



PROJECT DOCUMENT

[Türkiye]

Project Title: Villages of Tomorrow

Project Number: 01002285

Implementing Partner: UNDP

Start Date: 01.04.2024

End Date: 31.03.2026

PAC Meeting date: 29.02.2024

Brief Description

The “Villages of Tomorrow Project” was designed as a sustainable response to the challenges that rural settlements face and affect the urban settlements. Global challenges such as migration from the rural regions to urban areas, increasing median age in the countryside, increasing costs, and decreasing factor productivity, problems in food value chains were at the core of the response. On the other hand, opportunities including digital tools as enablers of productivity and high life quality as well as tendencies to work and live in rural following the global Covid-19 crisis were considered.

Türkiye is among the countries where quality of living and economic opportunities need to be supported. As defined in the national policy documents, regional plans as well as local agendas, rural areas are given specific importance. UNDP and Trendyol united their experience and strengths to design a rural development project while using digital tools as the main enablers.

The variety and quality of local agricultural and handicraft products of Türkiye possess significant potential as high-value-added, sustainable and environment-friendly assets, which could be used more as a livelihood input and a preserved cultural heritage. In accordance with the experience and priorities of Trendyol and UNDP’s commitment to the 2030 agenda, the project has been positioned to use these assets as tools for development.

Based on the 18-month initiation phase, the Villages of Tomorrow will ensure the establishment of pilot villages where digital technologies are adopted both in economic and social life. The project also aims to establish a self-sustaining network of similar villages and position these villages as best practices.

Contributing Outcome (UNSDCF, CPD, RPD):

#2.1: By 2025, public institutions and the private sector contribute to more inclusive, sustainable, and innovative industrial and agricultural development, and equal and decent work opportunities for all, in cooperation with social partners.

Output 2.4: Disadvantaged groups, particularly the rural poor, women and youth, gain access to financial and nonfinancial assets and skill formation to benefit from sustainable livelihoods and jobs.

Indicative Output(s) with gender marker¹: GEN2

Number of women benefiting from capacity building activities (at least 1,200)

Number of women farmers benefiting from digital agriculture tools (at least 300)

Total resources required:	TRY 25,000,000.00 (~USD 800,000.00)	
Total resources allocated:	UNDP TRAC:	
	Donor: (Trendyol)	TRY 25,000,000.00
	Government:	-
	In-Kind:	-
Unfunded:		

Agreed by (signatures):

 Government H. İsmail CEMAL DOĞAN Daire Başkanı UEGM	 UNDP Louisa Vinton Resident Representative
Print Name:	Print Name:
Date: 20.05.2024	Date: 26.03.2024

¹ The Gender Marker measures how much a project invests in gender equality and women’s empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

I. DEVELOPMENT CHALLENGE

In recent years, the world has witnessed an acceleration of the effects of long-term global challenges. Climate change has become more obvious and the Covid-19 pandemic has significantly impacted global welfare, leading to increased poverty and widened inequalities. Additionally, wars and conflicts have exposed vulnerabilities in global value chains, resulting in both loss of lives and economic setbacks.

On the positive side, rapid technological developments have emerged, offering social, economic, and environmental opportunities. However, these opportunities are often unequal due to the uneven distribution of digital tools and skills, commonly known as the digital divide. The United Nations highlights that the widening digital divide, particularly in developing countries, poses a threat to progress on the Sustainable Development Goals (SDGs). Even though the digital divide is observed both in urban and rural regions, the rural areas especially remain disadvantaged in terms of service provision, infrastructure and equality of opportunities. According to the **UN DESA Report** published in **2021**, rural areas are seen as the underdeveloped segments of the national economy and the source of migrants². According to the report, the improvement in agricultural productivity is one of the key enablers for economic transformation based on the idea that rural areas are generally characterized by agriculture.³ Moreover, the **UN DESA Report** published in **2023** emphasizes the challenges faced by older people in rural and remote areas in accessing services and supporting infrastructure.⁴ The problem of accessing online public services is even more limited due to physical isolation and immobility.⁵ Disadvantaged families in rural areas also face obstacles in accessing digital technology, contributing to the persistence of poverty and inequality.

Furthermore, geopolitical, technological, and environmental transformations have led to increased levels of both international and intranational migration. Regardless of the cause, migration results in the underutilization of agricultural land, decreased production, conservation of intangible cultural heritage and increased rural poverty. Unemployment rates particularly among the youth have risen, making digitalization in rural settlements crucial for addressing these challenges. In this sense, digitalization in rural settlements is deemed critical as it brings new opportunities in terms of increased efficiency, social opportunities, product and market development as well as providing new business opportunities for the rural youth.

Taking the above into consideration, rural development must be given utmost importance as it reduces inequalities and promotes human development. The relationship between rural development and digitalization is of utmost significance in the context of UNDP's goals and policies as rural development in creating inclusive and equitable societies is vital. Particularly women, who form the backbone of rural communities, have the potential to drive positive social and economic changes. Thus, empowering women and facilitating their active participation plays a pivotal role.

² UN DESA 2021, https://www.un.org/development/desa/dspd/wp-content/uploads/sites/22/2021/05/World-Social-Report-2021_web_FINAL.pdf

³ UN DESA 2021, https://www.un.org/development/desa/dspd/wp-content/uploads/sites/22/2021/05/World-Social-Report-2021_web_FINAL.pdf

⁴ UN DESA 2023, <https://social.desa.un.org/sites/default/files/publications/2023-02/WorldSocialReport2023.pdf>

⁵ UN DESA 2023, <https://social.desa.un.org/sites/default/files/publications/2023-02/WorldSocialReport2023.pdf>

In addition to ongoing global challenges, the **earthquake** that struck south Türkiye on February 6, 2023 had a profound impact on the lives of people and society. It extended its reach to eleven provinces; disrupting infrastructure, livelihoods, and access to essential services. This humanitarian crisis demanded immediate attention and support, highlighting the need for digital initiatives to bridge the digital divide, make essential services more accessible and facilitate economic growth in rural settlements.

Thus, to respond to the above-mentioned challenges and to get back on track for the 2030 agenda; global, national, and local initiatives are being undertaken and policies are designed and implemented. The involvement of both the public and private sectors is considered crucial in responding to these challenges and reaching the 2030 agenda.

Furthermore, the data-driven digital economy has been increasing imbalances. The digital economy-related inequalities are caused by several issues including the unequal levels of connectedness and technical capabilities. In terms of levels of connectedness, differences in the availability of the internet infrastructure and connection speed between regions and countries cause a digital divide in a spatial manner. Further, within countries, urban and rural areas possess the same spatial digital divide, according to **UNCTAD's** latest Digital Economy Report.

Within this framework, the Digital Villages Initiative for Boosting Inclusive Growth with Digital Value Chains has been designed. The project focuses on developing gender-sensitive digitalization in rural areas by enhancing the utilization of e-commerce platforms and creating holistic and sustainable hubs in rural settlements. This initiative aligns with **UNDP's Digital Strategy**, as it aims to provide rural communities with the tools and resources needed to access education, healthcare, and economic opportunities. By bringing Digital Centers to the heart of rural settlements, the goal is to bridge the gap, making the benefits of the digital age accessible to all.

