", "Reimbursement of Costs Advanced by Implementing Partner", "Direct Agency Implementation", UNDP shall opt for "Direct Payment to Vendors" or "Direct Agency Implementation" as appropriate.

Based on reviews and micro-assessment vis-à-vis the different units of the Ministry of Labor and Social Security and local authorities with implementation responsibilities, different cash transfer approaches may be adopted during the course of implementation as needed.

8. Monitoring, Evaluation and Reporting

Reporting:

The Multi Donor Trust Fund Office is ultimately responsible for the annual Consolidated Joint Program Progress Report which will consist of three parts:

- (1) Administrative Agent Management Brief: The Management brief consists of analysis of the certified financial report and the narrative report. The Management brief will identify key management and administrative issues, if any, to be considered by NSC.
- (2) Narrative Joint Program Progress Report: This report is produced through an integrated Joint Program reporting arrangement. The report will be reviewed and endorsed by the PMC before it is submitted to the MDTF Office at end February of each year.
- (3) Financial Progress Report at end March 2009 and 2010, prepared by each participating agency.

Each participating agency is responsible for providing inputs into these three components of the Joint Program report. Each participating agency will be responsible also for completing the common format for reporting based on results-based annual program level reporting⁷. The Joint Program Coordinator will have the overall responsibility for compiling these components for the ease of submission to the Multi Donor Trust Fund Office and ensuring that this annual reporting exercise is based on the indicators and targets presented in the Program Monitoring Framework table below as well as the annual targets set forth in the Annual Work Plan.

Monitoring:

Program monitoring and evaluation will be conducted in accordance with established UN MDG-F operational procedures and provided by the Program Management Committee (PMC).

The Program Monitoring Framework (log-frame) Matrix provides a summary of outcomes, outputs, activities, indicators, and means of verification to be performed by the project. These form the basis on which the project's monitoring and evaluation system will be built and will be further refined during the inception phase of the Joint Program.

The PMC, led by the JPM, will be responsible for monitoring the progress of the activities in the log-frame and of overseeing the collection of information against indicators. These will be reported on annually to the National Steering Committee. These annual reports will include a collection of lessons learned, risks and a mitigation plan (adaptive management) for activities that are not on track.

Workshops held during the inception phase of the program will assist the PMC and relevant stakeholders to understand and take ownership of the program's goals and objectives, as well as to finalize the project's first AWP on the basis of the log-frame matrix. This will include reviewing the log-frame (specifically the indicators, and means of verification), imparting additional detail as needed, and on the basis of this exercise finalizing an AWP with precise and measurable performance indicators that are consistent with the expected outcomes for the project.

A Joint Program Inception Report will be prepared immediately following the inception workshops. The report will include: i) a detailed first year AWP divided in quarterly timeframes detailing the

⁷ The Standard Progress Report used by the Ex-com agencies or any other reporting format used by any other agency may be adapted for the purpose. Donor requirements should also be kept in mind. The reporting format should be approved by the JP steering committee.

activities and progress indicators that will guide implementation during the first year of the program; ii) dates of specific field visits, support missions from the PMC or consultants; iii) the detailed budget for the first full year of implementation, prepared on the basis of the AWP; iv) time-frames for meetings of the PMC and NSC; v) monitoring and evaluation requirements to effectively measure performance during the targeted 12 month time-frame; vi) a more detailed narrative on the institutional roles, responsibilities, coordinating actions and feedback mechanisms of program partners; vii) progress to date on program establishment and start-up activities and; viii) an update of any changed external conditions that may affect program implementation. When finalized, the report will be circulated to program partners who will be given a period of one calendar month in which to respond with comments or queries.

Day-to-day monitoring of implementation progress will be the responsibility of the JPM. The JPM will inform the PMC of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely fashion. Periodic monitoring of implementation progress will be undertaken by the PMC through quarterly meetings with the PM, or more frequently as deemed necessary. The PMC, as appropriate, will conduct regular visits to Antalya, based on an agreed upon schedule to be detailed in the Inception Report. Site visits of the JPM will be documented and shared with the PMC members regularly.

Evaluation:

As Administrative Agent, UNDP will procure the services of a qualified external consultant(s) who will review the Program Monitoring Framework. This will include reviewing the Program Monitoring Framework (specifically the indicators, and means of verification), imparting additional detail as needed, and on the basis of this exercise finalizing an AWP with precise and measurable performance indicators that are consistent with the expected outcomes for the project. The monitoring of the Joint Program is devised to follow the program performance and achievement of expected results, and provide external input. The Joint Program will also undergo a final evaluation to assess the achievement of results and impact of the program in view of the overall development objective and outcomes identified. The evaluative functions required for the Joint Program are split at least into two parts to ensure that corrective evaluative knowledge can benefit the second year of program operations.

