



United Nations Development Programme

UNDP-TUR-20260409-047

09 April 2026

Dear Mr. Jean Barbé,

I would like to express my sincere gratitude for the generous support that the European Union has provided to the United Nations Development Programme (UNDP) in Türkiye. We are particularly appreciative of your contribution to the *"Responsible Business, Resilient Civil Society"* project, which will commenced on 1 October 2025.

With this letter, I am pleased to submit the Inception Report for the abovementioned project. The report covers the period from 1 October 2025 to 31 March 2026 and is submitted in line with the contractual reporting requirements of the Action, together with its annexes, for your review and kind approval.

UNDP remains available for any further information or clarification and looks forward to receiving the feedback of the Delegation of the European Union to Türkiye. Should you require further information, please feel free to contact Mr. Cem Bayrak, Governance and Social Inclusion Portfolio Manager, at cem.bayrak@undp.org.

Once again, I extend my sincere appreciation to the European Union for its continued support to UNDP. I look forward to further strengthening our partnership in advancing Türkiye's sustainable development.

Sincerely yours,

DocuSigned by:
Miodrag Dragisic

Miodrag Dragisic
Deputy Resident Representative

To:

Jean Barbé
Head of Section, Green Development and Inclusive Growth
Delegation of the European Union to Türkiye

Attachments:

1. Kick-off Meeting Report
2. Needs Assessment Report (CSO Survey Results)
3. Bilateral Stakeholder Engagements Overview
4. Revised Workplan
5. Grant Application Guideline for Call for Proposals
6. BHR Training Programme and Draft Agenda
7. Grant Info Day Agenda and Concept Note
8. 1st PMC Meeting Minutes (7 January 2026)
9. Communication and Visibility Plan
10. Budget Revision Note (Notification No. 1)
11. Monitoring Methodology



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RESPONSIBLE BUSINESS, RESILIENT CIVIL SOCIETY

Contract No: 700003391

Inception Report

Reporting Period:

01.10.2025 – 31.03.2026

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LIST OF ABBREVIATIONS

BHR	Business and Human Rights
BMO	Business Membership Organization
CSO	Civil Society Organization
CSDDD	Corporate Sustainability Due Diligence Directive
DoA	Description of the Action
EU	European Union
EUD	Delegation of the European Union to Türkiye
FSTP	Financial Support to Third Parties
GFA	Grant and Finance Administrator
IR	Inception Report
PA	Project Associate
PAC	Project Advisory Committee
PM	Project Manager
PMC	Project Monitoring Committee
STE	Short-Term Expert
STÍGM	Directorate General for Relations with Civil Society
TAT	Technical Assistance Team
UN	United Nations
UNDP	United Nations Development Programme
UNGPs	United Nations Guiding Principles on Business and Human Rights

SUMMARY OF THE ACTION

Title of the action:	Responsible Business, Resilient Civil Society
Name of the Organisation:	United Nations Development Programme (UNDP)
Location(s) of the action:	Türkiye: Nationwide
Total duration of the action:	36 months (October 2025-October 2028)
Total budget for the action:	EUR 2.000.000,00
EU financing requested:	EUR 2.000.000,00
Objectives of the action:	Overall objective: Advanced Business and Human Rights (BHR) Agenda in Türkiye. Specific objective: An empowered and resilient civil society that has the knowledge and skills to advocate and cooperate for the development and implementation of the BHR Agenda and practices in Türkiye
Target groups:	Civil Society Organisations working in development, humanitarian, human rights fields
Final beneficiaries:	Right holders potentially impacted by business activities
Expected outputs:	1. Effectively implemented BHR grant scheme for CSOs; 2. Enhanced technical capacity of CSOs on employing BHR approach and tools; 3. Improved multi-stakeholder dialogue on BHR approaches.
Outputs and Activities	Inception Period The Inception Period (6 months) will focus on establishing the operational, technical and administrative foundations of the Action “Responsible Business, Resilient Civil Society,” in line with the Description of the Action (DoA) . During the Inception Period, the Project will: • Establish the Technical Assistance Team (TAT), composed of the Project Manager, Project Associate and Grant and Finance Administrator. • Complete procurement processes for Short-Term Experts providing technical support. • Develop a fine-tuned and detailed Activity and WorkPlan • Conduct bilateral or multilateral consultations and/or visits to stakeholders to introduce the project and gather up-to-date information on ongoing efforts in the Business and Human Rights (BHR) field. • Finalize the design of the BHR Grant Scheme including Application Guideline and annexes. • Conduct and analyse results of the Capacity Assessment Survey with CSOs to inform training design and project activities Output 1.1: Effectively implemented BHR grant scheme for CSOs The overall indicative amount allocated to Financial Support to Third Parties (FSTP) is EUR 980,000. A total of approximately 11–16 grants will be awarded, ranging between EUR 50,000 and EUR 120,000 per grant. A 1.1.1 – BHR Seminar & Grant Info Day