The project is designed to foster gender-sensitive digitalization in rural settlements. The project places a specific focus on enhancing the utilization of e-commerce platforms and developing pilot rural settlements as holistic and sustainable hubs. The significance of e-commerce is highlighted, noting its rapid development and increased share within retail sales, a trend observed globally where this share has doubled in recent years.

In Türkiye, half of the e-commerce activities are taking place in three main metropolises, and national policy documents prioritize expanding volume and increasing the inclusiveness of the digital trade.

However, rural settlements have a significantly lower share of e-commerce, with social facilities seen as more important than economic facilities. According to the report on Field Study on Rural Settlements under **YERSIS** project of the Ministry of Industry and Technology, the share of product sales in rural areas is less than 0.5%, with products primarily marketed via wholesalers and marketplaces. The report also highlights that 40% of rural settlement residents prioritize social facilities over economic facilities like production. Additionally, the share of rural settlements with mobile internet connection is calculated at 68.46%, while broadband connection remains at 46.27%.

According to the data included in 12th Development Plan, covering 2024-2028, which serves as the base strategy document for Türkiye, reveals a decreasing gender gap in internet usage between women and men. In 2022, the gap was 8.2%, declining to 7.6% by 2023. The plan sets ambitious targets for online shoppers, aiming for a nearly 13% increase by 2028. Furthermore, it aims to elevate the share of e-exports in total exports to 10%, representing a fivefold increase from the 2023 data. Specifically, the project will have a direct contribution on the measure 728.6 of the plan, which indicates:

"Efforts will be carried out to increase women's entrepreneurship and technological literacy in rural areas, to create social areas for women, to provide quality, economical and accessible care services, and to make women working as agricultural workers paid and registered."⁶

Moreover, in line with the plan, it is expected that the project will also contribute to measure 620.2 indicating:

"Training, promotion, and awareness-raising activities will be carried out for provinces with low electronic commerce volume."⁷

Aligned with the United Nations Development Programme's (UNDP) goals and policies, the integration of digital technologies into various aspects of rural life plays a vital role in advancing rural development. The integration of digital technologies in rural settlements aligns with UNDP's commitment to inclusivity, economic growth, social equity, and environmental sustainability, ultimately contributing to a more equitable and prosperous world.

The project is planned to contribute to the following SDGs:

- SDG #5 Gender Equality: Achieve gender equality and empower all women and girls. (5.b)
- SDG #8 Decent Work and Economic Growth: Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all. (8.5)
- SDG #10 Reduced Inequalities: Reduce inequality within and among countries. (10.2)
- SDG #12 Responsible Consumption and Production: Ensure sustainable consumption and production patterns. (12.2)
- SDG #17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development (17.17)

In addition to the above, the project also responds to "country-led measures implemented to achieve inclusive economies and to advance economic empowerment of women in all their diversity, including in crisis contexts" and "people and institutions equipped with strengthened digital capabilities and opportunities to contribute to and benefit from inclusive digital societies" outputs of the UNDP Strategic Plan (2022- 2025).

II. STRATEGY

The project is designed by considering global challenges and opportunities, national policies, local expectations and experience of the initiation phase. Similar to the initiation phase, the project will be an action in responding to inequalities, challenges, problems, and opportunities of rural settlements by increasing the levels of digitalization. To ensure effectiveness and ensure sustainability, the project is designed as the follow-up phase of a long-term perspective for smart, sustainable and inclusive development in rural settlements by implementing holistic actions on piloted "Digital Villages Initiative".

Main target groups of the Project are planned for two different audiences: all community members of piloted "villages of tomorrow" focusing on women and youth and extended stakeholders from digital value chains including entrepreneurs, producers, employees, service providers, public servants, representatives from civil society

⁶ PoSB, 12th Development Plan, https://www.sbb.gov.tr/wp-content/uploads/2023/12/On-ikinci-Kalkinma-Plani_2024-2028_11122023.pdf

⁷ PoSB, 12th Development Plan, https://www.sbb.gov.tr/wp-content/uploads/2023/12/On-ikinci-Kalkinma-Plani_2024-2028_11122023.pdf

and researchers. The community members of piloted rural settlements will be particularly women and the young, including children at early ages. The young people and the children are deemed important as tendency to digital technologies develops at early ages.

The project will be implemented with a triple helix model including an international organization, local public partners and private sector entity. Trendyol has proven itself as a leading actor in social responsibility, sustainability and as one of the key partners during the response period of the twin-earthquakes in South Anatolia in February 2023. UNDP Türkiye has been implementing various projects and taking part in development of local economies and reducing inequalities at rural regions of Türkiye and is active in a significant number of provinces. Trendyol, as the prominent e-commerce platform of Turkey, possesses strong background and knowledge in product development, marketing, storage, logistics and has a very high recognition level and reputation among the targeted groups. At the field level, local project partners will represent the public sector. The local project partners could be municipalities and chambers. This triple helix model will mobilize a strong network for reaching the targeted audiences.

Leveraging UNDP's long-lasting thematic experience and know-how on local socio-economic development, rural development, digitalization, youth employment, women's empowerment and social inclusion is critical. UNDP is well equipped to deliver high quality services in a timely, cost-effective manner. UNDP's unparalleled operational and technical capacity to mobilize the needed resources for the implementation of the foreseen tasks at global, regional, and national level is another parameter that renders UNDP the "development partner" for the mentioned project. Main recent experience of UNDP Türkiye consists of:

- **Young Women Building Their Future** project aims to provide grounds to make the problems and needs of NEET women visible, put them on the local/national agenda, and establish mechanisms to address these problems and needs. With the implementation of the Project, the problems and needs of the NEET women raised in national fora to activate the relevant stakeholders and institutions; awareness-raising and empowerment of Invisible NEET women ensured; reachable NEET women's skills and employment opportunities improved. The Project will achieve this through capacity-building and awareness-raising activities in close cooperation with national and local level key stakeholders. The coordination mechanism will be operationalized to create a sustainable tool for empowerment and increase awareness on NEET Women.
- **Beyond Recovery of SMEs through Digitalization** (Digital Way) is a rapid finance facility action to increase the level of digitalization of SMEs and implemented in cooperation with DGDA. About 200 representatives from SMEs in industry and tourism sectors were trained and 30 SMEs received digitalization consultancy service within the Project.
- The event series started with a live stream '**Access of youth to decent jobs in the age of digitalization.**' on November 30, 2020, and a workshop 'The Impact of Covid-19 Crisis on Youth Unemployment' on December 2, 2020, and with a live stream 'The role of digital-based rural development solutions on alleviating youth unemployment' on 21 December 2020 and a workshop 'The Impact of COVID-19 on Young Women and NEET Youth in Rural Areas' on 23 December, 2020. In 2021 live streams have continued with 'Show must go on: How theatres survive the pandemic?' February 24, 2021 and 'Those who are on the stage in sickness and health'. With all events, more than 4000 people have been reached.