Table 2: Joint Programme Monitoring Framework (JPMF)

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
OUTCOME Employment policies benefiting the poor (vulnerable groups in the labor market) and women implemented within framework of decent work and social integration (Country Program Outcome 2.1.2, UNDAF)	Indicator: - MDG 1-Target 1.B.6 Proportion of working poor decreased Indicator: Poverty rate of paid workers National Target 25% -MDG 3- Target 3.2 Women's participation in paid employment, National Target:35% Baseline: -28.6% among daily wage workers, Source, TURKSTAT -Women's participation in paid work 15.8%, Source MDGR (2005)) Localized targets for Antalya not established Timeframe: 2008-2011	MDG Reports TURKSTAT records	SPO compilation of data for the MDG Report. TURKSTAT labor statistics available on a monthly basis Timeframe/Frequency: 2008-2010 midterm evaluation	UNDP	Assumption: The political climate and macro-economic situation remains stable. The government remains committed to Program priorities. Government adopts a pro-poor and pro-women approach in employment creation
OUTPUTS Joint Program Output 1: A National Youth Employment Action Plan prepared and adopted by ISKUR.	Output Indicator: 1- Action Plan elaborated and submitted to ISKUR for approval, with budgetary amounts allocated, with a special emphasis for gender equality interventions and the specific needs of young members of migrant families Baseline: No National Youth Employment Action Plan. Timeframe: 2008-2011	Action Plan document. ISKUR reports and minutes of meetings. Budget approval documents with specific budget lines assigned for gender equality interventions and migrants.	ISKUR Reports, Government agency records Timeframe/Frequency: 2008/2010 midterm evaluation	ILO UNDP IOM FAO	Assumption: The Government continues to show strong ownership of the Action Plan and that budget allocations are made.
Output 1.1 Necessary groundwork and preparations in place to facilitate drafting of National Youth Employment Action Plan.	Output Indicator: 1- A National Technical Team (NTT) established 2- All stakeholders involved in NAP preparations have the skills to prepare a National Employment Action Plan in line with ILO standards	ISKUR reports and minutes of meetings. Minutes of NTT meetings Proceedings of	ISKUR Reports, Government agency records Timeframe/Frequency: 2008/2010 midterm evaluation	ILO	Assumption: The Government continues to show strong ownership of the Action Plan and that budget allocations are

	Baseline: No National Technical Team Timeframe: 2009	workshops and conference		made.
Output 1.2 National capacities developed for preparation of a National Youth Employment Action Plan through a participatory process	<p>Output indicator: All the stakeholders involved in NAP receive trainings on gender, regional disparities and working poor/decent work by the end of 2010</p> <p>Baseline: National Technical Team not established, no trainings provided</p> <p>Timeframe: 2008-2010</p>	<p>Training reports and evaluations</p> <p>Proceedings of workshops and conference</p>	<p>ISKUR Reports, JP Progress Reports, Timeframe/Frequency: 2009 and 2010 reports</p> <p>UNDP</p>	<p>Assumption: Members of the National Technical Team participate to the trainings, workshops and conferences</p>
Output 1.3 Migration aspects included in the National Youth Employment Action Plan and the National Technical Team trained on migration management.	<p>Output indicator: National Employment Action Plan includes specific measures for migrant young men and women and takes into consideration impact of migration on youth employment</p> <p>Baseline: National Youth Employment Action Plan not prepared</p> <p>Timeframe: 2008-2010</p>	<p>Training reports and evaluations</p> <p>Proceedings of workshops and conference</p>	<p>ISKUR Reports, JP Progress Reports, Timeframe/Frequency: 2009 and 2010 reports</p> <p>IOM</p>	<p>Assumption: Members of the National Technical Team participate to the trainings, workshops and conferences</p>
1.4. Rural youth employment aspects included in the National Youth Employment Action Plan and NTT trained on rural youth employment potentials	<p>Output indicator: National Employment Action Plan includes specific measures for rural youth and envisages tapping on niche areas in agriculture and agribusiness.</p> <p>Baseline: No National Youth Employment Action Plan.</p> <p>Timeframe: 2008-2010</p>	<p>Action Plan document.</p> <p>Report on Rural Employment Prospects and Opportunities</p> <p>Meeting reports and minutes.</p> <p>Aftermath reflections by counterparts and media</p>	<p>Timeframe/Frequency: 2008-2010 midterm evaluation and continuous exchanges and correspondence with the counterparts</p> <p>FAO</p>	<p>Assumption: The Government continues to show strong ownership of the National Employment Action Plan.</p>
Output 1.5. Capacities developed for statistical monitoring of youth (un) employment and migration with focus on young women's participation in the labor force by the National Statistical Agency (TURKSTAT)	<p>Output Indicator: Revised Labor Force Survey questionnaire with new youth components piloted</p> <p>Baseline: Gender and age group information not yet available in the labor force data</p>	<p>Official TURKSTAT Records</p>	<p>TURKSTAT labor statistics available on a monthly basis</p> <p>ILO</p>	<p>Assumption: TURKSTAT will incorporate gender, migration and youth</p>

