

**MDG-F 1848:  
UN JOINT PROGRAMME “GROWTH  
WITH DECENT WORK FOR ALL:  
NATIONAL YOUTH EMPLOYMENT  
PROGRAM AND PILOT  
IMPLEMENTATION IN ANTALYA”**

INCEPTION REPORT, 26 February 2010

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<b>LIST OF ABBREVIATIONS</b>
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AA	Administrative Agent
DRR	Deputy Resident Representative
EU	European Union
IR	Inception Report
ISKUR	Turkish Employment Organization
JP	Joint Programme
JPM	Joint Programme Manager
JPSM	Joint Programme Site Manager
JPT	Joint Programme Team
M&E	Monitoring and Evaluation
MDG	Millennium Development Goals
MDG-F	Millennium Development Goals Achievement Fund
MoNE	Ministry of National Education
MoL	Ministry of Labor and Social Security
NGO	Non-Governmental Organization
NYEAP	National Youth Employment Action Plan
NSC	National Steering Committee
NTT	National Technical Team
PMC	Programme Management Committee
PEVTB	Provincial Employment and Vocational Training Board
RC	Resident Coordinator
SPO	State Planning Organization
UN	United Nations
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNJP-YEM	UN Joint Programme on Youth, Employment and Migration entitled ‘Growth with Decent Work for All: National Youth Employment Program and Pilot Implementation in Antalya’

## 1. INTRODUCTION AND CONTEXT

The overall objective of the Joint Programme (JP) entitled ‘Growth with Decent Work for All: National Youth Employment Program and Pilot Implementation in Antalya’ 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%. More worrisome, according to 2006 figures, youth unemployment remained at 19%, almost double the national unemployment level. Moreover, within the 15-24 age group, the labour force participation rate for women was around 24%, while it was 51% for men in the same year. The global economic crisis has further deteriorated the situation. In October 2009 the overall unemployment rate reached 13% and the rate of youth unemployment hovered around 24%. Due to the effects of the crisis and the government’s crisis response measures, labour force participation rate of young women increased to 27%, still the lowest among OECD countries, while young men’s participation in the labour force reached almost 53% by October 2009.

The expected results from this Joint Programme are:

- A National Youth Employment Action Plan (NYEAP), with a focus on migration, gender concerns and rural employment will be prepared and adopted by İSKUR, involving relevant parties.
  - Capacities of policy makers and practitioners developed for preparation and implementation of NYEAP;
  - The UN Joint Programme will contribute to the effective implementation of active employment policies at the local level through İŞKUR and the Provincial Employment and Vocational Training Boards.
  - In order to increase employment rates among young men and women in one of Turkey’s highest migration receiving provinces-Antalya, capacities of the local authorities and local employment offices will be improved.
  - In Antalya, the potential of the local economy to absorb migration induced labor and to grow in a sustainable manner supported through economic actors, with support to sectors with a competitive advantage

It is with this understanding that the UN Country Team in Turkey, in cooperation with the government and non-governmental partners, developed a proposal to support the government’s efforts to develop employment policies targeting youth, and to build a model for implementation in Antalya. This is clearly a priority for Turkey, as laid out in Ninth Development Plan, and as communicated at the international level through international commitments and Conventions. With the Joint Programme, Turkey will fulfil its obligations in preparing a National Youth

Employment Action Plan after joining the United Nations Youth Employment Network (YEN) as a lead country in January 2006.

Discussions with the government, and the national partner ISKUR helped develop the priorities of this Joint Program, and to select Antalya as a pilot province. This program will not only focus on employment, but on decent work opportunities for youth. It will not target youth in general, but will have specific focus on those who are generally ignored in employment policies, i.e. young women and disadvantaged youth. This includes those who come from migrant families and have disadvantages with regards to education and integration within their new community.

## **2. INCEPTION PHASE**

The Joint Programme entitled ‘Growth with Decent Work for All: National Youth Employment Program and Pilot Implementation in Antalya’ was launched on 13 July 2009 in Antalya with the participation of Turkish Employment Organization (ISKUR), participating UN agencies UNDP, ILO, FAO and IOM, Antalya Governorate, local authorities and representatives from Antalya.

The Inception Phase started as of 2 October 2009 with the official transfer of the Joint Programme budget.

The Inception Phase covers the period from 2 October 2009 to 15 February 2010, until the submission of the Inception Report.

### **2.1. Inception Phase activities and outputs**

The activities listed below were undertaken during the Inception Phase from 2 October to 15 February 2010:

1. Recruitment and Programme Team start-up: The Joint Programme staff started to work as of 24 November 2009, with the approval of service contracts. The Joint Programme offices both in Ankara and Antalya were set up as of 28 December 2009.
2. Critical national actors who would contribute to the National Youth Employment Action Plan were determined.
3. Meetings among UN agencies and national partner in order to discuss the establishment of National Technical team and profile of its members.
4. Field visit of UNJP Manager to Antalya and participation to the Provincial Employment Board meeting on 21 October 2009.
5. Inception Mission of FAO in Antalya was conducted on 23-25 November 2009.
6. A wider Inception Visit conducted to Antalya with the participation of UN agencies representatives, in cooperation with ISKUR headquarters and Iskur Provincial Directorate in Antalya, on 2-3 December 2009.
7. Joint meetings among UN agencies to discuss Annual Work Plan and budget revisions.
8. Members of the Programme Management Committee and the schedule of initial meeting agreed.