- Under **Covid-19 Resilience and Response Project**, 3072 unemployed youth have benefitted from E-commerce, Foreign Trade, Social Media Marketing and Communications training besides developing digital program skills in the fragile sectors.
- UNDP has successfully implemented three projects on women's socio-economic empowerment and social cohesion/inclusion namely: (i) **Innovations for Women's Empowerment in Southeast Anatolia** (Phases I and II); (ii) **Adaptation of Syrian Women Living in Southeast Anatolia to Social and Economic Life Project** (ASW), (iii) **Social Cohesion Between Syrian and Host Communities Through Women's Empowerment Project**.
- **Today's Youth Future Jobs Project**, which is supported under IPA-III programme has been initiated in January 2023. Union of Municipalities of Turkey and UNDP partners in the project in which 45 Digi Youth Centres are being established and a holistic set of activities will be undertaken to increase the digital skills of the young. Moreover, a great deal of action will be taken to increase awareness of digitalization and the capacities of municipalities will be developed.

UNDP will utilize lessons learned and experiences of completed projects and ensure cooperation with the ongoing projects.

To ensure success, the Project will focus primarily on pilot products and rural settlements which will be supported by a broader scope of awareness raising, capacity and skills building as well as product development and commercialization activities.

The project will be implemented considering the following principles:

Phased approach for implementation: The Project is designed as the follow-up step after an initiation phase. And has a long-term perspective. A three-phase process is planned to obtain successful results in inclusive and digital-aware rural development. The initial phase, which began in October 2022 and was finalized as of March 2024 aimed to design the framework for digital villages, commercialize selected local products and establish awareness and develop capacities, where two pilot villages were determined and activated, and one other is on its way. The second phase, which is planned to be initiated as a successor to the project will be the implementation steps of the first frameworks of the digital villages and start the development of the next group, while further expanding the awareness and capacity-building activities as well as product development. The last phase is planned to be the further development phase of the process and the initiation of the impact assessment of the piloted digital villages.

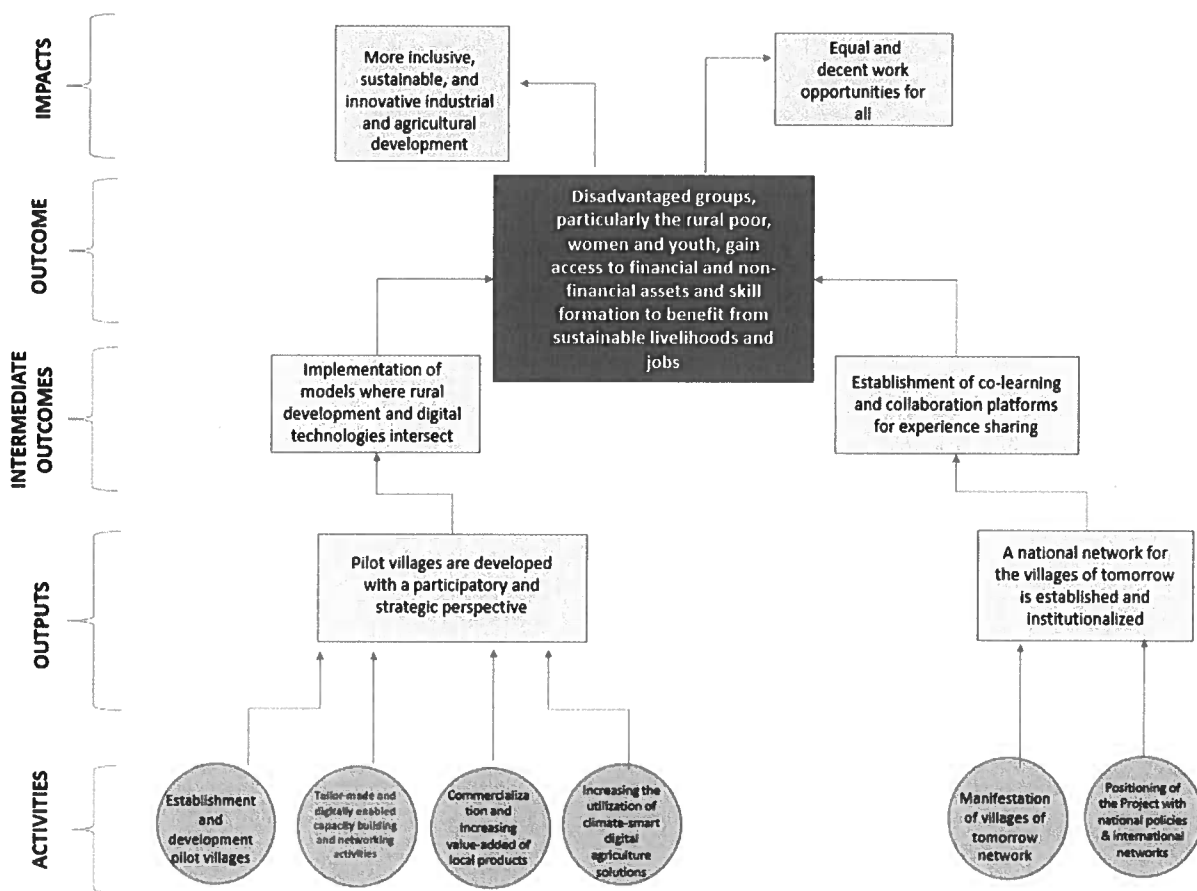
Interaction and complementarity between programs and projects: UNDP has been conducting projects on rural development, women's empowerment, youth empowerment and digitalization. Trendyol has conducted partnerships at the local level including chambers of commerce and other local stakeholders for the development of local products and empowerment of local entrepreneurs. These experiences and works of other stakeholders will be consolidated before and during the implementation of activities.

Utilizing experiences of local actors and existing studies on local products: The project will consider intersecting research, projects, cases, and existing local capacities as well as local experience. Development agencies, chambers and commodity exchanges, cooperatives and other local authorities will enable mobilizing local potentials and gathering information for selection and development of pilot products as well as rural settlements.

Focusing on children: As the Project focuses on digitalization in rural settlements and both economic and social aspects will be considered, the Project will have a specific focus on children and young population. Activities including teaching coding and algorithm logic to children and the young, STEM+A, digital literacy and innovation culture will be implemented during the Project.

Ensuring environmental sustainability: The Project will prioritize low-carbon solutions both in agricultural aspects and the logistics of the products. Carbon-neutrality will be the focus of the digital village approach and solutions such as farm-to-fork will be utilized.

Theory of Change model of the Project:



III. RESULTS AND PARTNERSHIPS

Expected Results

The results of the project will be obtained through 2 outputs.

Output 1: Pilot villages are developed with a participatory and strategic perspective.

Activity 1: Establishment and development of pilot villages: Two new villages will be piloted for the implementation of project in Hatay and Sakarya, in addition to existing three pilots in Adana, Diyarbakır and İzmir.

development of pilot villages, local stakeholders will be partnered for construction and refurbishment of digital centers as the physical hubs of the villages and project activities. Roadmaps will be prepared with participation of all relevant local stakeholders from public organizations, local authorities, civil society organizations and academia.

