

Country: TURKEY

UNDAF Outcome 2: By 2010, social and economic policies for poverty and disparity reduction implemented effectively and quality basic social services reaching vulnerable groups promoted

Country Program Outcome: Pro-poor policies developed through partnership with the civil society and private sector for social and economic development at all levels of society to achieve the MDG targets for all. (Outcome 2.1)

CPAP Outcome Indicator: The number of women's enterprises in Southeastern Anatolia, sales figures


Expected Country Program Output: Local level poverty initiatives implemented including micro-finance with civil and private sector partnership for social and empowerment of the poor.

Responsible parties: GAP Regional Development Administration

Programme Period: 2006-2010
Programme Component: Achieving MDGs and reducing human poverty (Goal 1)
Project Title: **Innovations for Women's Empowerment: A workable model for women in Turkey's Southeast Anatolia Region**
Project ID:
Project Duration: 3 years
Management Arrangement: NEX

Budget	USD 848,000
F&A	USD 59,360
Total budget:	USD 907,360
Allocated resources:	USD 907,668
	(USD equal of SEK 5,800,000)
Swedish International Development Agency (Sida)	
In kind contributions	_____
Unfunded budget:	_____

Agreed by Executing Agency:



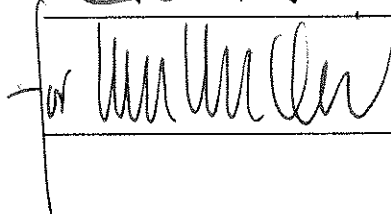
Hasan KILIÇ
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Agreed by Government of Turkey:



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Head of Department
Multilateral Economic Affairs 25 Mart 2008

Agreed by UNDP:



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Government of TURKEY

United Nations Development Programme

**Innovations for Women's Empowerment: A workable model for women in Turkey's
Southeast Anatolia Region**

Brief Project Description

This project aims at women's empowerment in Southeast Anatolia in social and economic life through innovative production-marketing related strategies and re-branding. This will be pursued through a multi-dimensional approach focusing on enhancing institutional capacities and women's labor market participation, branding of the Southeast Anatolia and developing new sales and marketing opportunities. The project will be executed by GAP Regional Development Administration with technical assistance provided by UNDP Turkey.

Part I. Situational Analysis

Turkey is a Middle Income Country (MIC), with remarkable economic growth. Despite this and European integration prospects, the basic development indicators for women are far behind comparable MICs and much further behind the new EU member states. Authorities note “significant challenges and structural barriers” including capacity and coordination shortcomings in Turkey’s effort to overcome gender based inequalities. A brief comparative presentation of Turkey’s gender equality related statistics with other middle income countries may illustrate:

MDG 3 – Indicator ¹	Turkey	Argentina	Mexico	Bulgaria
Ratio of girls to boys in:				
✓ Primary education	0.95	0.99	0.98	0.99
✓ Secondary education	0.74 ²	1.07	1.07	0.95
✓ Tertiary education	0.74	1.41	0.99	1.14
Ratio of literate women to men	0.84	1.0	0.97	0.99
Share of women wage employment in non-agricultural labor force	19.9	45.5	37.4	53.0
Proportion of seats held by women in national parliament	9.1	36.8	21.5	22.1
Gender Empowerment Measure³	0.298	0.728	0.589	0.606

“(T)he basic development indicators for women today are bleak and violence against them all too pervasive. The situation of women in the eastern regions is particularly worrisome. Their limited access to education, employment, information, health services and justice are major constraints to their citizenship rights, ability to negotiate the terms of their existence and finding redress for their problems.”⁴ The situation of women in especially in the country’s east and southeast regions, is such that it seriously impacts the full enjoyment of their human rights. Despite the reformed legal framework protecting the rights of women⁵, these reforms are either not fully implemented or not relevant to the daily lives of women.

Southeastern Anatolia is the second most disadvantaged region in Turkey, after Eastern Anatolia according to national statistics http://www.dpt.gov.tr/bgyu/seg/cog_bolge.html. 2004 National Human Development Report for Turkey shows that the provinces of Southeastern Anatolia (with the exception of Gaziantep and Kilis which are located in western part of the region) are ranked among the lowest 20 provinces in terms of human development. Similarly, the same report also states that the gender-based human development ranking of Diyarbakir, Batman, Mardin, Siirt, Gaziantep and Kilis are even worse than their human development indicators. Finally, the Southeastern Anatolia region suffers from a set of market integration challenges that further constrain the opportunities for women’s advancement. Among these is also the association of the region with negative events and

¹ MDGR, 2005.

