



# FINAL NARRATIVE REPORT

**Turkey**

Thematic window  
Youth, Employment & Migration

**Joint Programme Title:**  
Growth with Decent Work for All

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January | **2013**

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# Prologue

The [MDG Achievement Fund](#) was established in 2007 through a landmark agreement signed between the Government of Spain and the UN system. With a total contribution of approximately USD 900 million, the MDG-Fund has financed 130 joint programmes in eight Thematic Windows, in 50 countries around the world.

The joint programme final narrative report is prepared by the joint programme team. It reflects the final programme review conducted by the Programme Management Committee and National Steering Committee to assess results against expected outcomes and outputs.

The report is divided into five (5) sections. Section I provides a brief introduction on the socio economic context and the development problems addressed by the joint programme, and lists the joint programme outcomes and associated outputs. Section II is an assessment of the joint programme results. Section III collects good practices and lessons learned. Section IV covers the financial status of the joint programme; and Section V is for other comments and/or additional information.

We thank our national partners and the United Nations Country Team, as well as the joint programme team for their efforts in undertaking this final narrative report.

MDG-F Secretariat

**FINAL MDG-F JOINT PROGRAMME  
NARRATIVE REPORT**

<b>Participating UN Organization(s)</b>	<b>Sector(s)/Area(s)/Theme(s)</b>
<i>International Labour Organization (ILO) – Lead Agency</i> <i>United Nations Development Programme (UNDP)</i> <i>Food and Agriculture Organization of the UN (FAO)</i> <i>International Organization for Migration (IOM)</i>	Youth, Employment and Migration

<b>Joint Programme Title</b>	<b>Joint Programme Number</b>
Growth with Decent Work for All: National Youth Employment Programme and Pilot Implementation in Antalya	MDG-F 1928

<b>Joint Programme Cost [Sharing - if applicable]</b>	<b>Joint Programme [Location]</b>
<b>[Fund Contribution):</b> 3.980.000 USD  <b>Govt. Contribution:</b> N/A  <b>Agency Core Contribution:</b> N/A  <b>Other:</b> N/A  <b>TOTAL:</b> 3.980.000 USD	<b>Region:</b> Turkey (in general) and Antalya (in specific) as the pilot location.

<b>Final Joint Programme Evaluation</b>	<b>Joint Programme Timeline</b>
<b>Final Evaluation Done</b> Yes <b>Evaluation Report Attached</b> Yes <b>Date of delivery of final report:</b> 31 January 2013	<b>Original start date</b> 2 October 2009  <b>Final end date</b> 2 January 2013

<p align="center"><b>Participating Implementing Line Ministries and/or other organisations (CSO, etc)</b>            General Directorate of National Employment Agency (İŞKUR) of Ministry of Labour and Social Security</p>
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## I. PURPOSE

### a. Provide a brief introduction on the socio economical context and the development problems addressed by the programme.

Turkey's impressive economic growth in the last decade has not been matched by a comparable strong growth in job creation. While the average annual economic growth rate during 2002-2008 exceeded 7%, the unemployment rate remained stubbornly 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%, while young men's participation in the labour force reached almost 53% by October 2009.

The unemployment rate declined to 9.8 % in 2011, and is in a downward trend following the vigorous recovery from the global crisis. Youth unemployment rate has fallen significantly over the past year to the level of 18.4% , whereas the quality of employment still continues to be an issue. Overall employment and labour force participation have increased. However, regional disparities persist with regard to employment and participation rates, to the disadvantage of the southeast region.

Women's low participation rate (28.8% in 2011), with marginal increases over the years, is still a concern. ISKUR, Turkey's Public Employment Agency, has continued to improve its staffing levels, particularly through recruiting job counsellors to provide individualised public employment services. In 2011, about 16% of the registered unemployed participated in activation measures. However, there are concerns that services are not reaching the most vulnerable groups. The limited coverage of and restrictive eligibility conditions for unemployment insurance remain to be addressed.

Youth and women's unemployment in Turkey are associated with three developmental problems: the slow pace of employment generation compared to the achieved growth rates, the seasonal and informal nature of youth employment and the low labour participation rate of women in the labour force.

Following these three key developmental challenges, the most vulnerable groups in the labour market are the less educated youth from low income, migrant or displaced families; and young women. These groups traditionally have less access to resources and information due to their social exclusion or social environment, therefore are in need of targeted interventions.

In this context, Antalya is a very suitable pilot addressing the areas of concern of this JP. Focusing on this province provided valuable inputs to policy makers and implementers that could be replicated in other provinces. Antalya is a high migration receiving province, available jobs are unsustainable and the income generation sector is mostly limited to tourism.

The Joint Program management aimed 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. As such, as the first of its kind, through a participatory process facilitated by the UNJP, the National Youth Employment Action Plan of Turkey has been developed through a very consultative approach and endorsed by the Government of Turkey during the programme implementation period.

**b. List joint programme outcomes and associated outputs as per the final approved version of the joint programme Document or last agreed revision.**

The overall objective of the Joint Programme, which is in harmony with the United Nations Development Cooperation Strategy (UNDCS) and MDG targets as well as the national priorities, is adoption and implementation of employment policies benefitting the most vulnerable groups in the labour market within the context of Turkey’s east-west and rural to urban migration. The UNJP aims to reduce youth employment among vulnerable young members of migrant families and increase the participation of the young women in the labour force.

With a view to achieving this overall objective, the Joint Programme outcomes and outputs were designed in line with the combined competitive advantages of the participating UN Agencies. Below table demonstrates the Joint Programme outcomes and corresponding outputs at completion. Details for each output will be provided in the following sections.

<b>Outcome 1: A National Youth Employment Action Plan (NYEAP) prepared and adopted by ISKUR.</b>	
<b>Outputs</b>	1.1. Necessary groundwork and preparations in place to facilitate drafting of NYEAP 1.2. National capacities developed for preparation of a National Youth Employment Action Plan through a participatory process 1.3. Migration aspects included in Youth Employment Action Plan and NTT trained on migration management 1.4. Rural youth employment aspects included in the Youth Employment Action Plan and NTT trained on rural youth employment potentials 1.5 Capacities developed for statistical monitoring of youth (un) employment and migration with focus on young women’s participation in the labour force by the National Statistical Agency (TURKSTAT) 1.6 Analytical knowledge base of policy makers developed for incorporation of employers’ labour demand in policies and programs for youth employment and young women’s participation in labour force

<b>Outcome 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</b>	
<b>Outputs</b>	2.1 Technical and coordination capacities of the local stakeholders involved in implementation and monitoring of youth employment in Antalya developed 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 2.3 Local authorities put specific interventions in place to address the employment and employability issues of young migrants including young women into Antalya

	<p>2.4 The potential of the local economy to absorb migration induced labor and to grow in a sustainable manner supported through economic actors</p> <p>2.5 The labor absorption capacity of the agricultural value chain in Antalya is enhanced through improved services of Provincial Directorate of Agriculture and ISKUR Antalya in coordination with relevant local actors.</p>
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**c. Explain the overall contribution of the joint programme to National Plan and Priorities.**

The 9<sup>th</sup> National Development Plan of Turkey (2007-2013) sets priorities to ensure that equal employment opportunities will be provided for women, the young, and the long-term unemployed, the disabled and former convicts, who encounter difficulties in the labour market. With the aim of increasing the participation of women in the labour force and employment, their access to childcare and other similar services will also be facilitated. In this sense, through the National Youth Employment Action Plan, the UN Joint Programme contributed to the achievement of the Turkish Government’s objectives set forth in the national development plan. It should also be noted that, Turkey is an EU Accession Country, which requires alignment of national policies to that of the EU. As such, the outputs of the UNJP has also made contributions to the Government of Turkey on its way to EU accession in terms of addressing the priority areas outlined in the Chapter 19, Social Policy and Employment, of the EU’s *acquis communautaire*. Moreover, the National Youth Employment Action Plan will also serve basis with respect to youth employment for the preparations of 10<sup>th</sup> National Development Plan, which will cover the period of 2014-2018.

**d. Describe and assess how the programme development partners have jointly contributed to achieve development results.**

As it is originally indicated in the Programme Document and in line with the “Delivering as One UN Principle”, the partner UN Agencies brought together their competencies and expertise in order to achieve the overall objective of the Joint Programme and to deliver the results and the corresponding outputs in a collaborative approach. The outputs coordinated and developed by a particular partner UN Agency (to the possible extent) have been inputs for the activities coordinated by the other partner UN Agencies. In other words, in this holistic approach, the efforts of partner UN Agencies complemented each other, where the accumulation of these efforts paved the way for a more sustained impact both at the national level and local level.

ILO’s unique tripartite structure bringing together government, worker and employer organizations, created an environment for the commitment of social partners to realize project objectives. This structure strengthened the sustainability and ownership aspects of the UN Joint Program. At the activity level, the Joint Programme strongly benefitted from the ILO’s competencies and expertise on labour market and employment policy. The ILO facilitated the NYEAP development process on the basis of decent work approach with sound contributions from other UN agencies; designed, delivered and monitored of select vocational training programmes and youth entrepreneurship courses supported by the JP and provided strategic advice and coordinated national and local level activities targeting analysis, benchmarking of the labour market and occupational forecasts. Moreover, through delivery of capacity development activities, ILO took active part in enhancing the institutional capacity of ISKUR in provision of quality public employment services and inclusive job counselling services to the unemployed.

UNDP's ongoing program on regional development and competitiveness in Turkey, mainly in the regions suffering from disparities with other regions, proves 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 was fully deployed in the Joint Program, where sustainable employment opportunities in various sectors alternative to conventional tourism were assessed. In this respect, UNDP brought its competencies on sector development and economic competitiveness through firstly strategic scanning of the sectors having potentials for development and creation of decent work opportunities in Antalya, and then provision of intensive technical guidance and support for cluster development activities in strategic sectors which were prioritized for development. From institutional development perspective, UNDP fully used its expertise on capacity development, where an institutional capacity assessment was conducted for İSKUR and Provincial Employment and Vocational Training Board of Antalya, presenting a capacity development response, with concrete proposals, some of which were implemented through the UNJP.

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. Since its establishment; IOM Turkey has built valuable expertise to strengthen local capacity to address challenges of socio-economic integration of migrants. In this respect, at the policy level, the major contribution of the IOM in the Joint Programme has been the integration of relevant strategies into the NYEAP to tackle with the challenges faced by the unemployed migrant youth in Turkey. At the activity level, the IOM brought its expertise into the agenda through effective design, delivery and modelling of Basic Life Skills Training Programmes targeting the unemployed youth. The said training programmes provided the migrant youth with the necessary skills to adapt to the urban life before entering into the labour market.