1.1.1. Initiation of development of pilot villages: As the pilot villages are determined, official partnerships will be established at local level. Memorandums of understanding will be signed between local project partners and UNDP to determine the context of partnership, which will be approved by the relevant governorates and central institutions where required. Meetings will be organized with local stakeholders for both disseminating the project and getting opinions and defining priorities for the project activities.

1.1.2. Preparation of villages of tomorrow roadmaps: Detailed roadmaps will be prepared with a strong participatory planning approach. Using the experience in the initiation phase, examining national policies and international cases, and evaluating data and information, roadmaps will be structured for participatory means. One-on-one meetings, workshops and academic reviews will be used for the determination of priorities within the roadmaps. Main activities, goals and actions will be defined within the roadmaps.

1.1.3: Establishment of digital centers in new pilot villages: Digital centers to be used as co-working, innovation, design and learning spaces will be established on the premises of local project partners. Unutilized or underutilized establishments will be renovated, refurbished, and equipped with technological equipment including personal computers, projection devices, 3D printers and scanners, robotics sets, photo studio, software licenses and specially designed furniture. Considering the experience in the initiation phase, architectural projects as well as implementation projects will be prepared in coordination with local partners and will be implemented. The digital centers will keep remaining similar characteristic with the rural and specific features and have modern and futuristic internal design. The digital centers will host all project activities including awareness raising and capacity building.

1.1.4: Upgrading Operational Digital Centers: Operational digital centers in pilot villages of Adana, Diyarbakır and Hatay will be upgraded depending on the raised needs. This upgrading could include provision of equipment and small-scale repairs.

Activity 2: Tailor-made and digitally enabled capacity building and networking activities for social and economic development of local ecosystems: To develop sustainable ecosystem at local level, all stakeholders and beneficiaries will receive capacity building and networking support. This support will cover consultancy services, know-how transfer, trainings as well as awareness raising activities. Roadmaps will be the basis of such support and experience from the initiation phase will be considered.

1.2.1: Increasing digital skills of the children and the youth in pilot locations: Children and youth at education, those who are not in education, employment or training (NEET), and employed young population will be the main target group. The target groups will mainly be the ones living or working in the pilot villages as well as neighboring locations, and for some specific cases, all groups within each province. Capacity building activities such as digital literacy, generic and detailed algorithm, coding and robotics skills, e-business, computer aided design, digitally supported arts including audio and visual aspects will be provided to this target group.

1.2.2: Popularizing e-commerce and e-export among local cooperatives and particularly women: Local producers, cooperatives, potential entrepreneurs, as well as companies will be informed regarding

advantages, benefits and methods of e-commerce and e-export via trainings, consultancies and experience sharing activities.

1.2.3: Developing digital literacy among disadvantaged groups: Digital skills will be increased among disadvantaged groups as a response to digital divide, particularly persons with disabilities, elderly, and women. Online and mobile banking, e-government, online health services, digital accessibility, digital participation, and digital education support will be provided to target groups.

Activity 3: Commercialization and increasing value-added of local products: As one of the main criteria for determining pilot villages is the potential of local products, specific focus will be given on high value-added, high quality and sustainable marketing of these local products. Agricultural products, handicrafts, and local products will be considered and those defined as priorities within the roadmaps will be focused. Technical support, one-on-one consultancies will be provided to the individual and institutional producers and traders of these products.

1.3.1: Consultancy services to develop alternative products and new markets: As traditional products with a critical mass of production or having potential of production are defined, consultancy services will be delivered to ecosystem actors for designing or developing alternative products. Similarly, support will be provided to the ecosystem for reaching out new markets.

1.3.2: Branding works, visual identity, promotional activities, and networking for increased market shares of local products: In order to increase the added value and attractiveness of the products, branding support will be provided to the ecosystem. Cooperatives, individual producers, companies will be among the target groups and the development of local brands will be prioritized. Moreover, technical support for existing brands will be given specific importance.

Activity 4: Increasing the utilization of climate-smart digital agriculture solutions: With the experience at the initiation phase, digital solutions in agriculture will be disseminated and supported for further utilization. In terms of infrastructure and equipment, pilot application will be ensured by the project and capacity-raising and awareness-raising activities will be conducted by making demonstrations at the pilot fields or farms.

1.4.1. Implementation of digital agriculture demos at pilot farms: In each pilot village, a farm or a field will be selected for applied utilization of digital solutions in agriculture. Such locations could either be the property of the public institutions, municipalities, or private sector. Leader farmers will be included in the process as the rest of the producers would trust and duplicate the applications. Consultancy service will be provided while utilizing such equipment and results will be both reported and disseminated. Apart from the applications in the pilot locations, similar technologies will be implemented in the premises of digital centers, if possible. These will be used for awareness raising and promotion.

1.4.2. Capacity building activities for local farmers and agribusiness enablers: All actors in agribusiness ecosystem at local level will be able to receive trainings. Producers and enablers will receive trainings on digital tools, data-based decision-making, literacy on smart agriculture, e-commerce, working with digital tools and automation. The enablers will be selected among staff of provincial and district directorates of agriculture and forestry, staff of the municipalities, private companies providing services to farmers, local consultants, and students.

Output 2: A national network for the villages of tomorrow is established and institutionalized.

Activity 1: Manifestation of the villages of tomorrow network and a self-sustaining governance mechanism:

To ensure sustainability of the project results, a national network among pilot villages will be established. Such mechanism will enable communication, peer-learning, experience sharing and institutionalizing. By organizing networking activities, a platform for coordination among pilot villages will be established and a governance mechanism is aimed to be established by having a body with legal status.

2.1.1: Communication and institutionalization of the villages of tomorrow network: Once the network is established, experience sharing events and study visits will be conducted among stakeholders of pilot villages. With a participatory approach, an initial mechanism will be established for ensuring coordination. At later stages, a civil society organization will be established with defined governance systematic.

2.1.2: Design of a set of criteria and standards for rural settlements: With the experience obtained with pilot applications, a set of criteria and a guideline will be developed. This guideline will be for rural settlements across the country to declare themselves as a village of tomorrow. The purpose is to establish a national and, later, an international mechanism for rural settlements to utilize digital technologies in all aspects of rural economic and social life. The governance mechanism will be the approving and coordinating body in this process.

Activity 2: Communication and positioning of the project with national policies and international networks:

The project has been designed in accordance with national policies and by examining international practices including those in the EU, South Asia. To position the village of tomorrow among best practices, academic studies will be encouraged, and the project will be represented among global networks.

2.2.1: Organization of awareness-raising and dialogue events: Noted academicians, scientists, persons with success stories in the rural, influencers, and high-level officials will be invited to the project events, mainly in the digital centers.

2.2.2. Developing partnerships among beneficiaries of the pilot villages: The children, the youth, the elderly, farmers, and other ecosystem actors will be encouraged to take part in network of the villages of tomorrow. The women will be given a specific priority for involving in the activities and at least 40% of end beneficiaries will be women. Thematic working groups will be established, competitions will be organized and pilot villages will be represented in national events. Particularly, teams for Technofest will be established and attend the competitions and events within annual Technofest events.