	The national BHR Seminar & Grant Info Day will: • Provide a forum for multi-stakeholder engagement; • Raise technical knowledge on BHR issues and developments through expert presentations; • Provide information on the sub-granting programme; • Inquire inclinations for a CSO network in the field of BHR. A 1.1.2 – Implementation of the BHR Grant Scheme (Financial Support to Third Parties – FSTP) This activity includes: • Launching the Call for Proposals; • Organizing four online information sessions covering: ○ Grant scheme requirements; ○ BHR approach; ○ Mainstreaming gender equality; ○ Critical issues for programming such as risks of washing practices; • Managing the evaluation and selection process through a Grant Selection Committee; • Contracting successful applicants; • Providing technical and administrative mentoring during implementation; • Conducting quarterly online meetings with grantees to facilitate peer learning; • Conducting on-site monitoring visits; • Ensuring monitoring of grants in line with UNDP rules and EU visibility requirements. The initial planned duration of each grant action may be up to 12 months (with possible extension not exceeding 18 months). A quota will be established for women’s rights CSOs and/or CSOs effectively mainstreaming women’s rights in their work. Output 1.2: Enhanced technical capacity of CSOs on employing BHR approach and tools A 1.2.1 – Advanced training on Business and Human Rights: Current trends, tools and best practices. Under this activity, the Project will: • Launch a call for BHR Training; • Prepare a training programme and handouts developed based on a rapid review of BHR monitoring, advocacy, sectoral assessment tools and best policy and private sector practices & role of CSOs • Deliver six physical trainings, each of three days; • Produce five short training videos; • Develop two infographics; • Translate key BHR-related resources to increase accessibility. Output 1.3: Improved multi-stakeholder dialogue on BHR approaches A 1.3.1 – Kick-off Meeting
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	A formal kick-off meeting will be organized to: • Officially launch the Action; • Present objectives, outputs and planned activities; • Engage key stakeholders from civil society, business membership organizations, line ministries, national human rights institutions, EU Delegation and UN agencies. A 1.3.2 – Development of knowledge products facilitating, supporting CSOs engagement with business and policy makers to advance BHR agenda This activity includes the development of five knowledge products, which will consist of briefs, toolkits, or guidance for supporting CSOs engagement with business and policy makers to advance BHR agenda. It is envisaged that these tools will be used by CSOs and even adapted by them for their specific mandates, to interact with stakeholders to advance BHR agenda in the mid to long term. These products will be key to guide the target group even after the end of the Action and will ensure sustainability of the results by CSOs and other stakeholders using these tools as guide for following BHR agenda. A 1.3.3 – Multi-stakeholder roundtable issue-specific dialogue Eight in-person thematic round-tables will be organized nationwide to: • Facilitate structured dialogue between CSOs, businesses, BMOs and public institutions; • Address key BHR themes including equality between women and men, supply chains, access to remedy and environmental impacts; • Generate inputs for knowledge products and policy recommendations. A 1.3.4 – Experience exchange/Lessons learned seminar An experience-exchange / lessons-learned seminar will be organized near the end of the project to: • Present results of the grant scheme; • Share lessons learned; • Promote sustainability of networks and collaboration mechanisms established during the Action.
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INTRODUCTION

This is the Inception Report (IR) of the project entitled “Responsible Business, Resilient Civil Society”, funded by the European Union and implemented by the United Nations Development Programme (UNDP) Türkiye.

The Action aims at contributing to the Overall Objective of advancing the Business and Human Rights (BHR) Agenda in Türkiye, with the Specific Objective of fostering an empowered and resilient civil society that has the knowledge and skills to advocate and cooperate for the development and implementation of the BHR Agenda and practices in Türkiye, as defined in the Description of the Action (DoA).