9. Consultation meetings held with ISKUR, Ministry of Labor and Social Security, TURKSTAT, State Planning Organization.
10. Consultation meetings held with international organizations (World Bank, EC Delegation etc) who also conduct technical assistance projects in the field of employment.
11. Joint Meeting to assess existing labor market statistics held with the participation of ISKUR General Directorate, TURKSTAT General Directorate, TURKSTAT Regional Directorate in Antalya and UN agencies.
12. Joint Coordination Meeting was held on 11 January 2010, with the participation of national partner ISKUR, from both headquarters and Antalya Provincial Directorate, and participating UN agencies.
13. Field visit of ILO Director, National Coordinator of the JP from ISKUR , ILO Employment Advisor and UNJP Manager to Antalya to participate the Provincial Employment Board meeting on 14 January 2010.
14. The first Color Coded AWP Report was submitted to MDG-F Secretariat on 20 January 2010.
15. Kick-off meeting and training seminar for the National Technical Team was delivered by ILO on 26-27 January 2010 in Antalya.
16. Inception Conference was held in Antalya on 28-29 January 2010, with the participation of 120 representatives from national and local stakeholders.
17. The first Monitoring Report of the Joint Programme was submitted to MDG-F Secretariat on 30 January 2010, to provide an update on JP activities in the first quarter, from 2 October to 31 December 2009.
18. Budget Coordination meeting was held on 3 February 2010 with the participation of UN agencies, to discuss and agree on the cost-sharing principles and detailed budget expenditures reporting format.
19. The first Programme Management Committee (PMC) Meeting was held on 8 February 2010, chaired by the UN Resident Coordinator Mr Shahid Najam, with participation of senior representatives from UNDP, ILO, FAO, IOM and national partner ISKUR.
20. The first National Steering Committee (NSC) Meeting was held on 26 February 2010, chaired by the UN Resident Coordinator a.i. Mr Reza Hossini, with the participation of senior representatives from the State Planning Organization and Spanish Embassy. The UNDP Deputy Resident Representative and ILO Turkey Director also attended the meeting.

**The outputs listed below were delivered during the Inception Phase from 2 October to 15 February 2010:**

1. Overview Report, Logistic Assessment and Activity Report (UNJP Manager, 9 November 2009)
2. Summary of the Inception Visit findings (UNJP Manager and Site Manager, 8 December 2009)
3. Inception Mission Report of FAO (FAO Assistant Representative, 9 December 2009)
4. Inception Report Outline (UNJP Manager and Site Manager, 18 December 2009)

5. List of 50 Questions from local stakeholders (UNJP Manager, 21 December 2009)
6. Desk Review -Summary of Local Initiatives in Antalya (UNJP Site Manager, 23 December 2009)
7. UNJP-YEM Inception Conference Event Management Plan (UNJP Manager, 24 December 2009)
8. UNJP-YEM Communication Strategy (UNJP Communication Officer, 24 December 2009)
9. The first Color Coded AWP Report was submitted to MDG-F Secretariat on 20 January 2010.
10. Communication materials : UNJP-YEM Brochure in Turkish and English; Banner; Flags; Conference Folders and Notebooks (UNJP Communication Officer and UNJP Assistant, 25 January 2010)
11. UNJP-YEM Questionnaire Form (UNJP Manager, 27 January 2010)
12. The first Monitoring Report of the Joint Programme was submitted to MDG-F Secretariat on 30 January 2010, to provide an update on JP activities in the first quarter, from 2 October to 31 December 2009.
13. UNJP-YEM Visibility Guideline was prepared (UNJP Communication Officer, 5 February 2010)
14. Monthly Calendar of Project Activities (UNJP Manager, 18 February 2010)
15. UNJP-YEM Web-site Map (UNJP Manager, 18 February 2010)
16. Frequently Asked Questions Paper (UNJP Communication Officer, 18 February 2010)
17. Monthly Plan of Communication Activities (UNJP Manager, 18 February 2010)

**The outcomes listed below were achieved as a result of the Inception Phase:**

- Mechanisms for Joint Programme management are in place to ensure effective oversight and accountability.
- A shared commitment among UN agencies and national partner ISKUR to manage and implement the Joint Programme.
- Greater interest by local stakeholders to monitor and address youth employment issues at the local level, in Antalya.

**2.2. Inception Conference:**

The Inception Conference was held in Antalya on 28-29 January 2010, with the participation of 120 representatives from national and local stakeholders on Day 1 and 85 on Day 2.

A wide range of participants representing various stakeholders both from national and local level raised useful questions and views during interactive Q&A sessions. According to the questionnaires filled-in by the participants, the overall rate of satisfaction was 72%.

The Inception Conference followed the agenda below:

**Day 1: Thursday, 28 January 2010**

14.00-15.00 **Opening Speeches**

Mr Mehmet Ali ÖZKAN, Deputy General Director, Turkish Employment Organization

Ms Ulrika RICHARDSON-GOLINSKI, Deputy Resident Representative, UNDP

Mr Süleyman ÇELEBİ, DİSK General Director

Mr Salim USLU, HAKİŞ General Director

Ms Maria Molina, Councillor, Embassy of Spain

Mr Osman ŞİMŞEK, Deputy Director General, Minister of Agriculture and Rural Affairs

Mr Mehmet SEYMAN, Antalya Deputy Governor

15.00-15.15 Coffee Break

**15.15-17.00 Session 1: Presentation of the UN Joint Programme**

Chair: Ms Gülay ASLANTEPE, ILO Turkey Director

Mr Ferudun GİRESUN, Head of Labor Force Department, Turkish Employment Agency

Ms Ümit EFENDİOĞLU, Senior Employment Specialist, ILO

Ms Berna BAYAZIT, Programme Manager, UNDP

Mr Maurizio BUSATTI, Chief of Mission, IOM

Ms Ayşegül AKIN, Assistant Representative, FAO

17.00-18.00 Questions/Answers and Closing Remarks

18.00 -19.30 Cocktail

**Day 2: Friday, 29 January 2010**

09.30-10.00 Introduction

**10.00-12.00 Session II: National and Local Level (Antalya Site) Level Activities and Work Plan of the Joint Programme**

Chair: Mr İzzamettin EKER, Head of External Relations Department, (İŞKUR)

Mr Ferudun GİRESUN, Head of Labor Force Department (İŞKUR)

Mr Fazlı Tamer ÖZÜKAN, Turkish Employment Organization Antalya Provincial Director

Ms Özlem ALTUĞ, UN Joint Programme Manager (UNJP)