	published periodically				components in the survey questionnaire
Output 1.6 Analytical knowledge base of policy makers developed for incorporation of employers' labor demand in policies and programs for youth employment and young women's participation in labor force	<p>Timeframe: End of 2009</p> <p>Output Indicators:</p> <ul style="list-style-type: none"> - "Occupational Outlook" regularly published by ISKUR in cooperation with employers' associations and social partners starting end of 2009. - Gender disaggregated data available in the 'Occupational Outlook' <p>Baseline: No Occupational Outlook with gender disaggregation</p>	<p>Survey questionnaires addressed to employers</p> <p>Gender and youth data in the Outlook</p>	Official ISKUR records	ILO	<p>Assumption:</p> <p>Government partners and employers are committed to cooperate for preparation of an Occupational Outlook</p>
<p>Joint Program Output 2: Local authorities have the capacities and systems in place to increase employment of vulnerable youth including young women and migrants in Turkey's top migration receiving city (Antalya)</p>	<p>Timeframe: End of 2009</p> <p>Output indicators:</p> <ul style="list-style-type: none"> - At least 1 program approved and adopted by the Provincial Employment and Vocational Training Board - At least 3 trainings on results based management, partnership and gender issues given to the Provincial Employment and Vocational Training Board promoting equal participation of men and women. <p>Baseline: No existence of such references.</p> <p>Timeframe: 2008-2011</p>	Annual Work Plan of Antalya Provincial Employment and Vocational Training Board	Board Work Plan to be adopted in November each year	<p>UNDP</p> <p>ILO</p> <p>IOM</p> <p>FAO</p>	<p>Assumption:</p> <p>The political climate and macro-economic situation remains stable. Members of the Provincial Employment and Vocational Training Board agree to adopt policies and interventions to increase employment of youth, including young women and members of migrant families</p>
Output 2.1 Technical and coordination capacities of the local stakeholders involved in implementation and monitoring of youth employment in Antalya developed	<p>Output indicator:</p> <ul style="list-style-type: none"> - Critical employment and women's labor force indicators adopted by the Provincial Employment and Vocational Training Board <p>Baseline: No gender and age disaggregation in service provision and reporting</p> <p>Timeframe: 2009-2011</p>	ISKUR reports	Quarterly reports to the Provincial Employment and Vocational Training Board	UNDP	<p>Assumption:</p> <p>The political climate and macro-economic situation remains stable. Members of the Provincial Employment and Vocational Training Board</p>

Output 2.2 Technical and administrative capacities of Antalya ISKUR developed for implementation of active labor policies, including provision of services tailored to enhance the capabilities of the most vulnerable in the labor market	<p>Output Indicators:</p> <ul style="list-style-type: none"> - Responsiveness of ISKUR placement services to local economic actors and the unemployed youth including women and migrants increased, resulting in a placement rate of 65%, where at least 50% of the newly placed employees will be women. -ISKUR has 1 employability training package tailored to needs of youth with particular emphasis on young women and migrants by the end of 2011 - 400 young people including migrants receive vocational training in non-tourism sectors, ensuring at least 40% young women participants. - At least 800 young people, at least 60% of which are young women, are reached by ISKUR services through job matching, vocational training, and other services in various sectors including tourism <p>Baseline:</p> <ul style="list-style-type: none"> -57% placement rate -No training programs for youth including young women and migrants exists -No existence of vocational training targeting youth including women <p>Timeframe: 2008-2011</p>	ISKUR reports Trainees evaluations Approval document of the training package. Training package itself. List of attendants; training material; evaluation tests.	Quarterly reports to the Provincial Employment and Vocational Training Board	ILO	agree to adopt policies and interventions to increase employment of youth, including young women and members of migrant families Assumption: Local ISKUR Office responsive to the trainings and willing to cooperate for increased outreach to vulnerable youth, including young women and members of migrant families
Output 2.3 Local authorities put specific interventions in place to address the employment and employability issues of young migrants including young women	<p>Output Indicator:</p> <ul style="list-style-type: none"> - At least one program aimed at promoting the employability of young men and women job seekers including migrants in Antalya -Increase in rate and quality of counseling and referral services provided by local agencies to job seekers 	Academic works of Akdeniz University; TURKSTAT data analysis and statistics; quarterly fact sheets, Repertory of good	Commissioned surveys and Joint Program evaluation Timeframe/Frequency: 2008-2010/ midterm	IOM	Assumption: Information available on migrant communities and their employment

	-Measurable improvement of the satisfaction of end customers (job seekers) through the use of questionnaires. Baseline: No such references Timeframe: 2008-2011	practices on integration of rural migrants Occupational Barometer ISKUR Reports	evaluation		situation. Assumption: Migrant young people participate to the trainings
Output 2.4 The potential of the local economy to absorb migration induced labor and to grow in a sustainable manner supported through economic actors	Output Indicators: - Roadmaps developed for at least 3 sectors - At least 3 SME initiatives laid out as short term actions in roadmaps are supported - At least 300 new jobs created in selected sectors - 10% increase in the number of vacancies posted to ISKUR for placements Baseline: - No cluster initiatives as of 2008 - 2041 vacancies posted in 2007 Timeframe: 2008-2011	Cluster maps developed in cooperation with local actors ISKUR records	-Annual ISKUR Reports and Progress Report of the Provincial Vocational Training Board	UNDP	Assumption: Economic actors outside the tourism sector are willing to cooperate in a cluster analysis
Output 2.5 The labor absorption capacity of the agricultural value chain in Antalya enhanced through improved services of Provincial Directorate of Agriculture and Kepez Municipality in coordination with relevant local actors	Output Indicator: - 25% increase in the number of vacancies posted to ISKUR for placements in the agro-business sector -Number of young men and women employed in the agricultural sector by the Exporters Union and Chambers of Commerce increased by 10% Baseline: No existence of such references Timeframe: 2008-2011	Records of Provincial Agricultural Office and Kepez Municipality	- Employment status of trained women to be monitored by Kepez Municipality and Provincial Directorate of Agriculture Timeframe/Frequency: 2008-2010/ midterm evaluation	FAO	Risk: Unemployed women do not continuously participate to the trainings. This risk will be mitigated by tailoring the trainings to the needs and schedule of rural women

