


Total Budget:	USD 3,980,000		
Budget by Agency:	IOM: 658,906	ILO: 1,504,206	
	UNDP: 1,157,768		
	FAO: 659,120		
Participating Gov. Entities:	Ministry of Foreign Affairs, Ministry of Labor and Social Security		
Start Date:	2 October 2009		
End Date:	2 October 2012		
Extension:	Not yet requested		
Disbursements:	First Disbursement:	2 October 2009	USD 906,193
	Second Disbursement:	10 November 2010	USD 1,514,050
	Third Disbursement:	24 August 2011	USD 1.539,757
In Brief:	<p>The overall objective of the Joint Program (JP) is adoption and implementation of employment policies benefitting 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 migrant communities and increase the participation of 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 women. A 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.</p>		
Outcomes:	<ul style="list-style-type: none"> • Employment policies benefiting the poor (vulnerable groups in the labor market) and women implemented within framework of decent work and social integration 		
			
Regions of Intervention:	<ul style="list-style-type: none"> • National level, and Antalya 		
MDGs	MDG1 T1.B, MDG3 T3.2		
Beneficiaries to date	Direct	Indirect	
<ul style="list-style-type: none"> • No. Institutions • Men and Women 	<ul style="list-style-type: none"> - 45 institutions - 69 companies (mainly SMEs) for cluster studies - 940 individuals 	<p>The indirect beneficiaries so far have been the institutions cooperating with the JP stakeholders, end-users in the city benefitting from employment, data, vocational education and training services of beneficiary institutions (i.e. VET providers to implement and unemployed youth to benefit from the developed programs in the future); and on national level, equivalent institutions of institutional stakeholders in Antalya.</p>	

Project coordinator: Previous JPC resigned, post is currently under recruitment. Focal point: Ceren Gokce
 RCO Focal Point: Halide Caylan

Status	Generally on-track, with some delays due in part to partner's capacity issues at local level as well as staff turnover.																									
Estimated financial execution status as of the June 30, 2011 biannual report:	<table border="1"> <thead> <tr> <th>Year</th> <th>Total</th> <th>Transferred</th> <th>Committed</th> <th>Disbursed</th> </tr> </thead> <tbody> <tr> <td>2009-2</td> <td>3,980,000.00 (100,00%)</td> <td>926,193.00 (23,27%)</td> <td>926,193.00 (23,27%)</td> <td>59,267.00 (1,49%)</td> </tr> <tr> <td>2010-1</td> <td>3,980,000.00 (100,00%)</td> <td>926,193.00 (23,27%)</td> <td>926,193.00 (23,27%)</td> <td>456,366.00 (11,47%)</td> </tr> <tr> <td>2010-2</td> <td>3,980,000.00 (100,00%)</td> <td>2,440,243.00 (61,31%)</td> <td>1,514,050.00 (38,04%)</td> <td>149,763.00 (3,76%)</td> </tr> <tr> <td>2011-1</td> <td>3,980,000.00 (100,00%)</td> <td>2,460,243.00 (61,82%)</td> <td>2,430,171.00 (61,06%)</td> <td>1,722,736.00 (43,28%)</td> </tr> </tbody> </table>	Year	Total	Transferred	Committed	Disbursed	2009-2	3,980,000.00 (100,00%)	926,193.00 (23,27%)	926,193.00 (23,27%)	59,267.00 (1,49%)	2010-1	3,980,000.00 (100,00%)	926,193.00 (23,27%)	926,193.00 (23,27%)	456,366.00 (11,47%)	2010-2	3,980,000.00 (100,00%)	2,440,243.00 (61,31%)	1,514,050.00 (38,04%)	149,763.00 (3,76%)	2011-1	3,980,000.00 (100,00%)	2,460,243.00 (61,82%)	2,430,171.00 (61,06%)	1,722,736.00 (43,28%)
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Main Achievements:	<p>National Technical Team (NTT) was established as participatory and multi-stakeholder mechanism. Training programs were conducted to develop members' capacity. The NTT completed the final draft of the National Youth Employment Action Plan (NYEAP) which will be submitted for approval and adoption by the Ministry and ISKUR in the post-election period. The NYEAP will lay the policy, budgetary and institutional framework for this objective.</p> <p>To provide support and outreach for unemployed youth who have limited access to ISKUR services, the JP conducted labor market research and developed a communication strategy to increase awareness on ISKUR & its service for unemployed youth & employers. The delivery of vocational trainings for unemployed youth is under way.</p> <p>Training of Trainers programs were delivered to 27 staff from ISKUR in three modules, and cascaded trainings are planned for both ISKUR staff within capacity development and for unemployed youth within VET programs.</p>																									
<p>Does the JP incorporate gender considerations in the activities/outputs/outcomes?</p> <p>NYEAP has been drafted with a special emphasis for gender equality interventions Technical assistance provided to the government includes gender perspectives, for example the introduction of the Occupational Outlook a national model for long term occupational forecasting with gender and migration in perspective Tailored training programs for women are implemented, and VET programs to increase employability are delivered with a gender sensitive approach encouraging participation of women.</p>																										
Observations																										
Paris Declaration	<p>Leadership of national and local governmental institutions:</p> <p>There is strong involvement and ownership of ISKUR which is directly involved in the implementation of JP activities, and benefits from capacity building efforts. In addition, İŞKUR is financing the vocational training designed and developed by the programme.</p> <p>At the local level, ISKUR Provincial Directorate in Antalya has struggled with shortage of qualified staff and heavy workload which has been partially relieved in the aftermath of joint efforts of the program and ISKUR. The re-organization efforts of the ISKUR general directorate are expected to bring some positive changes in terms of staff qualification and numbers as well as in improving business processes. 27 staff, 5 of whom are from Antalya have been trained in the course of capacity building activities, and 70 new staff are expected to be placed as job counsellors at ISKUR Antalya in October 2011.</p> <p>Involvement of CSOs and citizens:</p> <p>Cooperation with the City Council is not at a desired level, but efforts are under way to increase collaboration. Tourism Sector Group under the City Council was closely involved in the sector scan activities. UNJP initiated a ground for cooperation with their Women Assembly and Youth Assembly. ATSO and Free Trade Zone Investors Association have been closely involved in UNJP since Inception phase. This Joint Program is focusing on developing a local mechanism to strengthen youth participation. A workshop will be organized to mobilize youth NGO's in Antalya with the support of Youth Employment Association (who is also a member of NTT) and Akdeniz University.</p> <p>Alignment and Harmonization:</p> <p>This joint programme complements government's efforts in developing a national strategy on employment. Specifically, this JP helps filling in the youth employment component of this overall national strategy, incorporating in a realistic and applicable action plan.</p>																									