FAO's experience in rural employment reveals that there's a need for policy in Turkey targeting rural youth employment. As such, likewise the IOM, at the policy level, the major contribution of the FAO in the Joint Programme has been the integration of relevant strategies into the NYEAP to rural employment opportunities in Turkey. In strong coordination and synchronization with the UNDP's sector development studies, the FAO's efforts for the improvement of the agricultural sectors in Antalya contributed to the Joint Program's holistic approach for multi-sectoral development in Antalya. Coordinated by the FAO, the vocational training programmes focusing on fostering rural employment opportunities in Antalya significantly complemented the efforts of the other partner UN Agencies which aimed at creating sustainable decent work opportunities for the youth.

In this collaborative and cooperative environment of programme implementation, the National Employment Agency (İŞKUR) has played an important role through provision of strategic guidance and (where appropriate) assistance on activities that required specific expertise on employment. İŞKUR has demonstrated a high level of commitment in and support to the Joint Programme both at the national level and the local level.

## **II. ASSESSMENT OF JOINT PROGRAMME RESULTS**

- a. **Report on the key outcomes achieved and explain any variance in achieved versus planned results. The narrative should be results oriented to present results and illustrate impacts of the pilot at policy level.**

In line with the priorities, outcomes and the outputs set forth in the Programme Document, the UN Joint Programme carried out activities at both national level and at local level in Antalya Province and achieved a set of results that contributed to the achievement of the overall objective of the Joint Programme.

At national level, activities included enhancing the capacity and service areas of İŞKUR and Provincial Employment and Vocational Training Board; analysing labour market trends until 2020 through the "Occupational Outlook" of Turkey and development and adoption of "National Youth Employment Action Plan" and its promotion in strategies and action plans of relevant organizations.

At local level, the programme supported labour force supply and demand dynamics while working to eliminate discord between labour force supply and demand. With its activities at both local and national level, the UN Joint Programme gave support to the effective implementation of employment, social inclusion and migration management policies favouring youth groups and women in particular.

## **Leading Initiatives at National Level under the UN Joint Programme**

### ***(i) Policy Development, Strategy and Planning***

***National Youth Employment Action Plan:*** The first "National Youth Employment Action Plan" in Turkey was prepared by the National Technical Team (NTT)<sup>1</sup> formed under the UN Joint Programme with the participation of representatives from relevant government agencies and employers' and workers' organizations, academics and non-governmental organization of youth. During the process, NTT members participated to training seminars and workshops organized by the ILO International Training Centre (ITC-ILO), ILO Youth Employment Programme and Youth Employment Network (YEN) Secretariat. While developing the Action Plan in the light of ILO's Guide for the Preparation of Action Plans on Youth Employment, the NTT built on different fields of expertise including employment and decent jobs, poverty alleviation and development, rural development and migration which UN organizations in the UN Joint programme represented. Coordinated by the ILO, NTT members gathered in total number of 12 regular meetings and attended 3 capacity building activities through support of UN agencies involved the Joint Programme.

In this context, a situation analysis report was prepared for the purpose of incorporating issues related to the employment of rural youth into the National Youth Employment Action Plan. The report titled "Structure of Rural Employment in Turkey" included data on economic and socio-cultural situation in Turkey and in Antalya, labour market and employment dynamics and the state of rural and agricultural employment. These data were also included in the National Youth Employment Action Plan.

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<sup>1</sup> The National Technical Team was composed of representatives from the following organizations: Employment Agency of Turkey (İŞKUR), Trade Union Confederations of Turkey (TÜRK-İŞ), Fair Trade Unions Confederation (HAK-İŞ), Confederation of Progressive Trade Unions (DİSK), Ministry of Development, Statistics Institution of Turkey (TÜİK), Ministry of National Education (MoNE), Ministry of Food, Agriculture and Animal Husbandry and Youth Employment association (GİDER).

While developing the Action Plan, the workshop “Migration Management in Turkey” was organized in order to identify the basic needs of migrant youth, support their employment and to include this issue as well in the Action Plan. The workshop sought establishing the link between migration management in Turkey and youth employment and developing pertinent policies in this area by looking at the local from a global perspective.

Coordinated by the IOM, the “Document on Suggestions and Feedback on the Draft National Youth Employment Action Plan” stressed the importance of migration as a component worth considering in the context of youth employment. This work contributed to the National Youth Employment Action Plan and policy suggestions in terms of incorporating the basic needs of migrant youth, their adaptation to urban environments and employment.

The National Youth Employment Action Plan is the most important output of the UN Joint Programme at national level. The Action Plan completed and shared with public in November 2011 encourages increasing “decent work” opportunities for young men and women through specific activities that the İŞKUR will be implementing in the period 2011-2015 together with other governmental agencies.

Since all decisions in NTT meetings were taken unanimously on the basis of full consensus, the Action Plan is also important as the product of an enviable process of social dialogue. All policy suggestions and actions constituting the Action Plan were determined upon the discussion by an agreement of parties represented in the NTT.

## ***(ii) Research***

***Occupational Outlook in Turkey:*** Prepared under the coordination of the ILO, the report “Occupational Outlook of Turkey” includes medium-term projections on population, labour force and employment up to the year 2020. The report was prepared by using two-digit micro data on occupational and economic activities specially prepared for the UN Joint Programme by the Statistics Institute of Turkey. As such, the report addresses various issues including: occupational areas that seem to be preferred more until 2020; occupations that tend to grow faster than others; directions that population and labour market trends may evolve towards; existing labour market trends; employment trends on sector basis and relationship between education-training and employment. The report was shared with the public at a meeting held in Ankara on 2 November 2011. The report was presented in the morning session of the meeting and a technical workshop was held in afternoon. Participated by academics, social partners and technical experts of governmental agencies, this workshop sought answer to the question “how should be the occupational outlook fit for Turkey?”

## **Leading Initiatives at Local Level under the UN Joint Programme**

With a view to contribute to the realization of the overall objective of the UN Joint Programme and achieve the outcomes and the outputs identified in the Programme Document, the activities of the UNJP have been categorized under four headings as listed below:

- Research
- Strategy and Planning
- Capacity Building Programmes
- Vocational Trainings

***(i) Analysis and Research***

***Research on Labour Market in Antalya:*** Local labour market analyses help decision makers in many ways and play an important role in regional development by identifying changing need for skills which is necessary for matching labour supply and demand and monitoring the impact of labour force policies pursued. As such, the Antalya Labour Market Study conducted by the Statistics Institute of Turkey (TÜİK) in cooperation with İŞKUR from September 2010 to January 2011 aimed at identifying the composition of labour force, demand for labour force at sector level, training and qualification needs etc focusing on solution to the problem of youth unemployment. The study sought to ensure that vocational training courses to be delivered by the Antalya Directorate of İŞKUR in 2011 and 2012 are identified and effectively delivered by assessing the present state of employment and vocational training needs in Antalya by using updated disaggregated data with respect to gender and disability. Besides yielding significant outcomes for guiding decision makers and developing evidence-based policies, this study also set a good example of inter-agency cooperation.

***Antalya Labour Market Analysis:*** The “Antalya Province Labour Market Analysis” was prepared by Prof. Gülay Toksöz from the Faculty of Political Sciences, Ankara University under the UN Joint Programme. The study examines the basic features of local economy, demographic trends, gross domestic product, sectors (agriculture, industry, tourism and construction), exports and investments. The main characteristics of labour market in Antalya were evaluated in detail also by examining findings from TÜİK’s Antalya Labour Market Survey September 2011-January 2012 and micro data from TÜİK’s Household Labour Surveys covering NUTS2-TR61 region. These assessments supported by the UN Joint Programme were made from a gender equality perspective. The outcomes of these analyses which also drew from the findings of the Sector Scan for Priority Sectors were presented as “Analysis of Antalya Labour Market from a Gender Perspective” at the Interim Evaluation Conference held in Ankara on 25 January 2011. The findings of this important work was also shared with Antalya Governorate, İŞKUR, TÜİK and representatives from civil society and private sector organizations at the workshop “Antalya Labour Market Analysis and Women’s employment” held in Antalya on 22 April 2011.

***Identifying Priority Sectors in Antalya:*** Among others, the screening work geared to identifying priority sectors in Antalya under the UN Joint Programme had its specific importance. This work had the objective of analysing the present state of local economy, identifying potential areas for development in the medium and longer term and, for 10 development areas identified, conducting a comparative advantage study in the face of both national and international competitors. This work was conducted by desk review and examination of available statistics as well as semi-structured interviews with local and national actors and widely participated stakeholder meetings. The comprehensive report coming out after this work both guided various activities to be conducted under the UN Joint Programme and provided a reference document useful to local stakeholders.

***Institutional Need Analyses:*** A two-stage approach was followed in developing strategies on institutional structure geared to ensuring the institutional sustainability of activities conducted under the main objectives of the UN Joint Programme and scaling up best practices in this field. At the first stage, the existing situation was analyzed. Firstly, a detailed report was prepared and needs analysis was conducted in relation to the given institutional capacity of İŞKUR and Provincial Employment and Vocational Training Board (PEVTB) as the implementing agency of the Joint Programme. The work prepared for İŞKUR aimed at exploring existing resources and difficulties faced in practice at both General and Provincial

Directorate levels by going over legislation presently in effect as well as best practices at international level. Detailed desk reviews as well as questionnaires and focus group meetings at national and local levels contributed to accomplishing a realistic and comprehensive situation analysis. Similarly, the existing legislation was examined for the PEVTB as well. At provincial level, detailed questionnaires and interviews were conducted with all PEVTB members and practices that appear to be promising for Turkey were identified after going over international success stories. In the second phase of the process development plans were prepared for İŞKUR and PEVTB. In line with needs identified in the situation analysis, a plan for restructuring and an associated development plan were developed for both the HQ and Provincial Directorate of İŞKUR. As for the PEVTB, suggestions were developed to improve functioning and to further develop and strengthen relations among PEVTB members. In the process, while some activities were integrated to İŞKUR General Directorate's efforts for restructuring at national scale in 2010, some of the development plans suggested to İŞKUR Provincial Directorate and local were reflected to work plans in the context of UN Joint Programme activities.

***Evaluation of Training Programmes in Agriculture:*** Coordinated by the FAO, an assessment on the effectiveness of vocational training programmes in agriculture was conducted through liaising various institutions in Antalya region. The overall objective of this work was to analyse social and economic conditions affecting the employment of rural youth. This work examined the state of agriculture and agricultural employment in Antalya region and data relating to production, marketing, exports and employment in ornamental plants production. It was found that there was no coordination between various governmental and private organizations delivering vocational training in agriculture and stakeholders of earlier experiences in the same area. This work also pointed out to the need for utilizing model agricultural enterprises, qualified technicians and experts more effectively to make vocational training courses more rewarding. The vocational training programmes delivered in Antalya under the UN Joint Programme were designed and planned in the light of the findings and recommendations of this work.