9. Legal Context or Basis of Relationship

The cooperation or assistance agreements, which are the legal basis for the relationships between the Government and each of the UN Agencies participating in this Joint Program, will apply. Each agency's activities under this Joint Program will be governed by their respective applicable basic and other agreements.

This Project Document shall be implemented within the legal framework of inter alia the Revised Standard Agreement concerning technical assistance between the Government of Turkey and the UNDP signed by the parties on 21 October 1965. In particular, the provisions of Article V paragraph 1 obligating the government to apply the provisions of the Convention of Privileges and Immunities shall be deemed to apply mutatis mutandis to technical assistance carried out in accordance with this project.

Official ILO presence in Turkey is based on Law 5947 dated 13/06/1952 which established the ILO Manpower Field Office for the Near and Middle East. In 1976 the ILO Governing Body changed country office responsibilities to cover only Turkey and moved the office to Ankara.

The FAO Office in Turkey was established in 1982, based on the 1965 agreement signed between the UN and the Turkish Government via Agreement Number 17636, published in the Official Gazette on 17 March 1982. In July 2006, FAO Office in Ankara became a sub-regional office for Central Asia, covering seven countries in the sub-region.

Turkey has been a member of IOM since November 2004, having ratified a bilateral agreement on the legal status, privileges and immunities of IOM's diplomatic mission to Turkey.

10. Annex A. Work plans and budgets

JP Outcome (adapted from UNDAF Country Program Outcome 2.1 above): Employment policies benefiting the poor (vulnerable groups in the labor market) and women implemented within framework of decent work and social integration (Country Program Outcome 2.1.2, UNDAF)										
UN organization- specific Annual targets	UN.org	Activities	TIME FRAME				Implementing Partner	PLANNED BUDGET		
			Q1	Q2	Q3	Q4		Source of Funds	Amount	
JOINT PROGRAMME OUTPUT 1: A National Youth Employment Action Plan prepared and adopted by ISKUR										
1.1 Necessary groundwork and preparations in place to facilitate drafting of National Youth Employment Action Plan.	ILO	1.1.1. Identify critical national actors who would contribute to the National Youth Employment Action Plan, including women's and youth organizations and the tripartite partners	x				ISKUR	MDG-F	Contracts (N)	5000
		1.1.2. Establish a National Technical Team (NTT) for drafting of the National Youth Employment Action Plan (NAP) and provide training on preparation of NAPs in line with ILO guidelines. (One training to ISKUR HQ, 20 core staff)	x				ISKUR	MDG-F	Training/Workshops Contracts (N) Miscellaneous Travel TOTAL	22,500 20,000 1,500 6,000 50,000
		1.1.3. Provide policy advice, expertise support and secretariat functions to NTT in drafting the NAP		x			ISKUR	MDG-F	Personnel (N)	30,000
		1.1.4. Organize a national conference with critical national actors on youth employment and internal migration within the context of MDG targets 1.B.6 and MDG 3.2, establishing national and localized targets for these MDGs with the participation of IOM and UNDP			x		ISKUR	MDG-F	Training/Workshops	35,000
		1.1.5. Organize workshops on relevant best practices from selected countries in the EU (2 workshops to NTT and social partners, 30 participants total)				x	ISKUR	MDG-F	Contracts(I) Workshop/Trainings TOTAL	12,500 12,500 25,000
		1.1.6. Document and compile national conference proceedings, workshops, EU peer network best practices and the inter-ministerial working group outputs for inputting the drafting of the National Youth Employment Action Plan					x	ISKUR	MDG-F	Contracts Miscellaneous TOTAL
Programme cost										153,500
Indirect costs										10,745
1.2. National capacities developed for preparation of a National Youth	UNDP	1.2.1.Undertake a needs assessment to develop the capacities of the ISKUR to organize participatory and multi stakeholder forums for preparing of a National Youth Employment Action Plan	x				ISKUR	MDG-F	Contracts	5,000