Mr Mehmet YILMAZ, UN Joint Programme Site Manager (UNJP)

12.00-13.00 Questions/Answers and Closing Remarks

The Inception Conference provided a participatory platform where the Joint Programme work plan, activities and indicators have been discussed. Based on the discussions during the conference, the following items were determined as priority areas that the JP should focus in the short-term:

- To develop a framework for adapting a 'participatory mechanism' throughout this joint programme, to ensure that key stakeholders from women's organizations, youth groups, and other relevant organizations are involved particularly in preparation of the National Youth Employment Action Plan.
- To develop an updated list of indicators and baseline data including the recent figures presented by İŞKUR. (These indicators are reflected in the Revised Monitoring and Evaluation Framework)
- To develop further communication materials (to prepare a Frequently Asked Questions sheet; to publish articles and photos about the conference on UN agencies' and İSKUR's websites; to improve the content of the UNJP-YEM website)
- To identify best practices from other countries that can be used as examples as presented in the work plan.
- To emphasize with İŞKUR possible ways to link their various projects and ensure complementarity (especially with their projects funded by EC and WB).

The other documents in relation to the Inception Conference (Event Management Plan, Media Coverage Report , Brochure and Questionnaire) are available in Appendices.



### 3. COOPERATION WITH OTHER TECHNICAL ASSISTANCE PROJECTS IN TURKEY

#### 3.1. Coordination with other projects at the national level:

There are several projects and programmes in the field of employment that have been undertaken by the Turkish Employment Organization in cooperation with the international organizations such as WB and EC. In addition to ISKUR's efforts to develop and implement cooperation projects, the Ministry of Labor and Social Security (MoLSS) and the State Planning Organization (SPO) have also been initiating projects in this field.

This Joint Programme gives importance to 'coordination and complementarity' among various projects and initiatives in the same field. Therefore the objectives and work plans for such projects will be gathered and compared in order to help ISKUR to establish an effective cooperation among these projects, to avoid overlaps and ensure effective use of resources.

The list below provides with an overview of the ongoing / recently completed projects that might be relevant to this Joint Programme:

	Title of the Programme/Project	Implementing Partners
1	Drafting a National Employment Strategy	Ministry of Labor and Social Security and ISKUR
2	<i>Promoting Youth Employment Grant Scheme I and II</i>	EC & ISKUR
3	<i>Promoting Women's Employment Grant Scheme</i>	EC & ISKUR
4	<i>Certified Agriculture Workers Project</i>	EC & ISKUR
5	<i>Strategy Development for Women's Employment Project</i>	The British Council & ISKUR
6	<i>Support to ISKUR to Implement Active Labor Market Measures Grant Scheme (AİPP-II)</i>	EC & ISKUR
7	<i>Enhancing Women's Employment and Raising Awareness on Women's Employment in Turkey</i>	ILO & ISKUR
8	<i>Higher Education System and Labor Market Project (YOSIP)</i>	State Planning Organization & Council of Higher Education (YÖK)
9	<i>Impact Evaluation of Vocational Training Programs &amp; policy advice on how to promote Active Labor Market programs</i>	Ministry of Labor and Social Security & ISKUR & World Bank

Possible ways of establishing cooperation with these projects are outlined below:

- Coordination with the Ministry of Labor and Social Security and ISKUR initiative for drafting a National Employment Strategy: The UN Joint Programme aims to feed into the overall National Employment Strategy of the Ministry by developing the National Youth Employment Action Plan.

- Cooperation with the EC Delegation: EC has an ongoing IPA grant scheme which provides €21,000,000 for projects targeting youth employment. 43 provinces are eligible for funding within this grant scheme. The main beneficiary organization is ISKUR. Target group is young people between 15-29 ages. 1,100 project proposals have been received so far. Eligible proposals will be granted between €100,000 and €400,000. Granted projects will be launched in March/April 2010. Another component on policy level is a Technical Assistance programme with a budget of €2,000,000, which focuses on youth entrepreneurship development. EC has also an ongoing capacity-building programme targeting ISKUR. We discussed with EC that the capacity-building and training programs including ISKUR headquarters and Antalya ISKUR could be coordinated with this Joint Program, so that there is complementarity between the JP and these projects.

- Cooperation with the World Bank: The Impact Evaluation Study of the WB focusing on Vocational Training Programs could also provide a useful input to this Joint Program. This study is expected to be finalized by the end of 2010 and is expected to support ISKUR in the assessment of the service providers for vocational trainings.

- Cooperation with YOSIP Project: As part of the Ninth Development Plan (2007-2013) the State Planning Organization (SPO) gives priority to match the requirements of labor market with the qualifications provided to youth by the higher education system. From this perspective, their cooperation with business organizations and universities could provide a useful input for the Joint Program both at the national and local level activities. This project which is planned to start in 2010 will last 18 months.

- Complementarity with other ISKUR projects: The Certified Agriculture Workers Project which was run in 15 pilot provinces developed and implemented agricultural vocational trainings for 4150 participants. The training curriculum which was developed with the cooperation of ISKUR and the Ministry of Agriculture might be useful for the capacity-building components of this Joint Program.

- Also, the results and findings of the women's employment projects conducted by ISKUR can also provide useful inputs for this Joint Program, in terms of lessons learned during the strategy development process and impact of the awareness raising programs on gender issues, especially with regard to the challenges faced by women in participating in the labour market.

Other coordination platforms: The UNJP is also member to the UN Youth Thematic Group where the participating organizations (World Bank, EC Delegation, UNICEF, UN Communication Group) share their knowledge and experiences. In addition to this, the coordination among the MDG-F funded Joint Programmes in the country (3 ongoing) are ensured both at the NSC and PMC levels.