***Migration and Employment:*** The baseline survey "Migration and Employment: Working Life at Central Antalya" turned out to be one of the important outputs of the UN Joint Programme at local level. The survey was intended to examine the role of migration in labour market regulations and to reach a better understanding of the impact of migration on occupational changes in labour market. Another aim of the survey was to explore factors which lead to high rates of youth unemployment in Antalya. Both quantitative and qualitative analyses of the research were conducted by a team of high calibre specialists. For the survey mentioned, a sample covering 2000 households was selected and interviews were conducted with 72.8 percent of this sample. From sampled households, 478 males and 531 females in the age group 15-29 were taken in for interviewing under the coordination of Antalya Regional Directorate of the Institute of Statistics (TÜİK). The Regional Directorate also contributed significantly to the design, sample selection and implementation of this survey conducted at the provincial centre.

The research identified the factors influencing the employment experience of youth as follows: migration, educational status, sectors that offer employment, urban integration (labour force participation, taking advantage of facilities that urban environment offers, taking part in social life, exclusion and feeling of being a fellow citizen of Antalya) and benefitting from İŞKUR's training courses. The following briefly summarizes the picture emerging after the research: Young people interviewed as a part of the research are mostly high school graduates. The fact that primary, secondary and even university graduates are all doing same

kind of jobs shows that the education system cannot perform the function of ensuring upward mobility that it is normally expected. Migrant/seasonal youth cannot capitalize on the advantages of their educational background while joining the labour force. Research revealed the necessity of assessing migrant youth's relations with İŞKUR in terms of benefitting from services that the latter offers. It is found that İŞKUR's skill building and vocational training courses particularly for permanent jobs are important and necessary in providing opportunities to young people who want not temporary but permanent jobs and to migrant youth in transition from youth to adulthood by establishing their families.

## ***(ii) Strategy and Planning***

***Clustering Analyses and Strategic Road Maps:*** Clustering analysis and strategic road maps in sectors identified in screening work were geared to reaching detailed analyses in both seed production and yacht building sectors. At this stage of the work and following a general economic analysis, sector-based priorities were identified through workshops participated by sector representatives and semi-structured interviews. These detailed reports played a critical role in securing the support of the Ministry of Economy for both sectors. Funds thus created will significantly contribute to training, counselling and marketing activities that will foster economic development instead of sufficing with road maps merely remaining on shelves.

***Sectoral Analysis and Development Plans:*** Following work for identifying potential and emerging sectors in Antalya province conducted under the UN Joint Programme, sector development work on emerging sectors was carried out by using clustering methodology. To give specific examples, seed production and production of luxury yachts in Antalya Free Trade Zone were promising sectors in terms of both their further development potential and of sustainability for already having base for local partnerships. Detailed cluster analyses were conducted, in the field of seed production, together with Sub-union of Seed Producers (TSÜAB), Western Mediterranean Agricultural Research Institute (BATEM) and Western Mediterranean Development Agency (BAKA). In luxury yacht building the partner organization was Antalya Free Trade Zone Businessmen Association. Detailed cluster analyses were followed by strategic road maps in a participatory process guided by firms in the sectors concerned. The Circular no. 2010/08 issued at the end of 2010 by the Ministry of Economy on the Promotion of International Competitiveness provided a significant opportunity to translate into life strategic road maps prepared and prioritized activities. Analyses were presented to the Ministry by TSÜAB and ASBİAD in response to this Circular and eventually funds amounting to 1.6 and 1.5 million dollars were created for seed and yacht sectors, respectively. By utilizing these important funds the TSÜAB and ASBİAD will not only augment their competitiveness but also contribute more to both local and national economy with strengthened cooperation. The use of funds and realization of activities mentioned will also contribute to the development of institutional capacity.

***Clustering Business Plan:*** The institutional needs analysis revealed that the sector-based and regional economic development perspective is not sufficiently reflected to province level work plans. This observation once more stressed the importance of holistic planning of activities under sector development strategies in line with the UN Joint Programme objectives. Consequently, the UN Joint Programme conducted a special work for both İŞKUR and developed "Clustering Business Plan" for both agencies so as to stress sector-based perspective and harmonizing sector development activities with existing service packages by making use of clustering methodology. With these work plans, an important step was taken to have local actors to lead sector development activities and to promote joint action by public

and private sectors and universities in line with province-level priorities and economic dynamics.

***Identification and Planning of Vocational Training Courses:*** Vocational training courses supported by the UN Joint Programme in Antalya were identified and planned together with İŞKUR local office in Antalya through benefiting from the results of analytical works such as Antalya Labour Market Survey, Antalya Province Labour Market Analysis and Priority Sector Scans to select the most appropriate vocational training courses, better match labour force demand of the labour market and thus, increase the employment rate of young people in Antalya.

***Rural Employment and PEVTB:*** One of the important contributions of the UN Joint Programme in Antalya was the inclusion in PEVTB agenda of issues related to rural employment. There were intensive advocacy activities for including rural employment issues in labour market analyses to be conducted under PEVTB decisions and also trainings in rural employment while determining annual training programmes. In order to include rural and agricultural issues in the agenda of quarterly PEVTB meetings, representatives from organizations such as Provincial Directorate of Food, Agriculture and Livestock and Union of Exporters joined the board.

***Labour Market and Migration:*** The UN Joint Programme also conducted activities to mobilize local partners to improve the employability of youth migrating to Antalya, with a specific focus on women. Through both National Youth Employment Action Plan and Sustainability and exit Strategy of the Joint Programme, PEVTB meetings with relevant groups were made to include issues related to social inclusion, basic life skills and adaptation to labour market and to have training programmes cover these issues as well. Through this channel, there was also contribution to making active and balanced mobility of young population as step for balancing ongoing unemployment disparities in Turkey.

### ***(iii) Capacity Building Programmes***

***Training of Job and Occupation Counsellors:*** 2,817 Job and Occupational Counsellors (JOC) starting their work nationwide under the İŞKUR slogan “a counsellor for each jobless person” meant both a step forward in attaining national employment targets and the new face of İŞKUR in its relations with employers and job seekers. In the context institutional capacity building, the UN Joint Programme implemented a training programme for JOCs newly starting their duties in İŞKUR Antalya Directorate. These trainings covering 100 JOCs took place in two phases as in June-July 2012 and September 2012. It can be taken as indicator of success for trainings that trainees were active and participative during training and when issues related to improvement of counselling practices were being discussed and also that after training JOCs were able to translate new knowledge into their daily practices in counselling.

Trainings delivered under the UN organizations as participants of the Joint Programme covered the following topics. The participants declared their high levels of satisfaction from the training modules.

- Effective Access, Matching and Job Placement Services in Job Counselling
- Activities Conducted in Antalya by the FAO in the Field of Rural Development and Employment and Successful Practices at International Level
- Sector Development and Economic Development

- Basic Life Skills for Migrant Youth and Service Delivery Sensitive to Gender and Disadvantaged Groups
- Statistical Data Literacy
- Institutions and Agencies in Antalya

***Training Programmes for İŞKUR and PEVTB:*** Under development plans prepared in line with İŞKUR and PEVTB institutional needs analysis which had been completed as a part of the UN Joint Programme, a part of training programmes foreseen for both institutions was also delivered through the UN Joint Programme. Within the year 2011, two-stage training was organized for İŞKUR’s central and local (Antalya) personnel covering the topics of project cycle management, management skills and communication techniques.

***Study Visits:*** Study visits were conducted to Austria and Slovenia in March 2011 to support the National Technical Team through introducing good practices in employment policy making to contribute to the process of drafting the National Youth Employment Action Plan. Ministry of Labour and Employment, Public Employment Services, NGOs and vocational training institutions were visited during the study visit. For İŞKUR staff and PEVTB members, another visit was organized to the Netherlands in May 2012 for the purpose of conducting observations on and sharing experience in relation to the development and implementation of employment policies and programmes and good practices in employment-focused local economic development processes. During these visits, interviews were made with local employment boards, local governments, civil society organizations and private sector representatives.

***Trainings on Clustering:*** Another important step in the context of capacity building component of the Joint Programme was trainings in clustering in February 2012 for the leading governmental, private and civil society organizations in Antalya. A widely participated session on awareness building was followed by 3-days training in “clustering and cluster development.” These trainings contributed to the capacity of local actors in such issues as sustainable development, innovativeness, competitive power and importance of local level partnerships.

***Labour Migration Management in Turkey and Employment Workshop:*** The workshop “Labour Migration Management and Employment in Turkey” was organized in Antalya on 19-20 June 2012 with the participation of related civil society organizations and academics as well as PEVTB members. The workshop aimed at examining the role of migration in regulations related to labour markets, understanding better the impact of migration on occupational changes in labour markets and sharing the main features of international cooperation in developing labour migration management policies.

***Workshop on Labour Market Analysis and Women’s Employment in Antalya:*** In this workshop held in Antalya on 22 April 2011 under the UN Joint Programme, the findings of the earlier study “Analysis of Labour Market in Antalya Province” conducted for the Joint Programme. Following questions and answers were presented and the workshop continued with discussion on efforts waged to increase women’s employment in Antalya. Following the TOBB Antalya Women Entrepreneurs Board and ANSIAD presentation on difficulties faced by women in Antalya in participating to working life, associated needs and best practices, information was given on services by İŞKUR Antalya Directorate extended to women and activities for increasing the number of women registered with İŞKUR. In other sessions of the workshop, Basic Life Skills training modules developed by the UN Joint Programme to support the employment of migrant youth and in particular women in Antalya and activities

conducted to promote women's employment in agriculture again in Antalya were shared with participants. The last issue discussed in the workshop was the importance of cooperation between women's NGOs and İŞKUR in supporting women's employment in Antalya.

***Handbook on Rights at Work:*** The “Handbook on -Rights at Work” was prepared in cooperation with the Labour Inspectors' Association to inform young workers and unemployed young persons participating to vocational training courses supported by the UN Joint Programme about their rights in working life in a simple and easily understandable language. The handbook was distributed to and welcomed by unemployed young people attending vocational training courses delivered in Antalya in 2011 and 2012 with the support of the UN Joint Programme. The handbook addresses the fundamental rights of working people as guaranteed by the Constitution as well as other rights including association, social protection, collective bargaining and agreement, rest, work safety and health also with special reference to rights that young and female workers are entitled to. An interactive and web based animation (“Rights at Work”) work deriving from this handbook and including information from latest laws adopted in 2012 was completed by the end of November 2012. This interactive animation was adapted to the websites of such relevant governmental organizations as the Ministry of Labour and Social Security and İŞKUR. Moreover, as an innovative mobile tool of first of its kind, mobile and tablet applications over Android and iOS platforms were also develop to outreach as many young people as possible in Turkey.

#### ***(iv) Vocational Training Courses***

***Vocational Training Courses and Training in Entrepreneurship:*** Antalya Labour Market Survey, Antalya Labour Market Analysis and Priority Sectors Scan carried out in the period September 2010-January 2011, resulted in the identification of occupations for which there was higher labour demand in Antalya labour market. Following this, the UN Joint Programme started to provide support to İŞKUR's vocational training courses in Antalya from 2011 and on. In the first phase of these trainings for the age group 15-24 which started in May 2011, the topics covered were “Sick and elderly Care”, “Office Work” and “Job as a Cashier”. As of October 2012, 654 persons including 382 females (58% of total beneficiaries) took part in these courses in 14 different areas. Starting from 2011, the number of training courses delivered with the support of the UN Joint Programme reached 32.