Employment Action Plan through a participatory process	1.2.2. Develop the training programs to be delivered to NTT and other partners involved in preparation of the National Youth Employment Action Plan on statistical literacy, participatory processes, gender mainstreaming, etc.	X							ISKUR	MDG-F	Contracts(N) Personnel (N) Miscellaneous Travel <u>TOTAL</u>	5,000 10,000 8,000 2,000 <u>25,000</u>
	1.2.3. Establish an expert team to provide policy advice to the NTT on issues such as working poor and regional disparities	X							ISKUR	MDG-F	Contracts(N)	<u>28,000</u>
	1.2.4. Provide contributions to the national conference to be organized by ILO within the context of MDG targets 1.8.6 and MDG 3.2, establishing national and localized targets for these MDGs, with the support of the private sector partners, International Poverty Center and national poverty policy makers/practitioners.		X						ISKUR	MDG-F	Travel Personnel <u>TOTAL</u>	15,000 10,000 <u>25,000</u>
	1.2.5. Deliver training to members of NTT and their tripartite and civil society partners on statistical literacy and use of revised Labor Force Survey data and Occupational Outlook data for policy development (2 sets of trainings for 20 ISKUR core staff and 10 partners each)		X						ISKUR	MDG-F	Contracts Workshop/trainings Travel <u>TOTAL</u>	1,000 6,000 3,000 <u>10,000</u>
	1.2.6. Deliver training to members of the NTT and to all those involved on gender mainstreaming (1 training to 30 participants)							X	ISKUR	MDG-F	Contracts Workshops <u>TOTAL</u>	1,000 14,000 <u>15,000</u>
	1.2.8. Organize workshops on the topics of working poor and women's participation in labor force with the participation of NTT, social partners, policy makers, etc)		X						ISKUR	MDG-F	Workshop/Trainings	<u>10,000</u>
	1.2.11. Establish UN Agency support and monitoring system		X						ISKUR	MDG-F	Personnel(N)	<u>20,000</u>
Program cost												138,000
Indirect cost												9,660
1.3. Migration aspects included in National Youth Employment Action Plan and National Technical Team trained on migration management	1.3.1. Identify critical national actors who would contribute to the National Youth Employment Action Plan, including NGOs and academics who work in the area of migration	X							ISKUR	MDG-F		-
	1.3.2. Set up a coordination mechanism among the members of the working group on migration and youth employment.		X						ISKUR	MDG-F	-	-
	1.3.3. Provide policy advice, expertise support and secretariat functions to NTT.							X	ISKUR	MDG-F	Contracts (N) Training/Workshop <u>TOTAL</u>	5,000 5,000 <u>10,000</u>

		1.3.4. Facilitate the organization of a national conference of critical national actors on youth employment and internal migration within the context of MDG targets 1.B.6 and MDG 3.2, establishing national and localized targets for these MDGs with the participation of ILO and UNDP			X		ISKUR	MDG-F	Contracts (N) Travel Training/Workshop TOTAL	5,000 4,000 3,000 12,000
Program cost										
Indirect cost										
1.4. Rural youth employment aspects included in the Youth Employment Action Plan and National Technical Team trained on rural youth employment potentials	FAO	1.4.1. Prepare a Situation Analysis and Policy Report for Rural Youth with emphasis on employment prospects and innovative labor absorption modalities including Antalya experiences;		X			ISKUR	MDG-F	Contracts (N)	10,000
		1.4.2. Provide policy advice, expertise support and secretariat functions to NTT.		X			ISKUR	MDG-F	Contracts (N)	5,000
		1.4.3. Organize two training workshops for 50 participants to enhance understanding and capacities of NTT, social partners on best possible modalities of inclusion of rural youth in NAP.			X		ISKUR	MDG-F	Training/workshop	4,000
		1.4.4. Organize a workshop on best experiences of FAO on rural employment for NTT and their social partners (30 participants).			X		ISKUR	MDG-F	Personnel (I)	3,000
		1.4.5. Organize a special advocacy meeting for the Agriculture Committee of the Parliament with the participation of 15 members and 3-5 Member of Parliament (MPS) from Antalya.			X		ISKUR	MDG-F		-
Program cost										
Indirect cost										
1.5 Capacities developed for statistical monitoring of youth (un) employment and migration with focus on young women's participation in the labor force by the National Statistical Agency (TURKSTAT)	ILO	1.5.1. Update/Revise Labor Force Survey questionnaires to incorporate youth, migration, disability and gender concerns (Linkage to IOM output)			X		TURKSTAT ISKUR	MDG-F	Personnel (N) Equipment Travel TOTAL	30,000 5,000 5,000 40,000
		1.5.2. Incorporate School-to-Work Transition questions into Youth Employment survey to be conducted by TURKSTAT			X		TURKSTAT ISKUR	MDG-F	Contracts (I) Contracts (N) TOTAL	12,500 114,000 126,500
Program cost										
Indirect cost										
1.6 Analytical knowledge base of policy makers developed for incorporation of employers' labor demand in policies	ILO	1.6.1. Assess technical assistance needs of ISKUR and employers' associations in preparation of an occupational outlook and provide technical assistance to key actors		X			ISKUR TURKSTAT	MDG-F	Personnel (N) Contracts (N) Total	10,000 5,000 15,000
		1.6.2. Develop a national model for long-term occupational outlook in consultation with ISKUR and employers' organizations		X		X	ISKUR TURKSTAT	MDG-F	Contracts (N)	14,400