### **3.2. Coordination with other projects at the local level:**

In Antalya there are 11 private employment offices that deliver intermediary employment services in: i) job search, ii) job placement, iii) training and iv) matching job seekers with open vacancies in the local labour market. Recently, in October 2009, Antalya Commodity Exchange (ACE) and Antalya Metropolitan Municipality have received ISKUR's permission to open private employment offices in Antalya. Although ACE's office is not delivering vocational education training (VET) programs, the Metropolitan Municipality has been actively operating at 8 different locations and delivering artisanal and vocational training programs in diverse occupational areas in Antalya. 1200 trainees have participated VET courses that were organized by the Metropolitan Municipality in 2009.

There are also diverse organizations/institutions that deliver VET training courses in the Province. The following schools/organizations deliver VET programs in their respective areas of focus in Antalya:

1. Provincial Directorate of the Ministry of National Education;
2. Antalya Chamber of Commerce and Industry;
3. Antalya Provincial Directorate of Agriculture;
4. West Mediterranean Agriculture Research Institute;
5. Antalya Organized Industrial Zone;
6. Antalya Metropolitan Municipality Art and Vocational Training Course Centers;

The UNJP management is aware of the high number of actors in informal VET sector, and hence plans to set up an effective information sharing mechanism with all actors who are implementing skills development and vocational training programs in Antalya. This will be facilitated both through informal meetings and through the web portal that the UNJP plans to launch in early 2010. It is envisaged that all related projects and programs will be placed on this web portal for public access. Links to participating UN organizations and ISKUR will also be available.. The coordination among the different labour market intermediaries is the mandate of the Provincial Employment and Vocational Training Board, and the UNJP will act as a facilitator in this process.

In order to provide an effective information flow about the UNJP within ISKUR and other VET delivering organizations at the local level, the UNJP Site Manager plans to hold regular meetings and presentations about the project activities, achievements and challenges to the staff of ISKUR-Antalya Office. Similar meetings and presentations will be organized to relevant NGOs, municipalities, business associations, workers unions, employers associations and women's associations.

ISKUR-Antalya Office, in close coordination with Antalya Chamber of Commerce and Industry, implemented "Active Labour Market Measures" project in 2008 that was funded by the European Union (EU) Grant Scheme, with a total budget of EUR 149,337. ISKUR-Antalya Office has also implemented another EU Grant Scheme project with the Metropolitan Municipality of Antalya in 2008, with a total budget of EUR 229,263. The main goal of both projects was to increase the employability of the unemployed. Both projects operationally closed in December 2008. Currently, there is no ongoing project funded by international donors in Antalya ISKUR's portfolio.

## 4. METHODOLOGICAL APPROACH FOR PROGRAM IMPLEMENTATION

### **4.1. Scope and Definitions**

#### **Target Group:**

- The JP is targeting unemployed youth (age group 15-24), including young women and migrant youth as the program beneficiaries. 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 of targeted interventions.
- Only unemployed young men and women registered with İŞKUR will benefit from the Joint Programme, because job placement by İŞKUR is considered as equivalent to 'decent work' with at least minimum wage guarantee, full social security coverage and formal employment relations.

#### **Geographical Concentration:**

- The JP will focus on Antalya for pilot implementation, including its 5 districts. 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.

**Business Sectors:**

- Antalya has a multi-sectoral business environment i.e. tourism, greenhouse production, agriculture and light industry.
- The Joint Program will explore a variety of sectors with high competitive advantage, in 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 employment.

**Beneficiaries:**

- Turkish Employment Organization- ISKUR General Directorate
- National Technical Team and its member organizations: Academics, ISKUR, 4 social partners HAKIS, DISK, TISK, TURKIS, State Planning Organization, Ministry of Education, Ministry of Agriculture, TURKSTAT, Youth Employment Association.
- ISKUR Provincial Directorate in Antalya
- Provincial Employment and Vocational Training Board of Antalya and its member organizations
- Youth trained by ISKUR in Antalya, in the context of vocational training courses co-funded by UNJP (at least 1200 young men and women)
- Employers in Antalya who will recruit qualified workers at the end of the vocational training activities
- Other local stakeholders in Antalya (listed on page 13) who are not member of the PEVTB, but who will participate in regular consultation and information sharing meetings/workshops.
- All youth registered by ISKUR Antalya and ISKUR General Directorate
- Youth trained by ISKUR Provincial Directorate in Antalya (2076 women and 2728 men in 2009)
- Youth trained by ISKUR General Directorate throughout the country (93357 women and 119846 men in 2009)
- All youth in the country- 11.523.000 total population of youth between 15-24 ages (2009)

**Decent Work:**

- 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.

**Local Partners and Stakeholders:**

- At the local level, ISKUR Antalya Office will be the main implementing partner, while the Employment and Vocational Training Board, as a governance structure, will ensure ownership of the activities by the relevant local actors.
- Therefore, the following 12 members (officially approved) of the Provincial Employment and Vocational Training Board (PEVTB) will also be involved in this JP at the local level, as direct beneficiaries:
  - Governorate;
  - Provincial Private Administration;
  - Metropolitan Municipality;
  - Mediterranean University;
  - Provincial Directorate of the Ministry of National Education;
  - ISKUR-Antalya Office;
  - Provincial Directorate of Industry and Commerce;
  - Antalya Chamber of Commerce and Industry (ATSO);

- Antalya Confederation of Tradesmen and Artisans (E.S.O.B);
  - Representative of the Confederation of Turkish Trade Unions (TURKIS);
  - Representative of the Turkish Confederation of Employer Associations (TISK);
  - Disabled Confederation of Turkey.
- Provincial Directorate of Agriculture and Antalya Commodity Exchange (ATB) participate the PEVTB with the approval of the Governor.
  - Although they are not officially member of the Provincial Employment Board, it is being discussed with ISKUR whether TURKSTAT Regional Directorate in Antalya and the Provincial Directorate of Social Security (SGK) can also be invited to the meetings by the Deputy Governor, with the approval of the Governorate.
  - Other local stakeholders listed below, who are not members of the PEVTB will also be included within the scope of the Joint Program as local stakeholders, through consultation meetings, discussion forums and workshops as part of the participatory management approach of the JP:
    - City Council,
    - Youth Assembly (which operates under the City Council)
    - SME Development Organization (KOSGEB),
    - West Mediterranean Agricultural Research Institute (BATEM),
    - Association of Industrialists and Businessmen of Antalya (ANSİAD)
    - TOBB Women Entrepreneurship Board
    - Association for Free Zone Investors in Antalya (ASDER)
    - Akdeniz University Entrepreneurship and Business Development Research Center (AKGİM)
    - Agriculture Agency,
    - Antalya Family Consultants Association,
    - Atatürk Technical Vocational School
    - The Confederation of Turkish Real Trade Unions (HAKİŞ)
    - The Confederation of Progressive Trade Unions (DİSK)
    - Kepez Municipality
    - Antalya Exporters Union (AİB), and
    - other representatives from private sector, recommended by İşkur Antalya.