In addition, 144 participants half of whom were females were given training in entrepreneurship in 2011. In September and October 2012, 46 young participants including some with disabilities were given pilot training in entrepreneurship consisting of three components. Following training courses, participants were provided coaching and guidance in presenting their business plans to the KOSGEB and other funding agencies to reach necessary start-up funds. The three components of this pilot training were “reaching and selecting potential entrepreneurs” “training in entrepreneurship” and “business coaching.” It is now envisaged to repeat this pilot training in other provinces on the basis of İŞKUR-KOSGEB cooperation.

***Trainings for Rural Employment:*** A significant part of trainings delivered in Antalya under the UN Joint Programme was related to rural employment. Prior to these trainings geared to strengthening rural employment, fields of training that could help increase rural employment in Antalya were identified in the light of the report “Structure of Rural Employment in Turkey” prepared by Prof. Emine Olhan for the UN Joint Programme”. Starting from the second year of the Joint Programme, trainings covered the following topics: “production of ornamental plants”, “seedling and nursery production”, “plant protection and use of pesticides” and “seed production and seed quality.”

***Trainings for Women Farmers:*** Trainings in plant protection and use of pesticides were delivered in three stages in the period May 2011-November 2012 in partnership with the Provincial Directorate of Food, Agriculture and Livestock with the Women Farmers Department of the General Directorate of Organization and Support of the Ministry as the cooperating party. Trainings covered 330 women farmers from different districts and villages of Antalya as well as 50 agricultural counsellors. In addition to theoretical trainings covering such topics as “good agriculture practices” (global gap), “plant diseases”, “pests and combat methods” and “adoption of innovative methods in agriculture”, field visits were made to greenhouses in the area to engage in practices in line with theoretical courses. As a result of interviews with relevant stakeholders and evaluations by participants, the second and third sessions of the trainings also focused on theoretical and practical training of female farmers engaged in greenhouse farming with topics such as “management in small size family agriculture enterprises”, “labour force use and planning” and “management of financial resources and marketing.”

***Trainings in Seed Production:*** The second training in the context of rural employment was on seed production. Under the Joint Programme, an analysis conducted in 2012 investigated strategic sectors in Antalya with reference to such criteria as annual income, employment possibilities and export potential. This analysis pointed out to seed production as an emerging sector in the province. On the basis of this analysis a training was organized on “Seed Quality and Technology” with the Sub-union of Seed Industrialists and Producers (TSÜAB) as the partner organization in cooperation with Western Mediterranean Agricultural Research Institute (BATEM) and Ege University Seed Technology Research and Implementation Centre. Needs analysis conducted helped identify the target groups of the training, training topics and trainers. In the period 12 September-10 October 2011 the training consisting of theoretical and practical sessions were delivered to two different groups. Besides receiving training in “seed quality”, “seed production and harvesting” and “packaging and storing”, 60 young trainees found the chance of observing such works as germination, physical purity and disease tests in BATEM’s Aksu laboratories. The training programme was recorded by Bereket TV, a national broadcasting company and aired in a programme titled “Expert View.”

***Promoting Private Entrepreneurship in Nursery and Sapling Production:*** In cooperation with the HQ of the Chamber of Forest Engineers, training was organized in Antalya from 19 to 24 September 2011 in “promoting private entrepreneurship in nursery production”. There were 30 trainees as new graduates in Forest Engineering, Agronomy, Forest Industrial Engineering, Landscape Architecture and Biology. Delivered in two stages as theoretical and practical, the training delivered by expert trainers covered various issues of relevance including “legal basis of special forest saplings”, “techniques of producing bare and covered rooted seedlings”, “nursery marketing techniques and market survey” and “techniques of producing natural species with high landscape value in Turkey”. Trainees were awarded their certificates at the end of training.

***Agricultural Vocational Training Programme in Production of Ornamental Plants:*** The next rural employment focused training was the vocational training in the production of ornamental plants. In this activity partners were the Association of Exporters of Ornamental Plants, İŞKUR-Antalya and Antalya Stock Exchange. The objective of this training was to supply well trained and qualified workers in preparing, sowing, planting, proper manure, combating against plant diseases and pests and producing ornamental plants as carnation by using different techniques. The theoretical part of training was delivered at the Agricultural-Vocational Training Centre of Antalya Stock Exchange (TUMEM) and practical sessions were conducted in accordance with FAO Farmer Field School Methodology at the facilities of

volunteering firms. The topics covered in the training programme were “production techniques in general”, “soil preparation”, “environmental conditions”, “cultural maintenance” and “carnation and gerbera production”. İŞKUR Antalya Directorate covered such costs as 20 TL daily allowances to trainees and their insurance for health, occupational diseases and work accidents. 80% of the first group completing their training were employed by participating firms.

**b. In what way do you feel that the capacities developed during the implementation of the joint programme have contributed to the achievement of the outcomes?**

As detailed in the previous section, a series of capacity development programmes and tools have been designed and delivered to the National Technical Team, General and Provincial Directorates of İŞKUR, PEVTB and the key local stakeholders. These capacity building programs and tools involved training programs, workshops, technical study tours, networking activities and supportive tools (i.e. manuals, guidelines etc.)

With the help of these capacity development programmes of the UNJP, the improved capacities of the institutions with which the UNJP has collaborated during the course of the programme, laid the ground for more effective design, delivery, implementation, monitoring and sustainability of the key Programme activities and outputs. As noted in the previous sections, the newly recruited job counsellors have also benefitted from the expertise and the competencies of the partner UN Agencies. In this sense, around 80 Job Counsellors have been trained on effective matching, rural development and employment, sectoral development and migration management. The trained Job Counsellors could be attributed as local agents who could maintain and sustain the key activities carried out within the scope of the UNJP and the strategic outputs that were developed at the local level.

**c. Report on how outputs have contributed to the achievement of the outcomes based on performance indicators and explain any variance in actual versus planned contributions of these outputs. Highlight any institutional and/ or behavioural changes, including capacity development, amongst beneficiaries/right holders.**

As detailed in the attached M&E Framework, the UNJP has facilitated development of a series of outputs, which have contributed to the achievement of the outcomes. The intervention modality of the UNJP through which it has been implemented paved the way for active involvement of the national and local stakeholders. Together with the targeted capacity building programs, the active involvement of the national and local stakeholders led to institutional and behavioural changes.

Developed through a consultative process bringing together the public institutions, unions, CSOs and the academia, the National Youth Employment Action Plan contributed to the achievement of the overall outcome of the UNJP which is to *implement employment policies benefiting the poor (vulnerable groups in the labor market) and women within framework of decent work and social integration*. Within the scope of the NYEAP development phase;

- Necessary groundwork and preparations were made in place to facilitate drafting of National Employment Action Plan.
- National capacities were developed for preparation of a National Youth Employment Action Plan through a participatory process

- Migration in youth employment aspects were included in the Youth Employment Action Plan and National Technical Team trained on migration management
- Rural youth employment aspects were included in the Youth Employment Action Plan and NTT trained on rural youth employment potentials
- Capacities were 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)
- Analytical knowledge base of policy makers was developed for incorporation of labour market demand in policies and programs for youth employment and young women's participation in the labor force (i.e. Occupational Outlook).

The improvement of the capacities of the local authorities and the systems in place to increase employment of vulnerable youth including young women and migrants in Antalya also provided significant inputs for the realization of the overall outcome. The capacity development activities involved the following;

- Development of technical and coordination capacities of the local stakeholders involved in implementation and monitoring of youth employment in Antalya
- Development of technical and administrative capacities of Antalya ISKUR for implementation of active labor market policies, including provision of services tailored to enhance the capabilities of the most vulnerable in the labor market
- Local authorities put specific interventions in place to address the employment and employability issues of young migrants including young women to Antalya
- The potential of the local economy to absorb migration induced labor and to grow in a sustainable manner supported through economic actors
- The labor absorption capacity of the agricultural value chain in Antalya enhanced through improved services of Provincial Directorate of Agriculture in coordination with relevant local actors

Furthermore, although they were not members of the PEVTB before due to the regulation, upon the request of UNJP, TÜİK and BAKA were invited to attend regularly the PEVTB meetings to increase the capacity of PEVTB to develop its policies based on evidence-based policy making and holistic approach considering local economic development and employment generation.

**d. Who are and how have the primary beneficiaries/right holders been engaged in the joint programme implementation? Please disaggregate by relevant category as appropriate for your specific joint programme (e.g. gender, age, etc)**

UNJP's primary beneficiaries are the young people between ages 15 to 24, with main focus on gender mainstreaming and a primary perspective of social inclusion and cohesion by integrating migration into the program's agenda.

Youth, especially young women have low participation rates in the labour market and high rates of unemployment. TURKSTAT data shows as the level of education increases, the rates of unemployment also increase proportionately. When we look at the issue from a gender and urban/rural perspective, we see that young women in rural areas have lower unemployment rates than their urban peers, because their participation and expectancy to participate in workforce is also very low. A very high percentage of women in the workforce are involved in unpaid agricultural jobs or home work. The rate of women in informal sector is also higher than men. This and other structural and traditional barriers keep women from workforce

participation, with a current rate of 28.8% in 2011, and having decent jobs for a better life. In 2008, 44% of ALMP beneficiaries were women. Among these, in UNJP supported VETs in Antalya, 58% were women. To ensure this vulnerable group partakes, women candidates were especially encouraged through gender mainstreaming approach.

Rural sectors also tend to have a higher rate of workers from migrant families, and women in these families and women in agricultural jobs are also more vulnerable. The VETs on agricultural subjects were designed to train youth from migrant families to have higher skills, and especially delivered to 400 women to provide them with the necessary skills as well as ensuring the positive impact reaches their communities and livelihoods – as the saying goes, “training a man would mean training an individual, but train a woman, and you train a whole family”.

Antalya is the third highest migration receiving province in Turkey. This requires the ALMPs applied by İŞKUR on national level are efficiently carried on to local levels, ensuring the inclusion of this vulnerable group coming in with their young families with the main purpose of finding a decent job. The actions taken directly addressing this group are twofold. On the first level these young people were encouraged to take part in vocational trainings provided by İŞKUR and supported by UNJP. To ensure this vulnerable group benefits from UNJP’s activities and İŞKUR’s services, an after-care system was implemented as the second layer. After participation in the VETs, participants, especially youth were invited to a two-day follow-up programme, the “Basic Life Skills” program. To define if these youth were migrants or not, two questions were embedded in the regular participant form asking where they were born, and when they started living in Antalya. Within the program, the youth’s skills in seeking and finding, as well as keeping jobs were upgraded. As a result, almost 80% of 1200 young participants were from migrant families.

For another vulnerable group, the disabled, UNJP has re-designed and delivered entrepreneurship training in collaboration with İŞKUR and KOSGEB, with a quota of at least 10% disabled participants. This model has also been suggested to İŞKUR as an example of İŞKUR for sustainability on the module on local level and replicability on national level.