2.2.3. Design of an online platform and production of digital contents: The website of the project will be redesigned as an online portal for digital villages. The portal will work as a digital meeting point for all stakeholders in the ecosystems of digital agriculture, e-commerce in the rural and utilization of digital technologies in the rural settlements. Moreover, digital contents including learning materials, introductory visual materials and promotional tools will be produced and disseminated. Success stories will be disseminated through such tools to increase awareness.

Resources Required to Achieve the Expected Results

The resources for achieving the expected results for the project, Trendyol will be allocating a financial contribution of TRY 25,000,000. Apart from financial resources, Trendyol and UNDP will provide its project implementation and

research capacities, networks, institutional communication channels, human resources and expertise for the success of the project.

To implement this project, UNDP will mobilize its international and local expertise and experience in the area of youth and women empowerment, vulnerable groups digitalization, rural development and private sector engagement.

For this project, UNDP will avail the capacities of a Portfolio Manager (part-time), Project Manager (part time), Project Associate (full time), Field Coordinators / Facilitators (5 – part time). Project manager and project associate will be home-based and field coordinator / facilitators will be stationed within the province of the pilot villages. Trendyol will also spare one project manager for project implementation and coordination.

Using Portfolio and Country Office staff allows UNDP to build on the existing mechanisms and exploit synergies with other ongoing projects, leading to increased efficiencies in project and budget management and procurement. The direct cost of such support will be included in the project budget and pro-rated as per UNDP's regulations.

Partnerships

Partnerships will be established in international, national and local levels. At international level, UN agencies including Food and Agriculture Organization, European Union, Organization of Economic Co-operation and Development will be involved to the project. Moreover, the project is aimed to expand to neighboring locations including Azerbaijan and Balkans. The donor gives great importance for internationalization of the initiative and utilizes the experience of the UNDP.

At national level, the Presidency of Strategy and Budget will provide inputs for the structure of the project and will be kept informed regarding activities and outcomes. As the objective of the project is directly linked with regional development, rural development, digital business and local cooperation, coordination will be ensured with the Ministry of Industry and Technology (DG Development Agencies), Ministry of Trade (DG Domestic Trade), Ministry of Agriculture and Forestry (DG Agricultural Reform) as well as the Ministry of Environment, Urbanization and Climate Change (DG Local Authorities). Moreover, the Union of Chambers and Commodity Exchanges (TOBB) will be among the stakeholders of the project.

Local partners will be the main beneficiaries of the project activities. In each location, a local partner will be the main beneficiary of the project. Such partnerships will be established by signing memorandums of understanding and such partners can be metropolitan municipalities, district municipalities or chambers of commerce (and industry). Local governance mechanisms will be defined at local level while designing local project activities. Under the name of villages of tomorrow roadmaps, advisory committees will be established. Members of these committees will consist of governorates, district governorates, municipalities, chambers, development agencies, provincial or district directorates of agriculture and forestry and national education, provincial directorates of youth and sports and trade, universities, local cooperatives, and relevant civil society organizations. Such experience is gained during the initiation phase of the project and will be further developed in the implementation phase.

Risks and Assumptions

The main assumptions for the success of the overall Project and its implementation are:

- Local stakeholders' continuous contribution to the project activities,
- Financial risks due to relatively high inflation,

Identified risks and their mitigation measures are already spelled out in the Annex 3. Risk Analysis

Stakeholder Engagement

The local communities of the villages of tomorrow, and particularly, the young people, the women and persons with disabilities are the first target group and end beneficiaries of the project. The second key target group is producers of local products within pilot provinces and those who are included in the digital value chain of those products, including the actors in logistics, marketing, and supplying industries. The third target group of the project is defined as intermediary bodies in e-commerce and product development ecosystem, such as cooperatives and producer organizations, chambers, stock exchanges, municipalities and public institutions as well as CSOs.

Outreach to these groups will be ensured with strong and consistent communication. Networks of project partners and stakeholders will be utilized for efficient outreach. An outreach and communication strategy document will be prepared and implemented.

Stakeholder/Target Group	Interests/Responsibility	Role in project	Information to be disclosed	Method and timeframe
Trendyol	As the donor, Trendyol's role is to contribute to the project implementation	Donor	PSC Board Project outputs Project reports Trainings/Workshops	Method: Meeting E-mail Formal Letter Time Frame: As per M&E (Monitoring and Evaluation) Plan
Public Institutions				
Presidency of Republic of Türkiye, Strategy and Budget Office (PSB)	The SBO's role is to accelerate the economic and social development of the Republic of Türkiye, the Presidency of Strategy and Budget, with the mission of making development balanced and sustainable.	A member of the PSC with a role to link the project results to the national development policy and oversight for international agreements.	PSC Board Review of the project's activities and outputs Participation in the SC (Steering Committee) is required when it is deemed necessary for decision-making and project coordination.	Method: E-mail Formal Letter Telephone Invitation Meeting Timeframe: Annual
Municipalities, Regional and Local Administrations				
Metropolitan Municipalities of Hatay, Sakarya, Izmir Local Municipalities in Adana and Diyarbakır	Contributes to construction and refurbishment of digital centers, becomes part of the advisory committees	Stakeholder	Project outputs Workshops and Trainings	Method: E-mail Meeting Timeframe: As per AWP (Annual Work Plan)
Civil Society, Associations and Unions				
Local NGOs, Associations	Advocacy and cooperation related to	Stakeholder	Workshops and Trainings	Method: E-mail

	the project activities			Meeting Timeframe: As per AWP (Annual Work Plan)
Populations				
Local Communities	As residents in the selected villages, participates in the workshops and trainings	Stakeholder	Workshops and Trainings	Method: Social Media UNDP website Timeframe: As per AWP (Annual Work Plan)

South-South and Triangular Cooperation (SSC/TrC)

UNDP will establish/maintain networks and seek opportunities for inter-regional/inter-institutional collaboration and cooperation. The outputs of the Project will also be disseminated for the benefit of other countries through the networks to be established/maintained within the scope of the Project. The UNDP's Istanbul Regional Hub which serves for Eastern Europe and Central Asia along with other regional bureaus and HQ will support the CO in such efforts.

Digital Solutions

Digital solutions will be at the core of the project. All activities and achievements within the project will have a digital solution aspect. Digital tools in farming, business, education, and services will be adopted. Capacities related to digital technologies will be supported in all themes of the project.

The Project aims to revolutionize rural areas by establishing physical spaces dedicated to the digital village concept. This initiative seeks to create these spaces and bolster digital value chains within rural communities, thereby catalyzing inclusive growth.

Through the implementation of digital solutions, such as e-commerce and e-export platforms, the Project aims to support sustainable production practices while embracing technology. This includes fostering a technology-driven production culture, particularly in sectors like agriculture, textile and handicrafts. Smart agriculture models and applications will be introduced to optimize farming practices. Moreover, coding and robotics workshops designed to cultivate digital literacy among children. These workshops will serve as dynamic learning environments where children not only acquire technical skills but also develop critical thinking, problem-solving abilities, and teamwork skills.