#### **4.2 Methodological Approaches**

The UNJP will deploy the following methodological approaches for the program implementation.

**Institutional Strengthening and Human Resources Development:** The Joint Program envisages strengthening the institutional capacity of ISKUR-Antalya Office and the Provincial Employment and Vocational Training Board at the local level. It will also boost the employability of the unemployed through designing and piloting demand-driven skills development and informal vocational education and training (VET) programs in Antalya.

**Market-Responsive Skills Training and Partnership with Industry:** In Antalya, there are insufficient links between VET delivering institutions and employers. This situation has been contributing to a mismatch between demand for and supply of skills in the labour market. Links between VET delivering institutions and employers would be strengthened if: i) there is

reliable labour market information/data system that generates and disseminates periodic labour market data for the Province; ii) formal and informal VET curricula is often updated to reflect changing demand in labour market; iii) industry representatives and employers as well as workers' representatives are involved in advising and directing VET system for linking training supply with demand, and iv) intermediaries (including ISKUR-Antalya) in the labour market serve more effectively and efficiently in delivering VET programs. Provision of relevant and demand-driven VET programs that meet the needs of labour market will be one of the major focuses of the UNJP.

**Participatory Approach:** The UNJP has been deploying a participatory approach since the formulation of the program document. This has facilitated the active involvement of ISKUR as well as other players (other government organizations, NGO's, municipalities, City Council, business associations, workers unions and employers associations) for the program formulation and the revision of the work plan. The inception visit that was held on 2-3 December 2009, and the Inception Conference that was carried out on 28-29 January 2010 were both instrumental in gathering different ideas, suggestions and comments from different actors in Antalya, and helped revising and finalizing the work plan of the program in a more coherent and relevant manner.

The participatory approach of this joint program is based on the following mechanisms:

- NTT is a participatory platform which is mandated with drafting the NYEAP according to the guidelines set out in the ILO Guide for the Preparation of NAPs on Youth Employment. NTT is composed of Academics, ISKUR, 4 social partners HAKIS, DISK, TISK, TURKIS, State Planning Organization, Ministry of Education, Ministry of Agriculture, TURKSTAT and Youth Employment Association. NTT will receive technical support from gender experts, poverty experts, migration experts etc. as needed. A consultative group will be established representing national youth groups, which will meet periodically to provide inputs into the NYEAP preparation, through the youth representative member of NTT.
- As it was decided at the PMC Meeting on 8 February, an expert team will be created. This will be an advisory group which is composed of national and international experts to support the NTT. NTT and the expert team have the role of supporting PMC and they will be invited to PMC meetings when needed.
- PEVTB is a participatory platform which is mandated with devising active employment programs as a decision-making and coordinating body at the local level. PEVTB is composed of 12 organizations. The Governorate is given the right to invite the representatives from related stakeholders as needed.
- Local forums and workshops with local stakeholders are participatory platforms where the local stakeholders listed on page 13 will be involved periodically, throughout this joint program.

**Gender Approach:** The Program takes into account the gender-based constraints that young women face in labour market in finding employment. The UNJP puts strong emphasis on generation and dissemination of gender disaggregated data for a better policy formulation both at the national and the provincial levels. At the local level the UNJP will ensure that gender-sensitivity is increased in PEVTB as well as in all training activities.

### **4.3. Project Management Arrangements and Roles and Responsibilities**

#### **Programme Management Committee (PMC):**

- The PMC is established to provide operational coordination to the program. It is composed of the participating UN Agencies (UNDP, ILO, FAO and IOM), ISKUR General Directorate, Antalya Governorate (who is also the chair of the Provincial Employment and Vocational Training Board in Antalya) and TURKSTAT. The UN Resident Coordinator (RC) or his/her representative will chair the PMC. The representatives from other key stakeholders (such as civil society organizations etc) can also be invited to the Committee meetings as needed.
- The timeframe for PMC meetings is presented in Section 5.4 of this report.
- The Minutes of Meeting for the first PMC is provided in the Appendices.

#### **National Steering Committee (NSC):**

- The 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 (Mr Nuri Duman from State Planning Organization), a representative from the Government of Spain (Ms Maria Molina from Spanish Embassy) 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 timeframe for NSC meetings is presented in Section 5.4 of this report.
- The Minutes of Meeting for the first NSC is provided in the Appendices.

#### **Administrative Agent:**

- 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.
- 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.

**Roles and Responsibilities of participating UN Agencies:** 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. Each output under the two outcomes of the Joint Program will be managed by a designated UN agency. Each UN agency will be 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.

#### **Roles and Responsibilities of National Partner:**

- 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.
- The List of JP Focal Points and Senior Management is provided in the Appendices.