İŞKUR on the other hand addressed the crosscutting issues of youth, women and migrants within employment by hiring 2817 job counsellors. 94 of these new hires are employed in İŞKUR Antalya provincial directorate. After the training programs delivered to the counsellors, seeing they embed the perspective in the trainings to their service provision methodology is an example of good practice in service provision to vulnerable groups, and UNJP’s concrete input within this context.

To avoid the seasonality and to the purpose of employment generation at the local level, UNJP followed a three-level development agenda. First, the prominent sectors alternative to tourism were identified. Second, three of these industries were selected and supported by composing roadmaps for sectoral development. On third level, the receipt of MoE funds for two of these sectors was facilitated. These sectors are expected to create sustainable and decent jobs for the local people.

As another input, UNJP joined the PEVTB’s Zeytinköy committee. A vulnerable, socially and economically deprived region, Zeytinköy is home to high numbers of unemployed youth. The community was encouraged to contact İŞKUR, develop and upgrade skills, seek jobs and work – they were especially encouraged to work, as they had lost the courage and the will to

seek jobs. As a result, many young people came to contact with İŞKUR, and 10 young women participated in İŞKUR's Patient and Elderly Care program supported by UNJP.

- e. **Describe and assess how the joint programme and its development partners have addressed issues of social, cultural, political and economic inequalities during the implementation phase of the programme:**

*To what extent and in which capacities have socially excluded populations been involved throughout this programme?*

Socially excluded groups, i.e. women, impoverished communities and disabled, as well as rights-deprived groups, i.e. youth and women were addressed throughout the program, from design to implementation of activities, and finally to the evaluation process. These people were not only addressed, but were the main beneficiaries, and reached on individual level, in efficient cooperation with local NGOs, public institutions, private sector institutions and İŞKUR provincial and general directorates.

*Has the programme contributed to increasing the decision making power of excluded groups vis-a-vis policies that affect their lives? Has there been an increase in dialogue and participation of these groups with local and national governments in relation to these policies?*

Social inclusion and cohesion are crucial for vulnerable groups' integration in urban life, workforce and education. Inclusion allows for vulnerable groups to access rights and opportunities equally. Within this context, UNJP's starting point was the rights-based approach to development with a gender(ed) perspective. The "youth" thematic window drew a general outline aligning the program's direction towards the young unemployed. To increase the level of participation of youth, including migrant youth and especially young women in policy and decision making procedures, NTT was composed. The participatory process brought together employers' and employees' associations, relevant government institutions and academia under İŞKUR's orchestration. The inclusion of a youth NGO was critical within this process, as it embedded first-hand youth perspective in this policy document. This document, as ensured by the Turkish government, will directly contribute to the National Employment Strategy, and will have thus a direct impact on decreasing youth unemployment, increasing women's participation in the workforce and adding a gender, migration and disabled people's perspective to policymaking and implementation. All in all, UNJP's policy contribution is expected to have a direct positive impact on Turkey's employment policies' being more inclusive for youth, women, migrants and the disabled.

*Has the programme and its development partners strengthened the organization of citizen and civil society groups so that they are better placed to advocate for their rights? If so how? Please give concrete examples.*

Joining forces with all relevant parties under the PEVTB allowed UNJP to be stronger, more flexible and goal-oriented on the operational level. With UNJP's encouragement, inclusion of the local directorate of Ministry of Food, Agriculture and Livestock, increased the representation rates of agricultural sectors and workforce. Development Agency's (i.e. BAKA) inclusion allowed PEVTB to share ideas with local development agency on employment issues in direct relation to local development. TURKSTAT's participation in the Board allowed for clearer pictures – disaggregated, up-to-date and comprehensive data provides the board to make concrete decisions, take quicker and direct actions. The city

council's inclusion in the board means the representation of the locals, Antalya's citizens who actually are the beneficiaries, and directly voicing their opinion. UNJP also joined the Zeytinköy taskforce under the PEVTB to increase the workforce participation of inhabitants from a socially and economically deprived region. The taskforce involves two grassroots organisations from the neighbourhoods, which is a good example of direct representation of the vulnerable group in the city's problem-solving practices and actions.

***To what extent has the programme (whether through local or national level interventions) contributed to improving the lives of socially excluded groups?***

UNJP's local and national level interventions, i.e. the NYEAP, strategic sector scan, demographic and workforce-related researches and reports, training programs for İŞKUR staff, M&E model, agricultural VET modules, vocational training courses, entrepreneurship module/model development and more, mean a new approach and a new modality of employment practices. Young people from migrant families highly benefited from the UNJP through attending vocational training courses and basic life skills trainings. 58% of trainees who attended vocational training courses were young women. Thus, the UNJP significantly contributed to the lives of socially excluded groups at local level. Moreover, the NYEAP has also addressed the socially excluded groups such as migrants and disabled people and recommends specific actions for these groups at national level. The sustainability and exit strategy and the taskforce are the measures introduced by the UNJP, so all the good practice are not one-off events, and unlike most projects, the impact persists and the modality replicated. Thus, UNJP's outcomes, IF owned and sustained by İŞKUR as foreseen, will have wider impact on national level.

**e. Describe the extent of the contribution of the joint programme to the following categories of results:**

**i. Paris Declaration Principles**

- ***Leadership of national and local governmental institutions:*** The UNJP had a very well functioning governance mechanism which enabled the national and local stakeholders to be involved in the design, implementation and monitoring of the UNJP activities and corresponding outputs. The Programme Management Committee Meetings, the National Steering Committee Meetings and the Provincial Education and Vocational Training Board Meetings (at which the UNJP was represented) turned out to be the platforms for inter-institutional cooperation. In this context, the orchestration of İŞKUR in policy development efforts, i.e. the NYEAP was crucial.
- ***Involvement of CSO and citizens:*** The CSOs and trade unions have been incorporated into the design, implementation and monitoring of the UNJP activities including but not limited to the preparation of the National Youth Employment Action Plan and other key activities carried out at the local level.
- ***Alignment and harmonization:*** The design of the UNJP laid the ground for *coordination of competencies, emergence of complementarities and avoidance of duplication.*
- ***Innovative elements in mutual accountability:*** As the Joint Programme was implemented by four UN Agencies, *the partners have always been accountable for the quality of the development results generated through the UN Joint Programme.*

## ii. Delivering as One

- ***Role of Resident Coordinator Office and synergies with other MDG-F Joint Programmes:*** The Resident Coordinator, who has always chaired the Programme Management Meetings, have provided strategic guidance and direction to the UNJP and ensured establishment of synergies with other MDG-F Joint Programmes, as well as other UN Agencies.
- ***Innovative elements in harmonization of procedures and managerial practices:***
  - The reporting tools have further been improved through incorporation of bilingual (i.e. Turkish and English) monthly progress reports which are regularly submitted to the Programme Management Committee Members on a regular basis.
  - The coordination arrangements have further been improved through introduction of monthly coordination meetings, chaired by the UNJP Manager and attended by the focal points of the partner UN agencies
  - The communication channels among the UNJP team (i.e. focal points) have been improved through establishment of an e-mail group for UNJP Team.
  - The financial planning, management and supervision of the partner UN agencies' budgets have been consolidated and made much more easier through introduction of pivot-based detailed expenditure reporting tool customized per each Agency's specific requirements and needs.
  - The UNJP activities (Agency specific and joint activities) have been coordinated and monitored more effectively through a consolidated Work Plan developed by a professional online project management tool. The complementarities among activities also ensured the harmonization of UN Agencies' efforts, and ensured delivery in pleasant and efficient coordination.

## III. GOOD PRACTICES AND LESSONS LEARNED

### a. Report key lessons learned and good practices that would facilitate future joint programme design and implementation

Strong collaboration and effective communication within joint programme partners through all processes from the design to implementation creates difference in delivering results. Continuous feedback mechanism from beneficiary and relevant local stakeholders also plays an important role for defining effective activities. In addition having the ability to adopt changes in local priorities is critical for long term commitment from the local stakeholders.

Coherent technical support from UN agencies in the areas of their expertise is a key to obtain successful results from the development process of national youth employment action plans. Furthermore, facilitating the process by involving all relevant parties from beginning to the end and encouraging the decision-making based on full consensus among National Technical Team members resulted in strong ownership and promotion of the National Youth Employment Action Plan (NYEAP) by institutions represented in the NTT. In this regard, nomination of NYEAP by social partners and government of Turkey as one of the national best practices in employment policy in Turkey to the G-20 Labour and Employment Ministers' Meeting in Mexico in May 2012 is a remarkable example of strong ownership.

In most free-market economies, the private sector is the sector where most jobs are held. Therefore, in addition to public agencies, NGOs and academia; it is also important to ensure

the representation of private sector while designing and implementing employment generating activities. One of the important principles of the UN Joint Programme was to ensure that all of the strategies and activities are planned, prepared and implemented with a partnership spirit not only among UN agencies (FAO, ILO, IOM and UNDP) but also associate public agencies, NGOs, academia and private sector at the local and national levels. In order to include rural and agricultural issues in the agenda of quarterly PEVTB meetings, there were intensive advocacy activities for representation of Provincial Directorate of Food, Agriculture and Livestock, Union of Exporters and private sector in the board meetings. Additionally, while designing the agricultural training programmes and curricula the private sector representatives were consulted. It is aimed to train the staff and trainees according to the realities and needs of the sector by including practical courses, on the job sessions and by benefiting from the experience of agricultural engineers already working in different private firms as trainers.

While designing a JP, the sequence of activities as well as roles and responsibilities of each UN Agency should be planned well to ensure a coherent programme management. Establishing a coordination mechanism that allows continuous exchange and collaboration from the onset helps monitor the progress. Similarly, some level of flexibility in approaches or set targets as was the case for the MDG-F programmes is critical since in many instances the context in which the UNJP is designed and in which it is implemented can be very different.

The planning and implementation process of the UNJP, particularly comprehensive and multilateral partnership structure entailing local and national levels has been the major element for the achievement of the objectives. A very effective coordination from national to local has been carried out for three and a half years so as to shape training and capacity building activities which are supported with numerous researches done at local level. In this context, each UN Agency supported comprehensive and coherent joint program strategy at the local level in line with their area of engagement. Local partners are encouraged to support the employment and employment possibilities for youth and particularly for women and migrants. Social inclusion, basic life skills, adaptation to labor market topics are added to the agenda of PEVTB meetings held in provinces designed for specific target groups through National Youth Employment Action Plan and Sustainability&Exit Strategy. Therefore, an effective and a balanced movement of the individuals of younger strata with potential value in human resources will be a step towards the elimination of ongoing inequalities in employment possibilities in Turkey.

As the UN stated in a manner of self-criticism, reasons for not reaching the desired levels in MDG achievement include one-size-fits-all policies, donor-centric agendas, low levels of inclusion of the local voices and shortcomings compose context-based and tailored policies and programmes. With this in mind, UNJP-YEM was designed not to overlook the local context, and to closely collaborate with the local bodies at all times, and implemented with gender and rights perspectives in focus. This cooperation and inclusion modality has proven to be fruitful on implementation, outputs and results levels.