	2.1.6. Provide ISKUR with tools for collection and processing of gender disaggregated data					X		Prov. Empl. and Voc. Training Board and City Council of Antalya	MDG-F	Contracts (N)	5,000
	2.1.7. Establish critical employment and women's labor force participation indicators for adoption by the Provincial Employment Board with support from ILO					X		Prov. Empl. and Voc. Training Board and City Council of Antalya	MDG-F	Contracts (N)	10,000
	2.1.8. Deliver training to local governance actors (Employment Board, City Council, Municipality) on statistical literacy and use of new Labor Force Survey and Occupation Outlook data for policy development						X	Prov. Empl. and Voc. Training Board and City Council of Antalya	MDG-F	Contracts (N) Training	2,000 3,000
	2.1.9. Critical outcome indicators agreed to by the City Council of Antalya, based on human rights based approaches, against which performance of Municipal and other local government authorities will be monitored						X	Prov. Empl. and Voc. Training Board and City Council of Antalya	MDG-F	TOTAL	5,000
	2.1.10. Set up the Joint Program office and provide support to ensure continued information flow and organization of forums for local governance actors					X	X	Prov. Empl. and Voc. Training Board and City Council of Antalya	MDG-F	Personnel (I) Equipment	24,000 3,000
										TOTAL	27,000
Program cost											73,000
Indirect cost											5,110
2.2 Technical and administrative capacities of Antalya ISKUR developed for implementation of active labor policies, including provision of services tailored to enhance the capabilities of the most vulnerable in the labor market	ILO										
2.3 Local authorities put specific interventions in place to address the employment and employability issues of young migrants, including young women	IOM										

2.4 The potential of the local economy to absorb migration induced labor and to grow in a sustainable manner supported through economic actors	UNDP	2.4.1. Undertake an assessment of the potentials of local economic sectors from the perspective of applying the EU Regional Policy and the Lisbon Strategy to identify opportunities for employment creation	X					Chamber of Commerce	MDG-F	Contract (I)	10,000
		2.4.2. Identify at least three sectors that are youth and women friendly through the regional Competitiveness Agenda applications	X					Chamber of Commerce	MDG-F	Contract (I) Personnel (N) TOTAL	2,000 13,000 15,000
		2.4.3. Develop the cluster maps for the selected sectors			X			Chamber of Commerce	MDG-F	Contract (I)	5,000
		2.4.4. Conduct workshops with the cluster actors for the selected three sectors (at least 2 workshops for 3 sectors)			X			Chamber of Commerce	MDG-F	Workshop/Trainings	20,000
		2.4.5. Develop short, medium and long term roadmaps for development of the selected sectors				X		Chamber of Commerce	MDG-F	Contracts (I)	80,000
		2.4.6. Conduct pre-feasibility and feasibility studies of local clustered initiatives and vertical integration schemes (at least 1 cluster)				X		Chamber of Commerce	MDG-F	Contracts (N)	20,000
		2.4.7. Provide technical assistance to implement the short term actions of the roadmap				X		Chamber of Commerce	MDG-F	Personnel (N)	2,000
		2.4.8. Establish local governance mechanisms to implement and monitor the medium to long-term actions of the roadmaps					X	Chamber of Commerce	MDG-F	Contracts (N)	29,000
		2.4.9. Support selected local initiatives to develop these sectors					X	Chamber of Commerce	MDG-F		-
	Program cost										
Indirect cost											12,670
2.5 The labor absorption capacity of the agricultural value chain in Antalya is enhanced through improved services of Provincial Directorate of Agriculture and Kepez Municipality in coordination with relevant local actors	FAO	2.5.1. Assess the effectiveness of vocational training services provided by the Provincial Directorate of Agriculture and Antalya Kepez Municipality with collaboration of and employment guaranteed by Antalya Cut Flower Exporters Union & Chamber of Commerce	X					Antalya Provincial Directorate of Agriculture, Antalya Kepez Municipality,	MDG-F	Contracts (N)	15,000
		2.5.2. Assess the effectiveness of extension services provided by the Provincial Directorate of Agriculture and Kepez Municipality geared towards increasing productivity of agricultural enterprises that absorb especially women labor	X					Antalya Provincial Directorate of Agriculture, Antalya Kepez Municipality,	MDG-F	Personnel(I) Contracts (N) Travel TOTAL	2,300 4,500 3,200 10,000
		2.5.3. Based on assessment, design and pilot training programs targeted at agricultural enterprises and especially for women labor	X					Antalya Provincial Directorate of Agriculture, Antalya Kepez Municipality,	MDG-F	Personel (I) Contracts (N) Workshop/training TOTAL	2,700 2,000 5,500 10,200
		Total Planned Budget Year 1 for Output 2									
Total Planned Budget Year 1 for Output 2 including indirect costs											309,444

1. Annex B: Terms of Reference and Rules of Procedure for the National Steering Committee and Terms of Reference of Program Management Committee

Part I: Terms of Reference - National Steering Committee

1. Introduction

The National Steering Committee in Turkey (the "NSC") is established to oversee and coordinate the operations of MDG-F supported Joint Programs. Until present, this includes the MDGF 1680: Enhancing the Capacity of Turkey to Adapt to Climate Change in and MDGF 1792: Alliances for Culture Tourism in Eastern Anatolia' in accordance with the Terms of Reference of the Fund.

2. Role of the NSC

The NSC has the overall responsibility for Joint Program activities. It will provide strategic guidance and oversight and approve the Program Document including subsequent revisions and Annual Work Plans and Budgets. The NSC will be co-chaired by the UN Resident Coordinator (RC) and a Government Representative. To the extent possible, the NSC will use existing coordination mechanisms in Turkey to undertake the process of planning and stakeholder consultation that the programme operations will require.