#### **Roles and Responsibilities of the Joint Programme Team:**

- Key Joint Program staff include Joint Program Manager (JPM), Joint Program Site Manager (JPSM), Joint Program Assistant (JPA), Business Development Manager (BDM) and Communication Officer (CO).
- Joint Program Manager (JPM) and Joint Program Assistant (JPA) are placed at ILO Office in Ankara. Joint Program Site Manager (JPSM) is based in ISKUR Antalya. Business Development Manager (BDM) and Communication Officer (CO) are placed at UNDP premises in Ankara.
- The JPM, with appropriate support, will facilitate project implementation at the national level and ensure coherence among different components of the project. She 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 JPM will service all participating UN agencies and all Joint Program components.
- At the local level, the program will be represented by the Site Manager, who will be responsible for day to day implementation and monitoring of the activities in Antalya. He will receive full support from the JPM and JPA on technical and managerial issues. The JPSM will also act as a liaison between Antalya and Ankara particularly in program implementation throughout the program period. Based in Antalya, he will work in close coordination with local partners ISKUR Antalya and the Provincial Employment and Vocational Training Board (PEVTB) and its member organizations. He will be also in contact with other local representatives as appropriate.
- UNJP Organization Chart and List of JP Team members are provided in the Appendices.

#### **Short-term Experts and Consultants:**

- The JP will also benefit from a number of short term experts working in close cooperation with participating UN agencies and ISKUR in Ankara and Antalya, as well as the PEVTB member organizations in relevant capacity assessments and trainings as per the Results Framework.
- A Support Team of local and international experts will be developed in order to support the National Technical Team which is established as part of Output 1 of the JP. The short-term experts and consultants who are recommended by the participating UN agencies and ISKUR for this support team will be contracted on an ad-hoc basis as needed.

#### **4.4. Monitoring and Evaluation Plan**

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



**Monitoring:**

- The Joint Program Monitoring Framework, presented in the Appendices Section of this report, provides a summary of outcomes, outputs, activities, indicators, and means of verification to be performed by the JP.
- The PMC, assisted 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 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. The JP Reporting Schedule is presented in Section 5.4. of this report.
- The AWP attached in the Appendices Section of this report includes a review of the log-frame, specifically the indicators, baseline data and target figures, with precise and measurable performance indicators that are consistent with the expected outcomes for the project.
- 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.

**Evaluation:**

- For monitoring and evaluation of the programme, the framework established by the MDG-F Secretariat will be used.
- This will include reviewing the Program Monitoring Framework (specifically the indicators, and means of verification), which is also updated and revised in order to follow the program performance and achievement of expected results.
- The Annual Conference that will be held in September 2010 will mark the completion of the first year of the JP and will also provide a platform where the program performance will be evaluated.
- The Joint Program will also undergo a Mid-term Evaluation in Q2 of 2011 that will be run by MDG-F and a Final Evaluation in Q4 of 2012 to assess the achievement of results and impact of the program in view of the overall development objective and outcomes identified.

The Joint Program Monitoring Framework is attached in Appendices Section of this report.

**Baseline Data:**

The year 2009 has been selected as the base year for monitoring the progress for key performance indicators. In order to measure programme performance, data collected from ISKUR-Antalya Office on skills development and VET training programs can be compared against baseline data in 2009. Key data collected against the baseline data will include:

- 1- Number of skills development and VET programs that are offered first time by ISKUR-Antalya in a given calendar year;
- 2- Total number of skills development and VET programs that are offered by ISKUR-Antalya in a given calendar year;
- 3- Number of vacancies posted by ISKUR-Antalya in a given calendar year;
- 4- Number of participants (disaggregated by gender) at skills development and VET programs in a given calendar year;

- 5- Number of placements (disaggregated by gender) by ISKUR-Antalya in a given calendar year;
- 6- Placement rate in a given calendar year;
- 7- Number of skills development and informal VET programs to integrate unemployed in agriculture sector;
- 8- Number of training program on entrepreneurship;
- 9- Number of people received career counseling services of ISKUR-Antalya in a given calendar year;
- 10- Number of clustering initiatives for local economic sectors.

### Key Quantitative Performance Indicators:

Indicator	Year			
	2009	2010	2011	2012
Number of skills development and VET programs that are offered first time by ISKUR-Antalya in a given calendar year	45			
Total number of skills development and VET programs that are offered by ISKUR-Antalya in a given calendar year	126			
Number of vacancies posted by ISKUR-Antalya in a given calendar year	8266			
Number of participants (disaggregated by gender) in skills development and VET programs in a given calendar year	W	M	T	
	2076	2728	4804	
Number of placements (disaggregated by gender) by ISKUR-Antalya in a given calendar year	W	M	T	
	945	3174	4119	
Placement rate in a given calendar year (%)	49.8			
Number of skills development and informal VET programs to integrate unemployed in agriculture sector	0			
Number of informal training program on entrepreneurship	0			
Number of people received career counseling services of ISKUR-Antalya in a given calendar year	188			
Number of clustering initiatives for local economic sectors.	0			

The comparison between the baseline data in 2009 and successive years would play a key role for monitoring the UNJP's success and relevance. The data for the above table were collected and provided by ISKUR-Antalya Office. Therefore, the files, records and documents of ISKUR-Antalya will be the main source of verification, collection and identification of data for the future years of the program. Quantification of the UNJP's impact is likely to involve considerable coordination between ISKUR HQs and ISKUR-Antalya Office, as the field office staff does not have full access to filter and generate disaggregated data for specific indicators in Antalya.

The impact of the UNJP is likely to be a function of a number of contributory and inter-related factors. To reduce the risks involved in effectively assessing the UNJP's performance, the Monitoring and Reporting System would be based not only on simple measurable indicators but also on qualitative analysis at the field level. This can be best done by the Site Manager via with face to face interviews, workshops and focus group discussions with different stakeholder groups.

#### **4.5. Communication Strategy**

Regarding the Operational Aspects of the UNDP-Spain Millennium Development Goal Achievement Fund, joint communication activities of the Participating UN Agencies and National Partner Organization are encouraged.

Each Participating UN Organization and National Partner shall take appropriate measures to publicize the activities undertaken within this Joint Program.

Information given to the press, to the beneficiaries of the Joint Program, all related publicity material, official notices, reports and publications, shall acknowledge the role of the host Government, the Government of Spain/MDG-F, the Participating UN Organizations UNDP, ILO, IOM and FAO, the National Partner Turkish Employment Organization ISKUR and any other relevant parties.

The Communication Strategy of the JP is attached in the Appendices Section of this report.