**b. Report on any innovative development approaches as a result of joint programme implementation**

Although it wouldn't be perceived as an innovative approach in general, most of the UNJP activities would be regarded as new and innovative for the local institutions. In this sense, the clustering initiatives, the methodologies of training programs on entrepreneurship, basic life skills, farming techniques for women and cut flower are among the key UNJP activities that

could be attributed as new and innovative actions for the local institutions. UNJP's facilitation for the involvement of additional local institutions in the PEVTB structure (i.e. TurkStat, BAKA those related with agriculture) could also be regarded as one of the innovative actions.

Empowering beneficiaries of vocational training courses through increasing their knowledge of rights at work is a one of effective instruments to help them in accessing and staying in decent jobs. To illustrate, under the coordination of ILO, Handbook on Rights at Work distributed over 1,000 young job-seekers in Antalya and a unique and innovative web-based animation on rights at work with its mobile and tablet applications were greatly acknowledged tools to outreach much larger number of target groups (i.e. young women and men) than identified number of beneficiaries in the Joint Programme.

Another innovative approach was to convince policy-makers at local level (i.e. ISKUR management and PEVTB) to develop evidence-based policies targeting youth unemployment through locally conducted labour market survey and analyses. Active involvement of policy-makers in all stages of design, implementation and analysis of labour market surveys and research is a key to implement right policies based on accurate and up-to-date demand by the labour market to increase employment of young people.

More specifically, introduction of a new methodology for beneficiary on local economic development could be referred here. With the training program on cluster development, awareness rising among all local economic development agents ensured. This has been strengthened with the preparation of specific business plans for ISKUR and BAKA and priorities of these actors highlighted and customised action plans have been developed. Another benefit of this initiative was establishment of strong working relations for ISKUR with BAKA and other sectoral associations like ASBIAD and TSUAB. Enhanced working relations with the industry and development agencies will lead ISKUR to develop better linkages in delivering employment services not only for employees but also employers.

IOM's intervention on basic life skills training programme was first implemented via a training of trainers for 27 job counselors of İŞKUR to be deployed to different provinces in Turkey. As of December 2011, four job counselors of ISKUR Antalya Provincial Directorate in cooperation with IOM have been assigned to deliver basic life skills training to 1200 young people migrants via 48 cascaded trainings. The cascaded trainings by İŞKUR have become a model for institutional sustainability and a prerequisite for the core training programme for addressing of employment needs of migrant youth in Antalya. The trainings were finalized by July 2012.

The ornamental plants production training was conducted in line with the FAO Farmer Field School Methodology. The focus during these trainings was to make the program interesting for the young trainees, create real environments, use multiple teaching methods and also meet the needs of employers, such as to carry out the training in actual production conditions and that trainees receive practical knowledge, skills and attitudes that they can use immediately in practice. Through organization of study plots, observing of present activities, organization of experiments and trials, learners are actively included in the process of learning. Farmer Field School enables a learning environment where students' skills are developed in accordance with the real needs of the field, and the companies can meet their demand for skilled labour. In this way every party benefited from the trainings both in the short-term and long-term.

**c. Indicate key constraints including delays (if any) during programme implementation**

**i. Internal to the joint programme**

- Variations in the operational and administrative procedures of the partner UN Agencies

**ii. External to the joint programme**

- Restructuring of İSKUR both at the GD level and the provincial level
- Obstacles in accessing some target groups (mostly the disabled persons) due to lack of up-to-date data and coordination in accessing disabled people in local institutions
- Delays in the mobilization of the job counsellors, who were among the key target groups of the UNJP
- Obstacles in the implementation of the complementing activities at the local level due to the unavailabilities of the local stakeholders

**iii. Main mitigation actions implemented to overcome these constraints**

Regarding the key constraints internal to the joint programme, as detailed before, innovative actions/tools in harmonization of procedures and managerial practices have been introduced. The work plan of the UNJP has been adapted accordingly to minimize the repercussions of the key constraints external to the joint programme.

**d. Describe and assess how the monitoring and evaluation function has contributed:**

The monitoring and evaluation function of the Secretariat was quite beneficial and contributory in the sense that the regular M&E has contributed to the improvement in programme management and the attainment of development results, and improvement in transparency and mutual accountability. The PMC and NSC have also very effectively contributed to the fulfilment of the M&E function within the scope of the UN Joint Programme.

**e. Describe and assess how the communication and advocacy functions have contributed:**

During the inception phase of the UN Joint Programme a communications strategy was developed. Both that strategy and the official programme document emphasized that Joint Programme's sustainability could be secured by İŞKUR. To be able to do that İŞKUR should communicate with the public, media, relevant public and private institutions in order to implement its services properly. Therefore Joint Programme's communications activities planned accordingly (see below).

In the sustainability document and an exit plan that were prepared for the Joint Programme by the partnering UN agencies and relevant İŞKUR staff several recommendations and suggestions were made to improve and secure the sustainability of the Joint Programme.

A brochure that gives general information about the Joint Programme has been prepared. Following that a FAQ sheet was prepared. Joint Programme's web site was developed and updated regularly.

During the preparation of the communications strategy it was realized that the target groups did not know İŞKUR services properly. Since the Joint Programme's target group was also İŞKUR's target group, communications strategy and communication & advocacy activities of the Joint Programme mainly focused on strengthen the visibility of İŞKUR. Due to strategy, new visibility material that promote specific İŞKUR services (such as posters, roll-up posters, brochures) have been developed.

As a part of the strategy two large scale meetings were organized in order to improve İŞKUR relations with the relevant beneficiaries and media. The first meeting was organized in Ankara and brought the İŞKUR General Director and heads of relevant departments of İŞKUR with the economy reporters of the national media. The timing for this meeting was especially important since İŞKUR was going through an institutional restructuring. This meeting allowed İŞKUR to explain and share all the necessary details with the media. More than 30 journalists attended the meeting and a very lively and long Q&A session followed the presentations by İŞKUR. The meeting had good national media coverage.

The second meeting was organized in Antalya and General Director of İŞKUR and relevant heads of departments got together with employers from various sectors in the province. More than 100 participants including high and middle level managers attended the meeting.

In addition these face-to-face interactions, Joint Programme published a quarterly bulletin that summarized Joint Programme activities and distributed this bulletin to the local and national stakeholders, beneficiaries and relevant public and private sector institutions.

Furthermore Joint Programme regularly contributed to the UNDP's monthly bulletin that called New Horizons and recorded podcast programmes that is being distributed to several radio stations around Turkey.

The site manager of the Joint Programme who was based in Antalya also maintained continuous communication with the beneficiaries and stakeholders on local level.

Lastly, throughout entire implementation of the Joint Programme, designated staff of partner UN agencies have promoted, advocated and disseminated results and good practices of Joint Programme among policy-makers and practitioners in particular at national level.

**f. Please report on scalability of the joint programme and/or any of its components**

**i. To what extent has the joint programme assessed and systematized development results with the intention to use as evidence for replication or scaling up the joint programme or any of its components?**

Since the launch of the UNJP, in strong collaboration and cooperation with İŞKUR, partner UN Agencies have been assessing the opportunities and benefits of developing models and tools for replication purposes. In this sense, as detailed in the preceding section, a series of activities and outputs have been intended to be replicated by İŞKUR through the initiation and facilitation of the partner UN Agencies.

**ii. Describe example, if any, of replication or scaling up that are being undertaken**

Initiated and facilitated by the UNJP, a series of actions have been undertaken by İŞKUR for replication and scaling up.

Training programme for newly recruited Job Counsellors of İSKUR which was developed with the contribution of all Joint Programme members is the most relevant practice for İSKUR to replicate for all provinces. In detail some of the field studies could be benefited in different areas like conducting a sector scanning study to identify potential sectors. In parallel contribution to local stakeholders' capacity through training programmes and specifically with a customized business plans (like UNJP did in cluster development) could also be used.

The modality of pilot entrepreneurship training based on three phases such as pre-training support with entrepreneurship assessment tool, training phase with additional complementary module on sustainable enterprise creation, technology in entrepreneurship, sustainable labour relations and access to public and private start-up finance and post-training support including face-to-face and distant mentoring/business coaching for and a regular monitoring of young entrepreneurs was greatly acknowledged by İSKUR and KOSGEB (Small and Medium Size Enterprise Development Administration) to replicate and scale up in other 80 provinces of Turkey.

Another innovation for replication is web-based animation with tablet and mobile applications on rights at work. It was stated by İSKUR that at the beginning of vocational training courses, this web-based animation will be introduced to beneficiaries to acquire better knowledge of their rights and responsibilities in the world of work.

Conducting follow-up survey to monitor the employment trends of VET beneficiaries is another example of activities which are considered for replication and scale up by İSKUR after the completion of the UNJP-YEM. This follow up survey is expected to be crucial toolkit for monitoring employment status of beneficiaries of vocational education trainings and evaluation the effectiveness of these trainings by İSKUR.

Moreover, Antalya labour market survey jointly designed and implemented by TurkStat in collaboration with İSKUR proved to be a successful and effective instrument to conduct such surveys in other provinces. High-level officials in TurkStat and İSKUR stated their willingness of its replication in other provinces, based on the Action Plan strengthening linkages between education and labour market, which was endorsed by the Council of Ministers in summer 2010.

The “Basic Life Skills Training Programme”, with its five modules addresses the essentials for young migrants to adapt in city life, job seeking and employment opportunities, enhancing interpersonal communication skills, raising awareness on health care and nutrition as well as gender equality and prevention of gender based violence. As a result of this intensive basic life skills training programmes, not only the newly recruited job counsellors have been equipped with the competencies and capabilities related to migration management and delivery of services to vulnerable migrants but also 1200 unemployed migrant youth were provided with appropriate guidance to adapt urban life prior to their employment. The General Directorate of National Employment Agency has been provided with the training material, which would be used for replication of the basic life skills training programme in other provinces of Turkey. İSKUR given its improved capacity via trained job counsellors and the institutional budget reported its interest related to inclusion of the basic life skills training programme under the curriculum of the relevant vocational trainings where the majority of the participants are migrant youth.

As noted in the previous sections, coordinated by the UNDP, a series of cluster development activities have been carried out within the scope of the UNJP. With a view to facilitate replication of the intervention modality of the cluster development activities, a cluster development action plan was developed by the UNJP and handed over to the local development agency (i.e. BAKA). Likewise the cluster development action plan, a guideline for integration of employment policies into sectoral development initiatives has been developed and submitted to BAKA and Provincial Directorate of İSKUR.