	<p>The Ministry is also keen on strengthening the capacity of İŞKUR and modernizing its services, and the JP is also one of the major capacity-building programmes that aims to build capacity at İSKUR. Therefore the timing of the JP fits in very well with the ongoing restructuring efforts of the new senior management at İSKUR.</p> <p>İSKUR / UN engagement presents an effective case of partnership that promotes a multi-stakeholder approach, using consultative planning processes and effective facilitation to promote understanding, collaboration and cooperation among partners.</p> <p>Innovative elements in mutual accountability:</p> <p>PMCs and NSCs are held regularly providing a venue for information sharing and decision making. PMC is chaired by the UN RC. In addition, a National Technical Team (NTT) provides a useful coordination platform with its 22 members from selected key stakeholders working on youth employment issues.</p> <p>Coordination Meetings with İSKUR and UN agencies are held in order to sustain cooperation.</p> <p>There is a regular information-sharing mechanism (by e-mail) with İSKUR National Technical Team Coordinator who leads the JP at the İSKUR side.</p> <p>At the local level coordination will be ensured by the participation of relevant local actors, through the Provincial Employment and Vocational Training Board.</p>
<p>Delivering as One</p>	<p>Innovative elements in harmonization of procedures and managerial practices:</p> <p>Recruitment of JP team done jointly; TOR's for experts are prepared through a joint consultation process; sector-scan study of UNDP aligned with FAO's agricultural sector studies in the field; Labour Market Survey in Antalya conducted jointly by UNDP and ILO; Institutional needs assessment studies aligned with ILO, IOM and FAO capacity assessments in the field; Migration Research of IOM is planned in consultation with ILO, UNDP and FAO; Training Programme on Job Counselling, Matching, Placement and Basic Life Skills were developed and delivered as a joint activity; Communication activities were conducted jointly in accordance with UNJP-YEM Communication Strategy; Cooperation of UNDP and FAO has been initiated in relation to Seed-Processing Sector clustering as well as in Cut-flowers sector; Joint missions are held to Antalya.</p> <p>Role of the RCO and synergies with other MDG-F JPs:</p> <p>RCO provides support to the JPs and ensures collaboration among the programmes through regular meetings.</p> <p>Inter-agency coordination:</p> <p>Joint Coordination meetings with UN agencies are held on a monthly basis in order to ensure effective coordination among UN agencies</p>
<p>Sustainability (concrete actions and strategic partnerships)</p>	<p>Sustainability Plan in place? Not yet</p> <ul style="list-style-type: none"> • Measures to improve sustainability include the adaptation of the NYEAP into the National Employment Strategy that will be launched by the Government by the end of 2011; with financial commitment from İSKUR and the Ministry of Labor. • JP will improve capacities at İSKUR and the Provincial Employment and Vocational Training Board (PEVTB) in the form of a well structured organization with defined responsibilities, trained staff, technical and managerial capacities. • JP will improve decision-making and programming capacities at İSKUR and PEVTB based on reliable statistical information and thorough analysis as part of a standard and replicable model. • Core staff and National Technical Team members likely to remain in their positions, to support the development and implementation of NYEAP. • Local ownership by sector representatives is fostered to ensure that clustering efforts will continue on priority economic sectors with a long-term vision, in coordination with Regional Development Agency. • Local funding sources (local government; regional development agencies; or private sector etc) will be enabled for the implementation of development activities in priority sectors • JP will improve quality of monitoring & evaluation system at İŞKUR for effective performance assessment of provincial directorate, for effective analysis of the impact of VET's , matching and placement services delivered for youth.
<p>Innovation and Scale-up</p>	<p>Some examples of good practices and possible models for replication are listed below:</p> <ul style="list-style-type: none"> • National Technical Team: A technical group of experts, as a successful example of participatory mechanism, available for consultation for the implementation of NYEAP and development of other complementary projects. • İSKUR & TURKSTAT Labour Market Analysis: İSKUR and TURKSTAT agreed in 2010 to work