This document does also refer to the revision in the title of the JP in order to make the JP content and purpose more clear for public and target group, emphasizing two aspects of the JP both at national and local level. Therefore the title of JP has been revised as below, in accordance with the Joint Coordination Meeting on 24 December 2009:

Original title: 'Growth with Decent Work for All: A Youth Employment Program in Antalya'

Revised title: 'Growth with Decent Work for All: National Youth Employment Action Plan and Pilot Implementation in Antalya'

#### **4.6. Anticipated Risks, Assumptions and Risk Mitigation Strategy**

<b>Anticipated Risks &amp; Assumptions</b>	<b>Actions Planned to eliminate or mitigate these challenges</b>
Assumption: The Ministry of Labor and Social Security continues to keep	Ministry of Labor and Social Security, together with ISKUR and State Planning Organization have

<p>unemployment (also youth unemployment) as a priority issue and is keen to develop a national strategy on employment. The forthcoming national elections in 2011 might have further implications.</p>	<p>been involved in the planning and development stages of this joint programme. UNJP-YEM aims to link the joint programme activities to Ministry's national strategy development efforts to ensure complementarity.</p>
<p>Risk: The participation and ownership of local actors at the provincial level is also key for the effective delivery of the programme at the local level. ISKUR Provincial Directorate in Antalya will need to deal with some difficulties (shortage of qualified staff, heavy workload, limited coordination mechanisms with other local actors) during the implementation of the JP at the local level.</p>	<p>Both the Governor and Deputy Governor of Antalya, who lead the Provincial Employment Board, are very experienced and committed to the improvement of the Board's capacity and operations. They are closely working with ISKUR Provincial Directorate and keep 'youth unemployment' as a priority issue in their agenda. This approach will also help ISKUR Provincial Directorate to strengthen their coordination role. ISKUR-Antalya is aware of the fact that they are at the core of UNJP-YEM as the executing and implementing agency. Staff of ISKUR-Antalya must feel that they are crucial partner and this JP will help improving their conditions through study visits abroad, best practices sharing seminars and training opportunities etc.</p>
<p>Risk: Difficulties in ensuring the participation of all related stakeholders (both from national and local level) into the key stages of the JP (NTT, preparation of National Youth Employment Action Plan etc.) Sustained participation of civil society organizations, municipalities and employer associations may be difficult to secure in Antalya</p>	<p>A participatory mechanism will be developed in cooperation with the UN agencies and ISKUR, which will help incorporating the views of all related stakeholders - but which will not cause difficulties/delays in decision-making.</p>
<p>Risk: Possible competition among local stakeholders at the local level in order to get involved within the scope of the JP, that can pose difficulty in terms of relation management.</p>	<p>Continuous information sharing with all local stakeholders in order to keep them aware about the objectives and content of the JP (this is not a grant scheme); to share the progress and success of the JP with local stakeholders on a regular basis in order to ensure their useful participation.</p>
<p>Risk: Lack of motivation of local partners to learn from best practices.</p>	<p>The most relevant best practices (both from international and also national examples, if any) for Turkey should be selected. We can work in co-operation with the project consultants and agencies in order to make sharing of best practices a relevant component.</p>
<p>Risk: The project might be considered ambitious by local partners and the number of youth to be employed at the end of 3 years might be found low or unrealistic.</p>	<p>The local partners should be clear about the program objectives and the scope of the program. The sustainability of the project and the continuation of efforts at the local level are important issues to be discussed and we need to make sure that the program is seen as a large-scale capacity-building investment. Although the numbers seem to be high, the target groups should be identified in cooperation with local partners focusing on best practices.</p>

Risk: Delays due to reluctance to commit to new ways of doing things (mainly at the local level).	In order to mitigate this risk, the urgency and importance of the project from the point of view of effective programming; its flexibility and sustainability should be stressed to stakeholders.
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## 5. ANNUAL WORK PLAN

### 5.1. Description and Timing of activities under each component

The revised annual work plan is attached in the Appendices Section of this report.

### 5.2. Project Budget

The revised budget is attached to the AWP in the Appendices Section of this report.

### 5.3. Reporting Schedule

	Reporting Date	Reports	Frequency	Submit to
<b>2 October 2009</b> <b>Official Start of the Joint Programme</b>				
1	<b>20 January 2010</b>	Color-coded AWP + Quarterly Financial Progress Update (online portal)	Quarterly	MDG-F Secretariat
2	<b>30 January 2010</b>	Monitoring report	Bi-annual	MDG-F Secretariat
3	<b>26 February 2010</b>	Inception Report and Revised AWP	after the Inception Workshop	MDG-F Secretariat
4	<b>31 March 2010</b>	ANNUAL NARRATIVE REPORT + ANNEXES (Color-coded AWP; Monitoring Framework; Communication Plan)	Annual	MDG-F Secretariat
5	<b>20 April 2010</b>	Color-coded AWP + Quarterly Financial Progress Update (online portal)	Quarterly	MDG-F Secretariat
6	<b>30 April 2010</b>	ANNUAL FINANCIAL REPORT	Annual	MDG-F Secretariat
7	<b>20 July 2010</b>	Color-coded AWP + Quarterly Financial Progress Update (online portal)	Quarterly	MDG-F Secretariat
8	<b>20 July 2010</b>	Monitoring report	Bi-annual	MDG-F Secretariat
9	<b>20 July- 30 September 2010</b>	Request for Year 2 Funds: -Request document and AWP for Year 2	Annual	UNRC requests from MDG-F
<b>2 October 2010</b> <b>End of the First Year of the Joint Programme</b>				

#### 5.4. Timeframes for PMC and NSC Meetings

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 NSC will meet twice a year, but may have to meet more often depending on the need to monitor three joint programs in Turkey.