To showcase the innovations in terms of digital agriculture, demonstration areas will be established within the Digital Centers, with special emphasis placed on the installation of digital farming equipment in agricultural fields. This integration of digitalization in agriculture will pave the way for data-driven approaches to tasks like spraying, irrigation, planting and analysis. By actively operating these systems, the Project aims to lay the groundwork for a more efficient and sustainable agricultural sector in rural regions. This will also incorporate existing digital technologies into the Project in terms of the equipment used in agricultural practices.

The Project also responds to “country-led measures implemented to achieve inclusive economies and to advance economic empowerment of women in all their diversity, including in crisis contexts” and “people and institutions equipped with strengthened digital capabilities and opportunities to contribute to and benefit from inclusive digital societies” outputs of the UNDP Strategic Plan (2022- 2025).

Moreover, by enhancing digital capabilities among individuals and institutions, the Project aims to foster a culture of innovation and collaboration conducive to the development of inclusive digital ecosystems. Through capacity-building activities, such as workshops, seminars, and skills development programs, stakeholders will be equipped with the necessary tools and knowledge to harness the transformative potential of digital technologies, thereby contributing to the creation of more resilient and inclusive societies.

Knowledge

The project will enable development of pioneering knowledge products for prototype rural settlements through means of planning, needs assessment, benchmarking and monitoring. During the first phase of the Project, roadmaps for villages of tomorrow will be produced. Moreover, with the Project, roadmaps for a total number of 9 local agricultural, textile and handicraft product will be produced. These will also be among the first examples of such knowledge products. As these roadmaps will have context in accordance with the national strategies, they will be able to use as policy recommendation documents. Another set of knowledge products will be training materials for e-commerce including video tutorials to ensure self-learning for rural populations. These materials will be able to be used in different activities with similar purposes.

All knowledge products will be published from the Online Development Library (www.kalkinmakutuphanesi.gov.tr) by the MoIT and accessible for a broad range of policymakers, researchers, and individuals. All documents will be prepared with efficient visibility of the Project and the project partners. Within the scope of the visibility activities, short videos, project progress briefs and infographics will be prepared and shared with a wider audience including policymakers to demonstrate the value adding contribution of the project interventions. The publications, knowledge and visibility materials produced will also be shared with UNDP’s relevant global teams and units as well as during relevant local, national and international events.

Sustainability and Scaling Up

The project depends on the experience and outcomes of the 18-month initiation phase. The initiation phase was commenced on October 1, 2022, and anticipates the conclusion by 31 March 2024. The budget allocated for the first phase amounts to TRY 10,800,000.00 (approximately USD 500,000), generously funded by Trendyol. Beyond its role as a donor, Trendyol actively participates in both the design and implementation of project activities, collaborating closely with all relevant stakeholders. The project has started with the initiation phase that defined the workflows and piloting actions. During the initiation phase, Kürkçüler Village in Adana, Bağıvar Village in Diyarbakır and Ulamış Village in İzmir have been selected as pilot rural settlements, whereas nine targeted products have been selected from each area. Upon preparation of roadmaps, suitable establishments were determined following a comprehensive set of studies including meetings with stakeholders and on-site visits.

The awareness has been strongly established regarding the project at the initiation phase and the donor declared that the financial support will be sustained until 2028. Moreover, resources of local partners were also allocated to the project, which enabled an adoption at local level.

The project has a specific output for self-sustainability by establishing a national network of villages. Such an approach will enable active participation of local stakeholders and partners in the project and lead to a cooperative and competitive ecosystem.

By 2028, it is aimed to make the number of villages of tomorrow 10 across various regions of Türkiye by the resources of the project and further phases. Apart from these, with the set of criteria to be determined under the project, self-declared villages of tomorrow are expected to join the network.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

UNDP's workforce individually and collectively acts to consequentially promote the timely accomplishment of the organization's mission. With clear structural roles, policy manuals and guidelines UNDP have institutional capacity to provide high-caliber implementation support services through its competent human resources, rapid mobilization capacity, and institutional regulations on procurement, administration, finance and accounting, and contract management that ensure full transparency and impartiality. The technical competency and experience that UNDP accommodates are key factors for effective and successful achievement of targeted outcomes.

UNDP also pursues the sustainability of its programs and projects, through strong emphasis on local, regional and national cooperation, exchange and networking as well as great focus on monitoring, evaluation and reporting. Identifying best practices and lessons learned and disseminating experience for replication and scaling-up of the practices fall within the mandate of UNDP Türkiye. To this end, UNDP Istanbul Regional Hub for Europe and Commonwealth of Independent States as well as UNDP Country Office are also well placed to support south-south and triangular cooperation in the field.

Project Management

The project will be implemented directly by UNDP Türkiye. UNDP will deploy its in-house experience (i.e. relevant programme and operations staff) as well as mobilize outside expertise. For this project, UNDP will avail the capacities of Portfolio Manager, Project Manager, Project Associate and relevant administrative and operational support staff including gender analyst, Monitoring and Evaluation Analyst, Communication Specialist.

Trendyol, the donor, will mobilize a project coordination team for the implementation and coordination of the project. Further assistance will be ensured by the IT staff and other departments of Trendyol. Moreover, Trendyol Akademi will take part in management of the Project, especially for the capacity-building activities.

A Project Board (PB) will be established to ensure consistency and practicality of the activities. The board will be evaluating and assessing project activities in advance and during the implementation process. It will consist of representatives from Member of Executive Board and Project Team from Trendyol; Portfolio Manager, LED Projects Coordinator, ISG Projects Manager, Project Team, Gender Specialist, Communication Specialist and M/E Analyst from UNDP. The PB will be chaired by UNDP ARR.

A Project Management Unit will be established including UNDP, the implementing partner and Trendyol, the donor. The team will be working to design/implement and monitor the project activities.

UNDP will provide direct country office support services (including for the functions of procurement, human resources, administrative services, communication, office space), and direct project costing will apply in line with UNDP's cost recovery policy. Financial transactions and financial statements shall be subject to internal and external auditing procedures laid down in the Rules and Regulations of UNDP, whereby the cost of audit will be charged against the relevant budget line in project budget.

Using programme and country office staff allows UNDP to build on the existing mechanisms and exploit synergies with other ongoing projects, leading to increased efficiencies in project and budget management and procurement. The direct cost of such support will be included in the project budget and pro-rated as per UNDP's regulations.

The project shall be subject to independent evaluation according to UNDP's standard evaluation procedures, if required. The organization, terms of reference and timing of such evaluation will be decided after consultation between the Government and UNDP. Finally, as the project follows UNDP's DIM modality, audit will be made through the regular external (UN Board of Auditors) or internal audits (audits managed by UNDP's Office of Audit and Performance Review).

UNDP currently has offices in Ankara and field staff based in Adana, Diyarbakır and İzmir. The main project team will be based in Ankara serving under UNDP. These offices and staff will be contributing to the project activities in provincial level. On the other hand, if there is need at the later stages of the Project, a team that will work remotely to support the project implementation could be recruited to work for a number of projects in support of the same programme, pro-rated across projects. The Accelerator Lab of UNDP will be contributing to the relevant project activities.

Regarding the reporting period, track results progress will be shared with Trendyol semi-annually and one final report including financial expenditures will be submitted to the Donor.