² HDR, 2007/2008

³ HDR, 2007/2008

⁴ *Yakin Erturk, the UN Special Rapporteur on Violence Against Women, December 2006*

⁵ Over the past few years significant legislative changes have been made to protect and promote human rights. A series of reform packages have been adopted mainly as a part of the EU accession process. For example, the equality clause of the Constitution (Article 10) was strengthened in 2004 to allow the application of temporary specific measures as laid out in Article 4/2 of the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). A more egalitarian Penal Code was enacted in 2004 and put into force in June 2005, mainly due to intervention by women’s NGOs. Similarly, the new Civil Code enacted in 2002 is close to international standards set by CEDAW, the Convention on the Rights of the Child and other relevant conventions. Family Courts were established in 2003 for the smooth implementation of the new Civil Code and the Family Protection Law of 1998. Moreover, protective measures and “sexual harassment in the workplace” were clearly defined in the new Labor Law that was adopted in 2003

empowerment of women and strengthening their social and economic status vis-à-vis the whole society.

On the other hand, global experience shows that economic empowerment is both a means and an end in itself. While improvement of income increases the life quality of the women and their households, economic empowerment of women also strengthens their role in their community and family. Therefore, economic empowerment strengthened with improvement in social standing will be very critical for achieving gender equality and preventing violence against women and exclusion of women from society. Finally, with regard to economic sectors, women's empowerment activities have another externality. In addition to being an objective or an end in itself, women's empowerment can be leveraged with efforts to reverse the negative connotations associated with the region. In recent analysis on economic competitiveness, UNDP identified the need to "brand" the region with new products, new ideas and new sectors, including potential sectors dominated by women.

Part II. Strategy

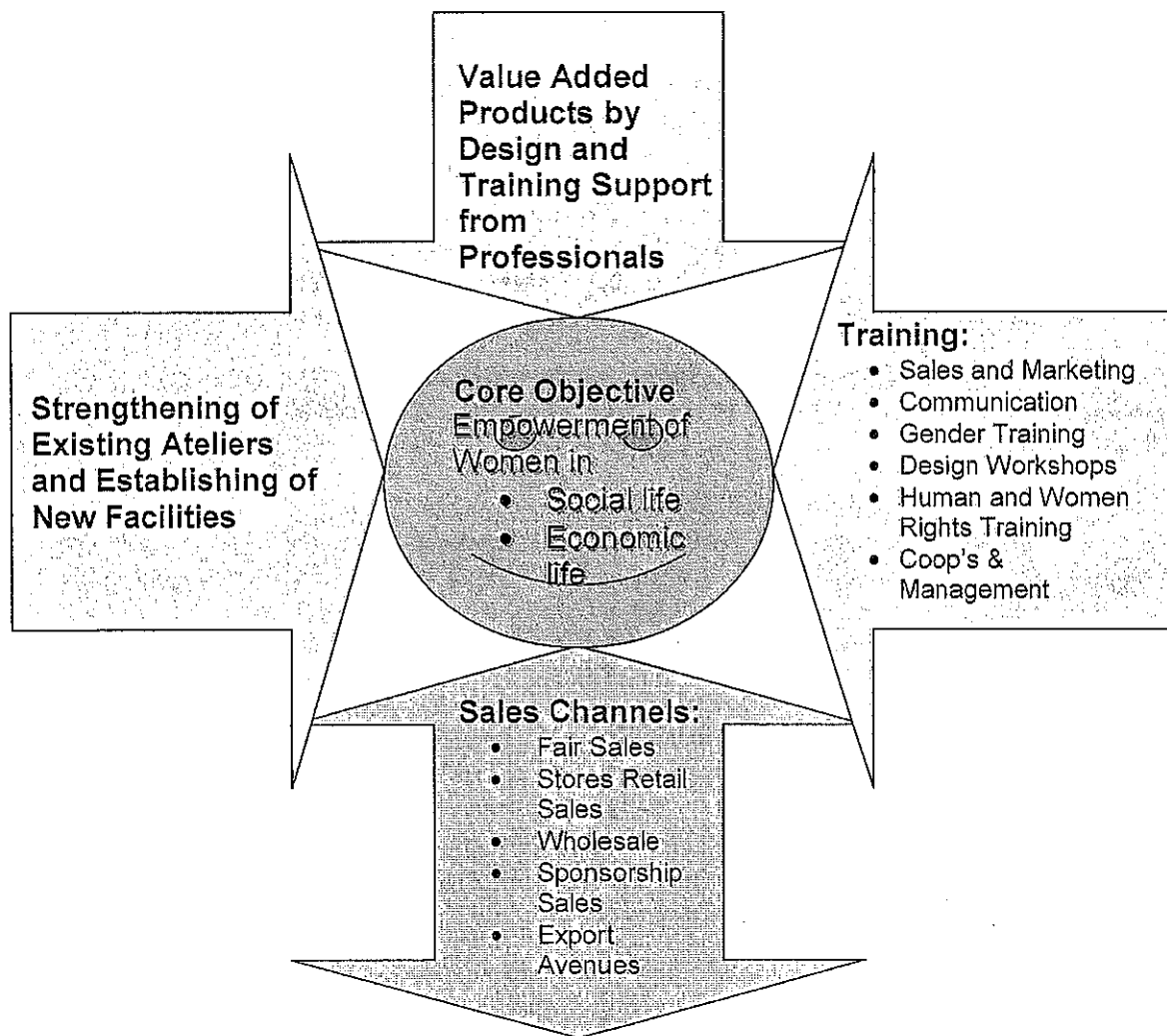
The UNDP Country Program Document (CPD) and Country Program Action Plan (CPAP) for 2006-2010 identifies 'Pro-poor policies developed through partnership with the civil society and private sector for social and economic development at all levels of society to achieve the MDG targets for all.' as a developmental outcome under the Goal of "Achieving MDGs and reducing human poverty'. (Outcome 1.2) as a developmental outcome, that can be achieved through building Participatory rural development models and providing business development services in Southeast and Eastern Anatolia with a view to increase rural productivity and support alternative/traditional income generation schemes (CPAP Output 4.1).