	Meeting Date	Meeting	Frequency
1	<b>February 2010</b>	PMC Meeting/ Followed by NSC Meeting	Quarterly/Bi-annual
2	<b>May 2010</b>	PMC Meeting / Followed by NSC Meeting	Quarterly
3	<b>August 2010</b>	PMC Meeting / Followed by NSC Meeting	Quarterly
4	<b>November 2010</b>	PMC Meeting / Followed by NSC Meeting	Quarterly /Bi-annual

#### 5.5. Timeframes for Site Visits:

The PMC, as appropriate, will conduct regular visits to Antalya, based on an agreed schedule. Site visits of the JPM will be documented and shared with the PMC members regularly.

	Site Visit Dates	Purpose	Participants
<b>2 October 2009</b>			
<b>Official Start of the Joint Programme</b>			
1	<b>21 October 2009</b>	Initial field visit prior to Overview Report and to participate the Provincial Employment and Vocational Board Meeting	JPM
2	<b>2-3 December 2009</b>	Inception Visit and consultation meetings with Antalya ISKUR and local stakeholders	UN Agencies and JP Team
3	<b>14 January 2010</b>	To participate the Provincial Employment and Vocational Board Meeting and to visit the JP office based in Antalya ISKUR	ILO and JPM
4	<b>28-29 January 2010</b>	Inception Conference	UN Agencies, ISKUR General Directorate, 120 participants
5	<b>March 2010</b>	Monthly consultation meetings with JPSM at Antalya ISKUR and PEVTB	JPM and JPSM
6	<b>April 2010</b>	Monthly consultation meetings with JPSM at Antalya ISKUR and PEVTB and to participate the Provincial Employment and Vocational Board Meeting	JPM and JPSM
7	<b>May 2010</b>	Monthly consultation meetings with JPSM at Antalya ISKUR and PEVTB	JPM and JPSM
8	<b>June 2010</b>	Monthly consultation meetings with JPSM at Antalya ISKUR and PEVTB	JPM and JPSM
9	<b>July 2010</b>	Monthly consultation meetings with JPSM at Antalya ISKUR and PEVTB and to participate the Provincial Employment and Vocational Board Meeting	JPM and JPSM
10	<b>September 2010</b>	Annual Conference	UN Agencies, ISKUR stakeholder organizations.
<b>2 October 2010</b>			
<b>End of the First Year of the Joint Programme</b>			

## 6. CONCLUSION AND RECOMMENDATIONS

The Inception Period of the Joint Programme from 2 October 2009 to 15 February 2010 has been a useful opportunity to assess the current context of the JP both at the national and local level. The findings out of this period have been further assessed at the Inception Conference on 28-29 January 2010 during the Panel discussions and Q&A sessions, as well as at the PMC Meeting on 8 February 2010.

The following issues were taken into consideration as a result of the Inception Conference:

- All stakeholders, both at the national and local level, are positive and supportive for joint activities.
- Similar projects and repetition should be avoided. Implementation of similar activities within the scope of different projects/programmes will duplicate efforts in the field and jeopardize the achievement of programme results. Therefore careful planning and close cooperation between program actors as well as local stakeholders will be critical for the success of the overall programme.
- In order to be able to create and sustain the momentum at the field level, vocational training activities targeting the unemployed youth should start in the first year of the JP (with some pilot programs) and should be activities which can create short term results.
- ISKUR Antalya should be supported within the scope of the JP, considering their heavy work-load and limited number of staff. The capacity-building training programs at the national and local level should be planned and delivered realistically.

The concluding remarks of the UN Resident Coordinator and ISKUR National Coordinator at the Programme Management Committee Meeting (on 8 February 2010) highlighted the items below:

- The ownership and full endorsement of the Turkish Employment Organization in this JP is very clear since the formulation stage of the joint programme.
- This JP is expected to support the efforts of the Ministry of Labour and Social Security in the preparation of a national employment strategy.
- This JP should and will benefit from UN and international expertise through technical expert groups
- Sharing the communication strategy with ISKUR and acting in coherence is essential for effective implementation of the JP communication strategy both at the national and local level.
- There is a need for developing linkages with other projects in order to ensure complementarity, to identify gaps and assist government in these areas.
- The JP should ensure to help institutionalization at the local level.
- The JP should be coordinated and managed effectively in order to reach the budget delivery target of 70% by the end of September 2010 (end of first year).

The concluding remarks of the UN Resident Coordinator a.i., State Planning Organization Representative and the Spanish Embassy Representative at the National Steering Committee Meeting (on 26 February 2010) highlighted the items below:

- NSC appreciated the high level of participation of national and local stakeholders in the Inception Conference, as well as the commitment of Turkish Employment Organization (ISKUR), as the national partner in this joint programme.

- NSC highlighted that the involvement and participation of the Turkish Government is essential in order to create an impact on policies and ensure sustainability. Therefore, this JP will follow a two-fold approach: to mobilize national resources to contribute to this JP in order to ensure commitment and complementarity; and also to ensure that this JP will be aligned to the national employment model.
- NSC emphasized the principles of ‘Quality, Security and Stability in Employment’ as highlighted by the Spanish Embassy, which are also in line with Decent Work principles adopted by this JP.

## 7. APPENDICES

- 7.1. Revised AWP and Budget
- 7.2. Monitoring Framework
- 7.3. Overview Report
- 7.4. Summary of the Inception Visit findings
- 7.5. Inception Mission Report of FAO
- 7.6. Minutes of Meetings- UN Agencies Joint Coordination Meetings
- 7.7. List of 50 Questions from local stakeholders
- 7.8. Desk Review -Summary of Local Initiatives in Antalya
- 7.9. Inception Conference Event Management Plan
- 7.10. Inception Conference Questionnaire and Summary of Feedback
- 7.11. List of JP Focal Points and Senior Management
- 7.12. Communication Strategy
- 7.13. UNJP-YEM Web Site Map
- 7.14. Monthly Plan of Communication Activities
- 7.15. UNJP-YEM Brochure in Turkish and English
- 7.16. Inception Conference Media Coverage Report
- 7.17. Inception Conference Web Article
- 7.18. Programme Management Committee, Minutes of Meeting
- 7.19. National Steering Committee, Minutes of Meeting