	<p>together to identify the demand for labour through a questionnaire covering 81 provinces. The JP piloted this in Antalya.</p> <ul style="list-style-type: none"> • Occupational Outlook: A national model for long-term occupational outlook will be developed in consultation with ISKUR, social partners and employers' organizations. • Sectoral Analysis focusing on economic growth and employment generation potential of strategic sectors: A long-term development vision for Antalya; as well as an input for the PEVTB in the programming of VETs. • Training of Trainers on Business Coaching as a replicable model for further dissemination to other staff members, Model provincial office in Antalya with trained staff and improved processes. • IOM Research: First example of a quantitative and qualitative research in cooperation with ISKUR, TURKSTAT and academia on the impact of internal migration on youth employment. • New VET model on Cut flowers sector with on the job training component- which can be applicable to other agricultural sectors. • Promotion and Communication of ISKUR Services: New communication plans and materials to promote new ISKUR services in order to ensure that job-seekers and employers become more aware of ISKUR success stories and good practices 	
External Factors and mitigation	<p>Political climate: As a result of national elections in June 2011, a new Minister of Labor and Social Security was assigned. According to the new government programme launched, the Ministry of Labor and Social Security continues to keep youth unemployment as a priority issue in the country's agenda and is keen to develop a National Employment Strategy (NES).</p>	
Communication and Advocacy	<p>C&A plan in place? Yes</p> <p>In order to ensure the ownership of related ministries, UN-YEM executed series of advocacy events during April-May-June and in September 2011 (FAO with the Ministry of Agriculture; IOM with the Ministry of Interior; ILO with the Ministry of Labor and social partners; and UNDP with MOD and Ministry of Education etc). These events emphasize Growth with Decent Work and National Policy Coherence.</p> <p>A Monthly Action Plan for Communication Activities and Events has been developed helping to organize and implement communication events on regular basis.</p> <p>Strategy is linked with the ILO-led YEM Knowledge Management System and also the local KMS system initiated by the UN Turkey.</p> <p>There will be an added emphasis on the use of social media within the communication and advocacy activities.</p>	
M&E	<p>The JP has worked further on its M&E Framework; in addition the programme support the strengthening of ISKUR's M&E system to become more functional and efficient, as this is crucial to ensure effective and productive implementation of programs in place.</p>	
Missions from MDG-F Secretariat:	Date: September 2009	Members: Sophie de Caen, Paula Pelaez
Mid Term Evaluation:	<p>Evaluator: Samir Mourshed</p> <p>Period: May-August 2011</p>	