3. Structure and Composition

■ **Membership:** The members of the NSC include:

- A representative of the Government of Turkey as Co-chairperson: Mr. Nuri Duman, Under secretariat of State Planning Organization (SPO).
- The United Nations Resident Coordinator (RC), as Co-chairperson: Mr. Mahmood A. Ayub, UN Resident Coordinator.
- A local representative from Government of Spain: Ms. Maria Molina Alvarez de Toledo, Embassy of Kingdom of Spain.

■ **Frequency of meetings:** The NSC will normally meet semi-annually. Additional meetings based on the requirements of the Programme may be convened exceptionally. The meetings will be convened by the Chairperson. For emergency issues the NSC may conduct its business electronically.

■ **Agenda:** The agenda and supporting documentation will be prepared and disseminated by the Resident Coordinator's office. NSC members may make requests for items to be included on the agenda.

■ **Quorum:** A quorum of the NSC will consist of all the committee members.

■ **Observers:** Non-governmental, civil society and other organizations may be invited to participate in NSC meetings as observers, based on the following two primary criteria: (a) Involvement of the organization in projects financed or to be financed from the Programme; and (b) Impact of projects financed from the Joint Programme on the activities of the organisation. Decisions to invite observers or representatives of the relevant participating UN organisation will be made by the Co-chairs.

4. Responsibilities of the NSC

The primary responsibilities of the NSC are to:

- Review and approve these Terms of Reference (TOR) and Rules of Procedure, based on the generic TOR, and amend them, as necessary, in consultation with the AA.
- Review and endorse the Programme Document and Annual Work Plan and Budget submitted

by participating UN organisations; ensure their conformity with the requirements of the Fund and in particular decisions of the MDG-F Steering Committee; ensure the quality of programme documents to receive funding from the Fund. Minutes of meeting to be sent to MDG-F Secretariat with final programme submission.

- Discuss the Joint Programme requirements and priorities concerning, *inter alia*:
- programme management, including consistent and common approaches to project costing, cost recovery, implementation modalities, results-based reporting and impact assessment,
- information management, including appropriate Fund and donor visibility.
- Ensure that appropriate consultative processes take place with key stakeholders at the country level in order to avoid duplication or overlap between the Fund and other funding mechanisms.
- Approve the reporting mechanism for the programme.
- Review findings of the summary audit reports consolidated by the Administrative Agent; highlight lessons learned and periodically discuss follow-up by participating UN organisations on recommended actions with programme-wide impact.
- Approving the strategic direction for the implementation of the Joint Programme within the operational framework authorized by the MDG-F Steering Committee
- Approving the documented arrangements for management and coordination
- Approving the annual work plans and budgets as well as making necessary adjustments to attain the anticipated outcomes
- Reviewing the Consolidated Joint Programme Report from the Administrative Agent and provide strategic comments and decisions and communicate this to the Participating UN Organizations
- Suggesting corrective action to emerging strategic and implementation problems
- Creating synergies and seeking agreement on similar programmes and projects by other donors
- Approving the communication and public information plans prepared by the PMCs.

5. Decisions

The NSC should make decisions by consensus. The decisions of the NSC will be duly recorded. Prior to presenting a position on an issue to the NSC, the participating UN organisation will ensure that this is in line with their regulatory requirements. Any decision by the NSC which deviates from a previously endorsed position has to be referred back to the participating UN organisation for endorsement in order to be binding.

Decisions on programme documents, including revisions and Annual Workplans and Budgets will only be taken upon completion of a review by the Programme Management Committee (PMC).

6. Support to the NSC

The NSC will establish a support function, which reports to the Chairpersons of the NSC. The support function will facilitate the work of the NSC. The RC's office will provide the primary support to the NSC.

Under the direct supervision of the Chairpersons of the NSC, the NSC Support Office will be responsible for, *inter alia*:

- Periodically reviewing the Rules of Procedure of the NSC, and in consultation with the Co-chairs, recommend changes or revisions to the NSC.
- Liaising with the PMC on programme review and analysis.
- Calling and organising meetings of the NSC.
- Developing and circulating meeting agendas and minutes.
- Documenting, communicating and ensuring follow-up of the NSC's decisions particularly

ensuring the submission – no later than one business day after the NSC meeting – of appropriately signed and complete documentation on approved programme related documents to the Administrative Agent (the UNDP Multi-Donor Trust Fund Office in New York).

7. Public Disclosure

The NSC will ensure that decisions regarding programme approvals, periodic reports on the progress of implementation of the programme and associated external evaluations are made available for public information. Such reports and documents may include: records of decisions, summary sheets of approved Joint Programmes, annual financial and progress reports, summary of internal and external programmatic evaluation reports.

The NSC will take all reasonable steps to ensure the accuracy of such documents and that confidential materials are not disclosed.

The participating UN organisations will also take reasonable steps to ensure the accuracy of their postings on their respective websites regarding their programme operations and activities, in consultation with the NSC.