V. RESULTS FRAMEWORK⁸

Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework:

#2.1: By 2025, public institutions and the private sector contribute to more inclusive, sustainable, and innovative industrial and agricultural development, and equal and decent work opportunities for all, in cooperation with the social partners.

Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets:

Land allocated to organic and good agricultural practices Baseline Hectares:1,242,499 Proportion: 5.4% Target: Hectares:1,978,000 Proportion:8.9%
 Output 2.1: Capacities at national and local levels strengthened to promote inclusive local economic development; 2.1.1 Number of inclusive local economic development partnerships at scale for accelerating sustainable economic growth, Baseline: 43, Target 72
 Output 2.4: Disadvantaged groups, particularly the rural poor, women and youth, gain access to financial and nonfinancial assets and skill formation to benefit from sustainable livelihoods and jobs, 2.4.1 Number and proportion of people accessing financial and non-financial assets disaggregated by sex: Baseline: 6,500 Target: 19,800 (at least 40% women); 2.4.2 Number of people benefiting from skill formation and employment opportunities disaggregated by sex Baseline: 2,127,082 Target: 2,136,047 (at least 40% women)

Applicable Output(s) from the UNDP Strategic Plan:

- 6.1 Country-led measures implemented to achieve inclusive economies and to advance economic empowerment of women in all their diversity, including in crisis contexts
- 6.1.1 Number of measures implemented to increase women's access to and use of digital technologies, digital finance, e-commerce and digital value chains
- E.1 People and institutions equipped with strengthened digital capabilities and opportunities to contribute to and benefit from inclusive digital societies

Project title and Quantum Project Number: The Villages of Tomorrow

EXPECTED OUTPUTS	OUTPUT INDICATORS ⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL	
Output 1: Pilot villages are developed with a participatory and strategic	1.1 Number of active digital centers.	Progress Report	2	2024	3	-	5	Progress reports
	1.2 Number of women and men attended project's capacity building activities (at	Progress Report	500	2024	1000 (at least 400)	1500 (at least 600)	3000 (at least 1200)	Participant lists will be registered following each event.

⁸ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

⁹ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

EXPECTED OUTPUTS	OUTPUT INDICATORS ⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL	
perspective.	least 40% women)				women)	women)	women)	
	1.3 New local products / brands subject to e-commerce	Progress Report	0	2024	5	10	15	E-commerce platforms will be tracked.
Output 2: A national network for the villages of tomorrow is established and institutionalized	1.4 Number of farmers (women and men) benefited from digital agriculture tools	Progress Report	40	2024	160 (at least 100 women)	400 (at least 200 women)	600 (at least 300 women)	Equipment will be tracked online and participant lists will be registered following each event.
	2.1 Criteria set to be qualified for becoming Village of Tomorrow and a nationwide collaboration network established	Progress Report	0	2024	0	Yes	1	A report will be prepared as a guideline and the criteria set list.
	2.2 Number of national / international platforms in which the project is represented	Progress Report	0	2024	2	3	5	All events will be reported for the progress report.

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Bi-annually	Slower-than-expected progress will be addressed by project management.		-
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Annually	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		-
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least once a year	Relevant lessons are captured by the project team and used to inform management decisions.		-
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision-making to improve the project.	At design stage and at closure stage	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		-
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision-making.	Annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		-
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually and at the end of the project (final report)			-
Project Review (Project Board)	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Annually	Slower-than-expected progress will be addressed by project management.		-

VII. MULTI-YEAR WORK PLAN¹⁰¹¹

EXPECTED OUTPUTS	PLANNED ACTIVITIES		Planned Budget by Year		RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET		
			Y1	Y2			Budget Description	Amount (TRY)	Amount (USD)
<p>Output 1: Pilot villages are developed with a participatory and strategic perspective.</p> <p><i>Gender marker: GEN2</i></p>	1.1 Activity: Establishment and development of pilot villages		8,150,000	5,150,000	UNDP	Trendyol	72100 Contractual Services-Companies	10,000,000	311,575.01
	1.2 Activity: Tailor-made and digitally enabled capacity building and networking activities for social and economic development of local ecosystems		3,000,000	2,600,000	UNDP	Trendyol	71600 Travel	200,000	6,231.50
	1.3 Activity: Commercialization and increasing value-added of local products		600,000	600,000	UNDP	Trendyol	72100 Contractual Services-Companies	500,000	15,578.75
	1.4 Activity: Increasing the utilization of climate-smart digital agriculture solutions		250,000	250,000	UNDP	Trendyol	72100 Contractual Services-Companies	500,000	15,578.75
	MONITORING				UNDP	Trendyol	71300 Local Consultants	10,000	311.58
	Sub-Total for Output 1							21,100,000	657,734.85

¹⁰ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

¹¹ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

EXPECTED OUTPUTS	PLANNED ACTIVITIES		Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET			
			Y1	Y2		Funding Source	Budget Description	Amount (TRY)	Amount (USD)
Output 2: A national network for the villages of tomorrow is established and institutionalized. <i>Gender marker: GEN2</i>	2.1 Activity: Manifestation of the villages of tomorrow network and a self-sustaining governance mechanism	-	820,000	UNDP	Trendyol	71300 Local Consultants 72100 Contractual Services-Companies	410,000 200,000	12,774.58 6,231.50	
	2.2 Activity: Communication and positioning of the project with national policies and international networks	300,000	700,000	UNDP	Trendyol	74500 Delivery Enabling Services 71600 Travel 72100 Contractual Services-Companies	200,000 300,000 700,000	6,231.50 9,347.25 21,810.25	
	MONITORING	-	-	UNDP	Trendyol	-	-	-	
	Sub-Total for Output 2						1,820,000		
Sub Total							22,920,000		
General Management Support (8%)							1,830,000		
Coordination Levy (1%)							250,000		
TOTAL							TRY 25,000,000	~800,000.00	

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

This project will be implemented through a direct implementation modality (DIM). UNDP's rules and regulations for programme management will apply throughout the project and UNDP will also provide direct project management support including procurement, financial management and strategic support in line with its rules and procedures.

A Project Board (PB) with representation from MoIT, Presidency of Strategy and Budget, Ministry of Foreign Affairs, UNDP and Trendyol will be set up to guide and oversee the implementation of the project. The Project Board will be held annually. The Presidency of Strategy and Budget and Ministry of Foreign Affairs are natural members of all UNDP's Project Board and monitor the implementation of the Projects from the Government side.

The Project Board is the group responsible for consultation and consensus-based decision making and management for a development project/ when guidance is required by the Project Manager (PM), including recommendation for UNDP/Implementing Partner about approval of plans and revisions. The Project Board is co-chaired by the UNDP and Assistant Resident Representative ARR chairs the PB meetings as the Head of the UNDP programmes.

In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure the best value for money, fairness, integrity, transparency and effective international competition. Reviews by this group are made at designated decision points during the running of the development project/initiation plan, or as necessary when raised by the PM.

Additional partners/stakeholders can be invited as Observers to share relevant information as and when required. The Project Board will meet at least annually to review and approve the annual work plan and budget and to monitor its implementation, among others.