ISKUR and other relevant partners are continuing the planning process for necessary actions to disseminate some of the agricultural vocational training programmes organized under the UNJP to different regions and also to other agricultural sectors. The trainings on “Seed Quality and Technology” organized in partnership with the Sub-union of Seed Industrialists and Producers (TSÜAB) are planned to be reorganized in different regions of Turkey such as Bursa where there is high levels of sector demand for high skilled labour. Additionally, Ornamental Plants Production Trainings conducted with the FAO Farmer Field School Methodology under the UNJP provided 75 % of employment rate for the successful graduates. The same methodology is going to be used in trainings to be organized by ISKUR Antalya in other agricultural sectors such as greenhouse vegetable production and landscape plants production. Finally, the Women Farmers Department of the General Directorate of Organization and Support of the Ministry of Food, Agriculture and Livestock is responsible for training women farmers in all regions of Turkey through provincial directorates. The Plant Protection trainings conducted under the UNJP are considered a good practice by the Ministry, and the existing women farmer training modules of the Ministry is updated to include topics such as “good agriculture practices”, “adoption of innovative methods in agriculture” and “management in small size agriculture enterprises”.

**iii. Describe the joint programme exit strategy and asses how it has improved the sustainability of the joint program.**

For ensuring the sustainability of the Joint Programme activities and outputs and extending pilot practices launched in Antalya to other regions of the country, İŞKUR General Directorate, İŞKUR Antalya Directorate and FAO, ILO, IOM and UNDP as the partners of the Joint Programme jointly developed a Sustainability and Exit Strategy in the first quarter of 2012.

The strategy document includes specific and viable actions and activities in the following areas:

- Inter-institutional coordination and governance
- Employment strategies and vocational training programs
- Sectoral development, economic competitiveness and employment
- Rural employment and vocational training programs
- Communication and visibility

Effective implementation of sustainability and exit strategies is undoubtedly correlated to the competence and commitment levels of institutions concerned. In institutional terms, the sustainability of the Joint Programme at national level will be ensured by a “Task Force” established under the General Directorate of İŞKUR bringing together specialists of İŞKUR in respective areas. As for the sustainability of activities in Antalya as pilot province, the strategy already identified activities for enhancing the institutional capacity of İŞKUR Directorate as well as other governmental agencies, business organizations, civil society organizations and education institutions as partners under the Joint Programme.

#### IV. FINANCIAL STATUS OF THE JOINT PROGRAMME

	Total Approved Budget*	Total Budget Transferred*	Total Budget Committed*	Total Budget Disbursed*
<b>UNDP</b>	1157768.00 USD	1157768.00 USD	1154576.00 USD	1134564.00 USD
<b>ILO</b>	1504206.00 USD	1504206.00 USD	1395267.00 USD	1354085.00 USD**
<b>IOM</b>	658906.00 USD	658906.00 USD	658906.00 USD	658906.00 USD
<b>FAO</b>	659120.00 USD	659120.00 USD	633750.00 USD	589747.00 USD
<b>TOTAL</b>	<b>3980000.00 USD</b>	<b>3980000.00 USD</b>	<b>3842499.00 USD</b>	<b>3737302.00 USD</b>

\* In USD terms

\*\* these figures may change due to currency rate fluctuations with respect to dates of payment against all invoices incurred by the implementation of Joint Programme.

#### V. OTHER COMMENTS AND/OR ADDITIONAL INFORMATION

N/A

#### VI. CERTIFICATION ON OPERATIONAL CLOSURE OF THE PROJECT

By signing, Participating United Nations Organizations (PUNO) certify that the project has been operationally completed.

PUNO	NAME	TITLE	SIGNATURE	DATE
ILO	Ümit Efendioğlu	Country Director		
UNDP	Matilda Dimovska	Deputy Resident Representative		
IOM	Meera Sethi	Chief of Mission		
FAO	Mustapha Sinaceur	Sub Regional Representative for Central Asia		

## VII. ANNEXES

### 1. List of all document/studies produced by the joint programme

UNDP	
Institutional Needs Assessment and development plan for ISKUR and PVETB	July 2010
Capacity building trainings for ISKUR staff and PVETB	January 2011-April 2011
Support for NTT on rural development, gender mainstreaming and regional development	January 2011
Strategic Sector Scan Report	November 2010
Cluster Analysis and Roadmap for seed processing in Antalya	October 2011
Cluster Analysis and Roadmap for yacht manufacturers in Antalya	February 2012
Capacity building in clustering for local stakeholders	February 2012
Business plan for BAKA in clustering	March 2012
Job Counselling Training Module	May 2012

ILO	
Turkish version of Guide for the Preparation of National Action Plans on Youth Employment	March 2010
Final Report of NTT Training Course on Developing Youth Employment Action Plan in the ITC-ILO in Turin, Italy	June/July 2010
Antalya Province Labour Market Analysis / Antalya İşgücü Piyasası Araştırması	April 2011
Rights at Work Handbook (in Turkish)	August 2011
Occupational Outlook in Turkey / Türkiye’de Mesleki Görünüm	October 2011
National Youth Employment Action Plan / Ulusal Gençlik İstihdamı Eylem Planı	November 2011
Antalya Labour Market Survey Result Book	March/May 2012
Final Report and Training Module of Effective Outreach, Matching and Placement in Job Counselling	October 2012
Final Report of Pilot Entrepreneurship Training	December 2012
Final Report of Capacity Building Training for Sustainability Strategy Task Force	December 2012
Follow-up Survey Report of Vocational Training Courses Supported by UNJP-YEM	December 2012

FAO	
The Structure of Rural Employment in Turkey	November 2010
Assesment Study on Effectiveness of Vocational Training and Extension Services in Antalya Region	December 2010
FAO’s Recommendations and Feedback Paper on the Draft National Youth Employment Action Plan	February 2011
Vocational Training Programme Proposal, Antalya	May 2011

IOM	
UNJP Joint Programme Bulletin Volume I	June 2010
UNJP Joint Programme Bulletin Volume II	October 2010
IOM’s Recommendations and Feedback Paper on the Draft National Youth Employment Action Plan	February 2011
IOM’s Recommendations and Feedback Paper on the Draft National Youth Employment Action Plan	February 2011

UNJP Joint Programme Bulletin Volume III	February 2011
UNJP Joint Programme Bulletin Volume IV	June 2011
Basic Life Skills Training Module for Youth	Juner 2011
2011 Antalya Household Survey Report by Turkish Statistical Institute on Migration and Youth Employment	August 2011
UNJP Joint Programme Bulletin Volume V	December 2011
Baseline Research: Local Monitoring of Human Mobility Impacts on the Labor Market and Youth Employment	March 2012

## 2. List all communication products created by the joint programme

All the communication documents produced by the Joint Programme can be found on UNDP Turkey's web site: <http://www.undp.org.tr/Gozlem2.aspx?WebSayfaNo=2300>

- Communications strategy
- Joint Programme brochures
- Frequently asked questions brochure
- Paper files
- Notepads
- National Youth Employment Action Plan Fact Sheet
- Quarterly bulletin
- Occupational Outlook book
- National Youth Employment Action Plan book
- Closure book
- Closure film
- Baseline Research: Local Monitoring of Human Mobility Impacts on the Labor Market and Youth Employment
- USB key that contain Joint Programme reports, researches

## 3. Minutes of the final review meeting of the IX. Programme Management Committee (02 October 2012 / UN House)

<i>Agenda Item and Agenda Owner</i>	<i>Explanations and Remarks by the Agenda Owner</i>	<i>Views and Recommendations of the PSC Members</i>
1. The PMC members were informed of the plans and progress of the UNJP and the agenda during the last quarter of implementation	• N/A	• N/A
2. Sustainability of the JP should be maintained after the completion of the Joint Programme	• It was stated that the sustainability of the strategic outputs and activities of the UNJP should be maintained upon completion of the Programme by the end of December 2012	• The UNJP Task Force, which has been established within the capacity of İŞKUR through the facilitation of the UNJP, will be the key instrument to maintain sustainability.
3. The best practices and the key achievements of the UNJP could be replicated and scaled up by İŞKUR in other provinces of Turkey	• It was stated that the key achievements of the UNJP (such as BLS trainings, cut flower trainings, pilot entrepreneurship training etc.) could be replicated and scaled up across Turkey by İŞKUR	• İŞKUR provided high level commitment for the replication and scaling up of strategic UNJP outputs

4. Final conferences of UNJP-YEM will be organized in Ankara and Antalya on 22 November 2012 and 29 November 2012, respectively.

- Conference in Ankara will focus on policy level whereas the one in Antalya will focus on local level interventions including collaboration among different agencies for decent work at local level.

- N/A

#### 4. **Final Evaluation Report**

Attached.

## 5. M&E framework with update final values of indicators

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Baseline	Overall JP Expected target	Achievement of Target to date	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
<b>OUTCOME</b>								
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)	<p><b>Indicator:</b> Labour market policies, National Youth Employment Action Plan developed and funding mechanism established to alleviate youth unemployment problem.</p> <p><b>This JP is also expected to contribute to the MDG targets 1.B.6 and 3.2 listed below:</b> - MDG 1-Target 1.B.6 Proportion of working poor decreased Indicator: Poverty rate of paid workers(wage and salary earners) -MDG 3- Target 3.2 Women's participation in paid employment ,</p>	<p>No National Youth Employment Action Plan</p> <p>-28.6% among daily wage workers, Source, <u>TURKSTAT, 2008)</u></p> <p>-Women's participation in paid work 27.8%, , Source SPO (Nov 2009)</p>	<p>Labour market policies, NYEAP developed and funding mechanism established to alleviate youth unemployment problem.</p> <p>-National Target 25%</p> <p>-National Target 29.6%, 2014</p>	The National Youth Employment Action Plan has been completed.	MDG Reports  TURKSTAT records	<p>SPO compilation of data for the MDG Report.</p> <p>TURKSTAT labour statistics available on a monthly basis</p> <p><b>Timeframe:</b> 2009-2012</p> <p>2011 midterm evaluation</p>	UNDP, ILO, IOM, FAO	<p><b>Assumption:</b> 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.</p>
<b>OUTPUTS</b>								
<b>Joint Program Output 1:</b> A National Youth Employment Action Plan prepared and adopted by ISKUR.	<p><b>Output Indicator:</b> Youth Employment Action Plan prepared, elaborated and submitted to ISKUR for approval, with budgetary amounts allocated, with a special emphasis for <b>gender equality</b> interventions and the specific needs of young members of <b>migrant</b> families</p>	No National Youth Employment Action Plan.	National Youth Employment Action Plan	The National Youth Employment Action Plan was completed.	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  <b>Timeframe/Frequency:</b> 2009-2012 2011 midterm evaluation	ILO UNDP IOM FAO	<p><b>Assumption:</b> The Government continues to show strong ownership of the Action Plan and that budget allocations are made.</p>
Output 1.1 Necessary	<b>Output Indicator:</b>	National	National	National	ISKUR reports	ISKUR Reports,	ILO	<p><b>Assumption:</b> The</p>