The project is a women's empowerment initiative as well as an institutional capacity development intervention that builds on policy analysis conducted by the UN, UNDP, the national and international civil society as well as site experience. The implementation strategy is premised on women's empowerment and institutional capacity development targeting women's own capacity to associate and network for income generation purposes. The project will have a branding externality as well whereby project activities will emphasize the strength of the region: its people, their diversity and the efforts of the women to link their culture and intangible assets to global knowledge and commercial markets.

In summary, the project will deliver four concrete (outputs) results with measurable indicators:

- 1 Local authorities and commercial actors will have enhanced capacity and knowledge to design local employment programs that favor women's participation in the labor force
 - o Adoption of provincial plan for incentives for women's participation in the labor force
- 2 Increased productive capacities for women through increased market links through activities such as:
 - o Expected sales volume increases (annual sales targets provided below)
- 3 The targeted beneficiary women will have strengthened capacity to enter labor markets and the social lives of their communities
 - o 4500 women will have benefited from diverse training programs ranging from human rights of women to management
- 4 The region's commercial image will be improved in a distinctly women's productivity oriented manner through the "Nine Designers for Nine Cities" innovation
 - o Media coverage and positive association of women's products

The detailed strategy of how to leverage production capacity for empowerment presents the steps to be taken to truly adapt women into the socioeconomic life. These steps help women to leverage income generation for empowerment. They have been carefully designed based on UNDP's prior experience and are schematized in this table:



In particular, these steps entail the creation of professional production facilities by strengthening the existing workshops and inauguration of new ones; the production facilities will be strengthened with design support to manufacture professional products which will be introduced to the markets through strong marketing and sales networks. In order to grasp the economic development to be achieved and to grant it sustainability there will be continuous training and education support to embrace and eventually realize the socioeconomic transformation anticipated. In the following sections, detailed input-output relations are presented.