8. The Role and Accountability of the Resident Coordinator

The Fund will rely on UN Resident Coordinator (RC) to facilitate cooperation between Participating UN Organizations to ensure that the programme is on track and that promised results are being delivered.

Part II: Rules of Procedure – National Steering Committee

1. Review of Strategy

The NSC will review the progress of the Joint Programme to ensure coherence and collaboration with the Programme and other national programmes, maintaining close collaboration with national authorities to ensure flexible adaptation of MDG-F funded activities.

2. Funding release

- Based on the approval of the NSC and the receipt of duly signed Submission Form and relevant Project Document, the Administrative Agent will transfer approved funds to the particular participating UN organisations, after ensuring consistency with programme document signed by the participating UN organizations.
- The first installment of funds will be transferred within three to four business days from receipt of documentation from the NSC. Installments are annual and the first release will be made in accordance with the budget of year one.
- Subsequent installments will be in accordance with Annual Work Plans approved by the NSC. The release of funds is subject to meeting a minimum expenditure threshold of 70% of the previous fund release to the participating UN organisations combined.
- If the 70% expenditure threshold is not met funds will not be released to any agency, regardless of the threshold being met by an individual Participating UN Organization.
- If the overall expenditure of the programme reaches 70% before the end of the twelve-month period, the participating agencies may upon endorsement by the NSC request the MDTF Office to release the next installment ahead of schedule.

3. Reporting

- In line with the Memorandum of Understanding (MOU) between the Administrative Agent and participating UN organisations, the latter will submit, on an annual basis, financial and progress reports to the Administrative Agent. The Administrative Agent is responsible for consolidated reporting to the NSC at the country and the Fund Steering Committee at the global level,

respectively.

- The PMC will sign off on the Narrative Joint Programme Progress Report before it is submitted to the Administrative Agent.
- The Office of the Resident Coordinator will ensure that the AA's Consolidated Joint Programme Progress Reports are distributed to NSC members and other relevant parties.
- Decisions and comments by the NSC will be shared with all stakeholders in order to ensure the full coordination and coherence of MDG-F efforts.
- The MDTF Office will issue an annual AA Management Brief for each programme, which contains analysis of fiduciary requirements and key management achievements and challenges as well as recommendations for improvements or corrective action as required. The assessment, takes into account latest policy direction from the Secretariat and Steering Committee; best practices observed throughout Fund activities; audit recommendations; MTR observations; and adherence to Rules and regulations. The AA Management Briefs will be written in English.
- At the Fund-wide level, the MDTF Office designs reporting systems and mechanisms to facilitate that fiduciary requirement can be met by the Participating UN Agencies. The MDTF office will provide the Consolidated Joint Programme Progress Report for each programme and other reports as appropriate to the Fund Steering Committee through the Secretariat.
- Participating UN Organizations will be encouraged to provide Quarterly Updates. The Quarterly Updates would be provided at the outcome level. The Quarterly Update is designed to satisfy basic information requirements to serve as a high level management tool for the Fund, while still being easy for the Country Teams to comply with. The MDTF Office will design and role out an online system to capture the Quarterly Updates.
- Consolidated annual reports should include a section on the activity of the NSC.
- Timeline for submission of reports is shown in the chart below.

Report Name	Coordinating Author / Consolidator	Approving Authority	Dead-Line (reporting period: 1 Jan-31 Dec)	Required Language
Consolidated Joint Programme Progress Report (including AA Management Brief, JP Narrative Report)	MDTF Office	MDTF Executive Coordinator	31 May	AA Management Brief in English
Narrative Joint Programme Report	Participating UN Organizations jointly at Country level	PMC	28 February	Working Language of CO/English
Financial Progress Reports	Participating UN Organizations HQ Level	Financial Officer/ Comptroller	31 March	English

Part III: Terms of Reference – Programme Management Committee

1. Programme Management Committee

A Program Management Committee (PMC) will be established to provide operational coordination to the Joint Program. The PMC is composed of the participating UN agencies of the Joint Program and ISKUR. The UN Resident Coordinator (RC) or his/her representative will chair the PMC. TURKSTAT, representatives of Antalya City Council and representatives of business community can be invited to the Committee meetings as needed.

The PMC meets quarterly, but may have to meet more often depending on the need to address issues related directly to management and implementation of the program.

The responsibilities of the PMC will include:

- Ensuring operational coordination;
- Appointing a Joint Program Manager (based in Ankara), Employment Focal Point (based in Ankara) and Finance/Admin Assistant (based in Ankara) and Site Officer (based in Antalya);
- Managing programme resources to achieve the outcomes and output defined in the programme;
- Aligning MDG-F funded activities with the UNDAF approved strategic priorities;
- Establishing programme baselines to enable sound monitoring and evaluation;
- Establishing adequate reporting mechanisms in the programme;
- Integrating work plans, budgets, reports and other programme related documents; and ensures that budget overlaps or gaps are addressed;
- Providing technical and substantive leadership regarding the activities envisaged in the Annual Work Plan and provides technical advice to the NSC;
- Establishing communication and public information plans;
- Makes recommendation on re-allocations and budget revisions to the NSC and the RC;
- Addresses emerging management and implementation problems; and
- Identifies emerging lessons learned.