Based on the approved annual work plan (AWP), the Project Board may review and approve the annual plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each annual plan as well as authorizes the start of the next annual plan. It ensures that required resources are committed and arbitrates on any conflicts within the development project/initiation plan or negotiates a solution to any problems between the PM and external bodies. In addition, it approves the appointment and responsibilities of the PM and any delegation of its Project Assurance responsibilities.

Specific responsibilities of the Project Board:

- Review and approve the Work Plan
- Agree on Projects Mangers' responsibilities, as well as the responsibilities of the other members of the Project Management team;
- Delegate any Project Assurance function as appropriate;
- Review the Progress Report for the project;
- Review and appraise detailed AWP, including Quantum reports covering activity definition, quality criteria, issue log, updated risk log, M&E and communication plan.
- Provide overall guidance and direction to the project implementation, ensuring it remains within any specified constraints;
- Address issues as raised by the Project Manager
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances in the Annual Work Plan when required;

- Conduct regular meetings and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to acknowledgment by the Implementing Partner;
- Review and approve end technical reports, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project coordinator's tolerances are exceeded;
- Assure that all deliverables have been produced satisfactorily;
- Review and approve the Final Review Report, including Lessons-learned;

Senior Supplier (UNDP)

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the design, development and implementation of the project. The Senior Supplier's primary function within the Project Board is to provide support and guidance during the implementation of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected output(s) from the point of view of supplier management
- Ensure that the supplier resources required for the initiation plan are made available
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Providing travel and accommodation costs only for the MoIT personnel within the scope of the project in ensuring coordination between provinces during the stages of project activities, monitoring, control and reporting etc.
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

UNDP will provide direct country office support services (including for the functions of procurement, human resources, administrative services, communication, office space), and direct project costing will apply in line with UNDP's cost recovery policy. UNDP will be responsible for finance and human resources management of the Project and will provide quarterly financial reports (CDR) to the MoIT, for their acknowledgement that the funds are used for project purposes. UNDP will mobilize the Project team in line with its rules and procedures and in consultation with the Implementing Partner.

Donor (Trendyol)

The Donor which is funding the project becomes a natural member of the Project Board. In addition to its donor role, Trendyol actively will be involved in design and implementation of the project activities in consultation with all parties involved.

Presidency of Republic of Turkey, Presidency of Strategy and Budget (PSB) & Ministry of Foreign Affairs

These two offices are natural members of each Project Board. PSB is the Government coordinating agency of the UNDP in Turkey and ensures that all UNDP programmes are designed/implemented in line with national priorities. The Ministry of Foreign Affairs provides final approval to all UNDP implemented projects and signs the project document on behalf of the Government.

Project Assurance

The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

Project Assurance must be independent of the Project Manager; therefore, the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. At UNDP Project Assurance function belongs to ARR, Portfolio Manager and M&E and Knowledge Management Analyst, Portfolio M&E Expert with a clear mandate for oversight and monitoring functions.

Project assurance can also include key staff in Beneficiary institutions that have a stake in the quality execution of the project. However, project assurance function cannot be assumed by Senior Executive since assurance function is to be carried out by an impartial party.

i. Project Manager (PM) and Team

The Project Manager recruited by UNDP has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner and work in close cooperation with the senior executive within the constraints laid down by the Board. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The PM will be recruited in accordance with UNDP regulations and will be based in Ankara. S/he will report to the UNDP ISG-PPI Portfolio Manager. The PM will be responsible for overall project coordination and implementation, consolidation of work plans and project papers, preparation of quarterly progress reports, reporting to the project supervisory bodies, and supervising the work of the project experts and other project staff. The PM will also closely coordinate project activities with relevant Government institutions (if applicable) and hold regular consultations with other project stakeholders and partners. Under the direct supervision of the PM, the Field Administrator part-time recruited by UNDP to work in close cooperation with project stakeholders at the field level. The Administrator reports to the Project Manager. The Project Associate will be responsible for administrative, financial and technical issues and will get support from UNDP CO administration. The PM will do the supervision of the Project Team in close coordination with the Implementing Partner.

ii. Project Support

Overall responsibilities: The Project Support role provides administration, management and technical support to the Project Manager as required by his/her needs. The provision of any Project Support on a formal basis is optional. In most projects, project support includes HR, procurement and PSC (Program Service Center) services.

The Project oversight will be managed by the UNDP ISG-PPI Portfolio Manager. In addition, the Project will be led by a Project Manager who will be responsible for the day-to-day management of project implementation including administration and project finance. The Project Manager will be responsible for overall team management and supervision in both Ankara and field locations Trendyol. The PM and Field Administrator and local stakeholders will be in close coordination in day-to-day supervision of the staff work at the local level. The Project Manager will be the first responsible for project level reporting and support project specific donor engagement.

Project's day-to-day implementation will be carried out by the Project team as well as UNDP staff providing direct project support. The indicative/tentative staffing arrangements for the Project along with the duty stations are demonstrated below, not including the UNDP staff providing support to the project:

Project personnel	Duty Station(s)*
Project Manager	Ankara
Project Associate	Ankara

Field Administrators and Facilitators (5 – part time)	Adana, Diyarbakır, İzmir, Hatay, Sakarya
A Project Team mobilised by Trendyol	Istanbul

* Duty stations are subject to change based on the requirements of the project.

UNDP's direct costs will be charged in line with its rules and regulations, as outlined in the project document and budget. Financial transactions and financial statements shall be subject to the internal and external auditing procedures laid down in the Regulations and Rules of UNDP.

UNDP will be responsible for submitting to the donor (Trendyol) interim, fiscal and final reports and the assessment of the project.

UNDP will ensure the visibility of Donor including through issuing press releases, organizing launching ceremonies, making sure the donor logo is present on all equipment procured within the scope of the project with the donor and implementing partner agreements.

Any surplus budget remaining at the end of the implementation period should be returned to Trendyol.

IX. LEGAL CONTEXT

Türkiye is a signatory of a basic agreement to govern the United Nations Development Programme's (UNDP) assistance to the country, being the provisions of the Revised Standard Agreement signed between the Government and the Technical Assistance Board, which is one of the predecessor entities of UNDP (the "Basic Agreement") on 21 October 1965.

In this regard, the project document shall be the instrument envisaged and defined in the Supplemental Provisions, (https://popp.undp.org/ layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/FRM_Pipeline%20and%20Revenue%20Management_Annexure%208%20-%20SBAA_Standard%20Annex%20to%20Project%20Document.doc&action=default&DefaultItemOpen=1) to the Project Document, attached hereto and forming an integral part hereof, as "the Project Document".

This project will be implemented by [name of entity] ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

UNDP (DIM)

- UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
- UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]¹² [UNDP funds received pursuant to the Project Document]¹³ are used to provide support to individuals or entities associated with terrorism, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to

¹² To be used where UNDP is the Implementing Partner

¹³ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).

4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:

- a. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
- c. Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

- (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
- (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.
- d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:
- (i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
 - (ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
 - (iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
 - (iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
 - (v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
- f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards

and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.

- g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
- h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- k. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- l. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- m. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- n. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening Template**
- 3. Risk Analysis**