Rationale for Strengthening of Existing Production Units (Ateliers) and Establishing of New Ones

At the onset it is essential to strengthen the existing production workshops linked to non-governmental organizations in the region on the one hand, while establishing and extending new

Communication	500
Gender Training	1,000
Design Training	1,000
Human and Women Rights Training	1,000
Cooperative and Management Training	500
Total	4,500

Rationale for Study Tours

The project envisions study tours within the context of exchange programs with select neighboring country NGO's and some European NGO's. In this context, it must be borne in mind that the region's population, and especially its women are very isolated from national and global developments and have very little opportunities to find out about events that effect their lives. The study tour interaction will create channels for sharing and exchange of experiences and cultural aspects, which is among the targets of the project. The raised information with respect to marketing, design and experience will positively contribute to the local and national economies. Eventually, the outcomes and accumulated knowledge from exchange programs will be exposed as it will reflected on the workshop products and will be publicly shared.

Rationale of Sales Channels and Categories of Sales

The availability of sales channels for the value added products manufactured in the ateliers is one of the most important elements to maintain the sustainability of the project. Therefore, sales and marketing occupy a very significant place and will play a very important role in the project. Following an organization of storing and distribution logistics of the product network the sales process comes in effect. The project at hand is expected to contribute to increased sales of women's products from the region as follows:

Expected Sales by Years(Euro)			
	2008(E)	2009(E)	2010(E)
Fair Sales ⁶	30.000	42.000	63.000
Store Sales ⁷	25.000	42.500	72.250
Retail Sales ⁸	35.000	52.500	78.750
Fair Trade ⁹	20.000	32.000	44.800
Export ¹⁰	20.000	38.000	72.200
Restaurant and Cafe Sales ¹¹	72.000	93.600	112.320
Other Sales ¹²	10.000	13.000	16.900
	212.000	313.600	460.220

6 Based on figures accumulated from prior UNDP supported participations in fairs in 2007

7 Estimated figures for stores that will be opened in major cities such as Istanbul and other cities

8 High value added products to be realized by support from fashion designers which will be possible to open channels and expose through retailers. Likely to make deals with prominent outlets

9 The fair-trade experience of Suvarli village can be extended and replicated to other rural areas. Once special products can be achieved they can be exposed through fair-trade following sufficient quality controls

10 Exports can be reached once quality products are manufactured utilizing robust design support, likely to be through chain department stores, specialty chains and wholesalers (once the project gains support on international ground, we expect exports to be the driver of growth in the future.

11 Estimates based on sales figures of existing restaurants and cafes opened by our support.

12 Other sales will include sponsorships and sales through their contacts and distribution through sponsor arrangements. There remains a strong potential in this area, yet unrealized.

the region for trainings regarding their products. With the completion of the trainings the first sample products will be ready. The exhibition of these products is then planned and with all these processes complete, the sales links and channels created will support the marketing activities.

Partnership Strategy

The project rests on a strong partnership established between the GAP RDA affiliated to the Prime Ministry of the Government of Turkey. This partnership has developed since 1997 when UNDP began working with this national authority to address regional disparities and to strengthen the socio-economic status of vulnerable populations, including women. As such the project enjoys national ownership by the Government. This type of ownership is critical because it will ensure that project results will be incorporated into the national policies and lessons learned will be disseminated widely.

Furthermore, the formulation of the project is a result of close working relations with central and local government institutions. Similarly implementation will be through cooperation with local NGO's and local authorities, including the Provincial Employment Boards, the Governorates of the provinces and the local private sector institutions, for strong ownership of the program and sustainability of the policies/structures developed.

At the central level of government, the UNDP will partner with the GAP RDA to ensure that the national planning organization (SPO) is able to integrate the results and lessons learned from the project activities. This will result in further integration of sustainable human development concerns in the national investment and implementation programs prepared by the SPO for all sectors.

Sustainability of Project and Exit Strategy

The sustainability of the project is ensured through the multiple capacity development interventions that leave institutions and associations of women behind who can carry forward their own developmental activities. For women's productive capacity, the institutional model targeted has been cooperatives and associations that are able to generate income. At the end of project completion, a more enabling environment will have been created for women's cooperatives to function commercially.

Similarly, the sales and marketing networks developed throughout the project duration as well as the capacity of the women members of the cooperatives will be important elements of sustainability. Their linkage to markets, once created, will be pursued by themselves. In this context, the project assumes that income potentials themselves will sustain interest.