groundwork and preparations in place to facilitate drafting of National Employment Action Plan.	A National Technical Team (NTT) established All stakeholders involved in NYEAP preparations have the skills to prepare a National Employment Action Plan in line with ILO standards	Technical Team not established, no trainings provided	Technical Team established  Training programme designed and delivered for NTT	Technical Team established with 22 members from key stakeholders and capacity-building activities for NTT were completed.	and minutes of meetings. Minutes of NTT meetings Proceedings of workshops and conference	Government agency records  <b>Timeframe/Frequency:</b> 2009-2012 2011 midterm evaluation		Government continues to show strong ownership of the Action Plan and that budget allocations are made.
Output 1.2 National capacities developed for preparation of a National Youth Employment Action Plan through a participatory process	<b>Output indicator:</b> All stakeholders involved in NYEAP receive trainings on gender, regional disparities and working poor/decent work by the end of 2010	National Technical Team not established, no trainings provided	Training programme designed and delivered for NTT	Training Programme for NTT were completed	Training reports and evaluations  Proceedings of workshops and conference	ISKUR Reports, JP Progress Reports,  Timeframe/Frequency: 2009 and 2010 reports	UNDP	<b>Assumption:</b> Members of the National Technical Team participate to the trainings, workshops and conferences
Output 1.3 Migration in youth employment aspects included in the Youth Employment Action Plan and National Technical Team trained on migration management	<b>Output indicator:</b> National Employment Action Plan includes specific measures for migrant young men and women and takes into consideration impact of migration on youth employment <b>Baseline:</b> National Youth Employment Action Plan not prepared	National Youth Employment Action Plan not prepared	NYEAP prepared including specific measures for migrant young men and women and taking into consideration impact of migration on youth employment	The National Youth Employment Action Plan was completed.  Migration Management training delivered for NTT members and PEVTB members.  The final version of the IOM Research on the impact of migration on youth employment is completed, both in quantitative and qualitative level.  Basic Life Skills Training Programme was developed and provided to ISKUR in order to	Training reports and evaluations  Proceedings of workshops and conference	ISKUR Reports, JP Progress Reports,  <b>Timeframe:</b> 2010-2012  2010-2011 reports	IOM	<b>Assumption:</b> Members of the National Technical Team participate to the trainings, workshops and conferences

				create awareness on the measures needed to facilitate migrant youth participation into VETs.				
1.4. Rural youth employment aspects included in the Youth Employment Action Plan and NTT trained on rural youth employment potentials	<b>Output Indicator:</b> National Employment Action Plan includes specific measures for rural youth and envisages tapping on niche areas in agriculture and agribusiness.	No National Youth Employment Action Plan.	NYEAP prepared including specific measures for rural youth and envisages agriculture and agribusiness.	The National Youth Employment Action Plan has been completed.  Rural Youth Policy presentation delivered for NTT members.  Rural Youth Policy Report was issued	Action Plan document. Report on Rural Employment Prospects and Opportunities Meeting reports and minutes. Aftermath reflections by counterparts and media	<b>Timeframe:</b> 2010-2012  2010-2011 reports  2011 mid-term evaluation and continuous exchanges and correspondence with the counterparts	FAO	<b>Assumption:</b> The Government continues to show strong ownership of the National Employment Action Plan.
Output 1.5. Capacities developed for <b>statistical monitoring</b> of youth (un) employment and migration with focus on young women's participation in the labor force by the National Statistical Agency (TURKSTAT)	<b>Output Indicator:</b> More detailed (at 2-digit level) occupational data of the existing labor force. (2-digit occupational and economic activities data of Household Labour Force Surveys (LFS) between 2004-2009 and micro data set of Youth LFS Modular Survey 2009 is processed and released by TURKSTAT.)	This kind of data not available before	2-digit occupational and economic activities data of Household Labour Force Surveys (LFS) between 2004-2009 and micro data set of Youth LFS Modular Survey 2009.	These sets of data obtained from TURKSTAT.  TURKSTAT has completed the Labor Market Survey in Antalya.  The Labor Market Analysis Report for Antalya has been issued and disseminated in Antalya.	Official TURKSTAT Records	<b>Timeframe:</b> End of 2010  TURKSTAT labor statistics available on a monthly basis	ILO	<b>Assumption:</b> TURKSTAT will incorporate gender, migration and youth components in the survey questionnaire
Output 1.6 Analytical knowledge base of policy makers developed for incorporation of employers' labor demand in policies	<b>Output Indicators:</b> -A national model for 'Occupational Outlook' prepared and proposed for regular publication by	-No Occupational Outlook with gender disaggregation -No gender and	Occupational Outlook with gender disaggregation	Occupational Outlook was developed and launched with the adoption of new	Survey questionnaires addressed to employers Gender and youth	<b>Timeframe:</b> End of 2011  Official ISKUR records	ILO	<b>Assumption:</b> Government partners and employers are committed to cooperate for

and programs for youth employment and young women's participation in labor force	ISKUR in cooperation with TURKSTAT, employers' associations and social partners -Gender disaggregated data available in the 'Occupational Outlook'	age disaggregation in service provision and reporting		data.	data in the Outlook	Occupational Outlook published annually		preparation of an Occupational Outlook
<b>Joint Program Output 2:</b> 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)	<b>Output indicators:</b> -At least 1 program (i.e. vocational training etc) 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.	No existence of such references	Capacity-building training delivered	Institutional Needs Assessment Report for both Antalya ISKUR Office and the PVETB have been completed.  A capacity-development and training plan has been agreed with ISKUR.  Training seminars for İŞKUR and PEVTB were delivered. (Job Counselling; Matching and Placement, Basic Life Skills trainings for İŞKUR; PEVTB Planning, Cooperation, Decision-making Workshop, Project Cycle Management)	Annual Work Plan of Antalya Provincial Employment and Vocational Training Board	<b>Timeframe:</b> 2009-2012  Board Work Plan to be adopted in November each year	UNDP ILO IOM FAO	<b>Assumption:</b> 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.
Output 2.1 Technical and coordination capacities of the local stakeholders involved in implementation and monitoring of youth employment in Antalya developed	<b>Output Indicator:</b> - Gender and age disaggregated data and indicators are reported to/ monitored by the Provincial Employment and Vocational Training	-No gender and age disaggregation in service provision and reporting. - TURKSTAT and SGK are not the	-Capacity-building for PEVTB - Wider representation at PEVTB	Institutional Needs Assessment Study was completed.  TURKSTAT is	ISKUR reports	<b>Timeframe:</b> 2009-2012  Quarterly reports to the Provincial Employment and Vocational	UNDP ILO	<b>Assumption:</b> The political climate and macro-economic situation remains stable. Members of the Provincial Employment and

	Board (PEVTB) -Membership of TURKSTAT and SGK (Social Security Provincial Directorate) with the Provincial Employment and Vocational Training Board in Antalya.	members of the Provincial Employment and Vocational Training Board.		included in the Provincial Employment and Vocational Training Board.  City Council is included in the Provincial Employment and Vocational Training Board.  Provincial Directorate for Agriculture was included in the Provincial Employment and Vocational Training Board.		Training Board		Vocational Training Board agree to adopt policies and interventions to increase employment of youth, including young women and members of migrant families
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	<b>Output Indicators:</b> - Responsiveness of ISKUR placement services to local economic actors and the unemployed youth including women and migrants increased, resulting in a placement rate of 58%, 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 - At least 1200 young people, at least 60% of which are young women, are reached by ISKUR services through job matching, vocational	-49.8% placement rate (in 2009)  -No training programs for youth including young women and migrants exists  - No existence of vocational training targeting youth including women	Job Placements achieved and training programs delivered	Institutional Needs Assessment Study was completed.  A capacity-development and training plan has been agreed with ISKUR.  Vocational Training Seminars delivered in Antalya for unemployed youth.	ISKUR reports  Trainees evaluations  Approval document of the training package. Training package itself.  List of attendants; training material; evaluation tests.	<b>Timeframe:</b> 2009-2012  Quarterly reports to the Provincial Employment and Vocational Training Board	ILO	<b>Assumption:</b>  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

	training, and other services in various sectors including tourism - 400 young people including migrants receive vocational training in non-tourism sectors, ensuring at least 40% young women participants.							
Output 2.3 Local authorities put specific interventions in place to address the employment and employability issues of young migrants including young women to Antalya	<b>Output Indicator:</b> - Number of Provincial Employment Board and local governance actors received training on 'Migration Management' to address the employment needs of vulnerable migrants in effective manner. - At least one training program aimed at promoting the employability of young men and women job seekers including migrants in Antalya - Increase in the number and quality of counseling and referral services provided by local agencies to job seekers - A report on assessment of TURKSTAT statistics on internal migration and Labor Force Survey (building on output 1.1 above) prepared and shared with national and local actors.	No such references in 2009 and earlier years	Capacity-building and training programs delivered for local authorities	NTT members received training on Migration Management.  Basic Life Skills Program for the adaptation of migrant youth to urban life was developed and delivered to core İŞKUR staff in the format of Training for Trainers.	Academic works of Akdeniz University; TURKSTAT data analysis and statistics; quarterly fact sheets, Repertory of good practices on integration of rural migrants Occupational Barometer İSKUR Reports	Commissioned surveys and Joint Program evaluation  <b>Timeframe/Frequency:</b> 2009-2012 2011 mid-term evaluation	IOM	<b>Assumption:</b> Information available on migrant communities and their employment situation.  <b>Assumption:</b> 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	<b>Output Indicators:</b> - Cluster roadmaps developed in participatory manner for at least 3	- No cluster initiatives as of 2009 - Number of	Cluster roadmaps developed and, SME initiatives, increased	Sector Scan Study was completed.  The priority	Cluster maps developed in cooperation with local actors	<b>Timeframe:</b> 2009-2012  Annual İSKUR	UNDP	<b>Assumption:</b> Economic actors outside the tourism sector are willing to

sustainable manner supported through economic actors	sectors - At least 3 SME initiatives laid out as short term actions in roadmaps are supported - Increase in the investments in selected sectors where cluster initiatives are established. - Increase in the number of vacancies posted to ISKUR for placements	vacancies posted by ISKUR- Antalya in 2009: 8266	investments, increased job placements	economic sectors for Antalya have been selected.  Local cluster workshops for the selected sectors have been organized.  Efforts to establish CSR initiative in textile sector in Antalya are ongoing.	ISKUR records	Reports and Progress Report of the Provincial employment and Vocational Training Board		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	<b>Output Indicator:</b> - Increase in the number of vacancies posted to ISKUR for placements in the agro-business sector - Increase in the number of young men and women employed in the agricultural sector by the Exporters Union and Chambers of Commerce	No existence of such references	Job placements in agro-business sector increased	Assessment study and Report for agricultural vocational services was completed.  Agricultural training seminars for women farmers, agricultural consultants and youth have been delivered.	Records of Provincial Agricultural Office and Kepez Municipality	- Employment status of trained women to be monitored by Kepez Municipality and Provincial Directorate of Agriculture  <b>Timeframe/Frequency:</b> 2010-2012  2011 mid-term evaluation	FAO	<b>Risk:</b> 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