The innovative designs and market links will be protected, at the end of project completion, by the institutional ownership of the GAP Regional Development Agency who maintains and operates CATOMs (Multi-purpose Community Centers) in the region. The CATOMs will house the new designs and the knowledge generated from the project experience for the thousands of women who apply to these centers.

Risks

The most important risk matching of the quality of the work, products developed and the demand of the market. Another challenge is ensuring the participation of the poorest segment of society to participate in the trainings. These risks will be mitigated by continuous quality checks and

2. Revisions which do not involve significant changes in the Project Support Objectives, activities or outputs for the Project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to the inflation; and Mandatory annual revisions which rephrase the delivery of agreed project inputs or increased expert or other costs due to inflation or to take into account agency expenditure flexibility.

PROJECT RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework: Pro-poor policies developed through partnership with the civil society and private sector for social and economic development at all levels of society to achieve the MDG targets for all. (Outcome 2.1)</p>			
<p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets. The number of women's enterprises diagnosed in Southeastern Anatolia and the rate of enterprises that are channelled to proper supports</p>			
<p>Strategic Plan Linkage: Promoting inclusive growth, gender equality and MDG achievement</p>			
<p>Partnership Strategy: National counterpart of the project is the GAP Regional Development Administration. Strategic partner for eventual incorporation and dissemination of project results is the State Planning Organization. At local levels, the Governorates and the employment councils are primary counterparts along with local non-governmental organizations.</p>			
<p>Project title and ID: Innovations for Women's Empowerment: A workable model for women in Turkey's Southeast Anatolia Region</p>			
Intended Outputs	Indicative Activities	Responsible parties	Inputs
Local authorities and commercial actors will have enhanced capacity and knowledge to design local employment programs that favor women's participation in the labor force	<ol style="list-style-type: none"> 1. Contribute to the formulation of provincial and regional active labor markets that favor women. 2. Identify market oriented incentives to promote women's labor force participation as wage owners 3. Research for women-intensive sectors and development on these sectors 4. Support services in childcare and elderly care 	UNDP and GAP Regional Development Organization, Governorates in the provinces, participatory platforms	Workshops and Consultants
Increased productive capacities for women through increased market links	<ol style="list-style-type: none"> 5. Establish long run production workshops with high value added products and strengthening the existing ones 6. Create of long lasting "brand" and attain a permanent footprint in the markets 7. Establish sustainable, reliable marketing and sales links at the local and national level, following development of quality products. 8. Extend the fair-trade experience to be practiced on more products from various villages and from various women products. 9. Secure continuous training for design, production, marketing, and entrepreneurship. 	UNDP through Project Manager in Mardin and experts	Project Manager Meetings and workshops Travel
The targeted beneficiary women will have strengthened	<ol style="list-style-type: none"> 10. Study tours to and exchange programs with select neighboring country NGOs and European NGOs. 11. Trainings on sales and marketing, communication, design, 	UNDP and the GAP Regional Development Association through Project Manager and	Project Manager Meetings and workshops Travel

Budget and Annual Work Plan

Atlas Code	Cost Item	Detailed description	Year 1 (USD)	Year 2 (USD)	Year 3 (USD)	Total (USD)
71300	Local Consultants	Trainings, consultants	40,000	40,000	30,000	110,000
72000	General Operating Expenses	Office expenses and gas for UN car	24,000	24,000	24,000	72,000
71600	Travel	Travel for project implementation	20,000	20,000	20,000	60,000
71400	Contractual Service-Individual Provincial Focal points	Project/Site Manager Project Assistant	70,000	84,000	84,000	238,000
74200	Audio Visual & Print Prod costs	Publications, training material, etc.	5,000	10,000	7,000	22,000
71600	Travel	Study Tours	7,000	7,000	7,000	21,000
72200	Equipment and furniture	Costs of Workshops and Restaurant/Café to be run by women	80,000	90,000	70,000	240,000
72500	Supplies	Sundries/other	5,000	5,000	5,000	15,000
72100	Contractual services-Companies	Various contractual services and company/cooperative set-up expenses	19,000	18,000	17,000	54,000
74000	Miscellaneous	Various costs of services such as audit, translation, etc.	6,000	5,000	5,000	16,000
75100	F&A (GMS)	Management services (7%)	19,320	21,210	18,830	59,360
	TOTAL					907,360