The Inception Report has been prepared by the project Technical Assistance Team (TAT) in accordance with the provisions of the DoA. It reflects the findings of the inception phase, including consultations, stakeholder engagement efforts, and preparatory technical work undertaken for the establishment of the project’s operational structure.

The purpose of this Inception Report is to:

- Confirm the relevance and continued validity of the Action’s intervention logic in the current national and EU policy context;
- Present the refined workplan for the implementation period;
- Provide information on the establishment of the Technical Assistance Team (TAT);
- Present the finalized design of the BHR Grant Scheme under the Financial Support to Third Parties (FSTP);
- Summarize the results of consultations with civil society organizations (CSOs), business membership organizations (BMOs), private sector, relevant public institutions and other stakeholders;

The Inception Report presents the results of the inception period in line with the outputs defined in the DoA, namely:

- Output 1.1: Effectively implemented BHR grant scheme for CSOs;
- Output 1.2: Enhanced technical capacity of CSOs on employing BHR approach and tools;
- Output 1.3: Improved multi-stakeholder dialogue on BHR approaches .

The content of this report is based on a comprehensive review of the project environment, including developments related to the Corporate Sustainability Due Diligence Directive (CSDDD), national policy frameworks, and the evolving Business and Human Rights landscape in Türkiye. It is also informed by meetings and exchanges with key stakeholders, including civil society actors, business representatives, relevant line ministries, and the Delegation of the European Union to Türkiye (EUD).

This Inception Report therefore serves as the operational and strategic foundation for the full implementation phase of the Action and confirms UNDP’s readiness to deliver the expected results within the 36-month implementation period.

1. EXECUTIVE SUMMARY

The project entitled “**Responsible Business, Resilient Civil Society**” is funded by the European Union and implemented by the United Nations Development Programme (UNDP) Türkiye under the Direct Implementation Modality. The total duration of the Action is 36 months, with a total budget of EUR 2.000.000,00.

The Action contributes to the advancement of the Business and Human Rights (BHR) agenda in Türkiye. The specific objective is to foster an empowered and resilient civil society that has the knowledge and skills to advocate and cooperate for the development and implementation of the BHR agenda and practices in Türkiye. The expected outputs are:

- **Output 1.1:** Effectively implemented BHR grant scheme for CSOs
- **Output 1.2:** Enhanced technical capacity of CSOs on employing BHR approach and tools
- **Output 1.3:** Improved multi-stakeholder dialogue on BHR approaches

This Inception Report covers the period **1 October 2025 – 31 March 2026**.

Project Set-Up and Operationalization

During the inception period, the Technical Assistance Team (TAT) was mobilized. The Project Manager and Project Associate commenced on 1 October 2025, and the Grant and Finance Administrator commenced on 17 November 2025. Necessary IT equipment were procured to ensure operational readiness.

Procurement procedures for Short-Term Experts (STEs) were initiated following competitive processes and pre-market research. National and international experts were identified and initial contracts have been concluded in line with UNDP procedures.

The workplan has been updated in line with the implementation planning.

Project Launch and Stakeholder Engagement

A formal **Kick-off Meeting** was held on 4 November 2025 in Ankara with 34 participants from the Delegation of the European Union to Türkiye, UNDP senior management, public institutions, UN agencies, diplomatic missions, and international cooperation partners.

Bilateral **stakeholder consultations** were conducted with public institutions, business membership organizations, private sector representatives, certification companies, other EU initiatives and other relevant actors. These consultations aimed to introduce the Action, gather stakeholder input, and ensure alignment with ongoing national and EU-level developments related to human rights due diligence and responsible business conduct as well as invitation to the roundtable discussions.

Additionally, the **1st Project Management Committee (PMC) Meeting** was held on 7 January 2026 at the UNDP Country Office in Ankara with the participation of the Delegation of the European Union to Türkiye and UNDP representatives. The meeting reviewed overall project progress and implementation arrangements, including updates on the Business and Human Rights (BHR) grant scheme, expert recruitment, communication and visibility planning, budget considerations, and stakeholder engagement activities. The meeting concluded with agreement on next steps and confirmation of key near-term deliverables under the inception phase.

WorkPlan Refinement

During the inception phase, the workplan was refined to ensure realistic sequencing and alignment of deliverables across outputs. Adjustments were limited to sequencing and scheduling of activities and expert deliverables. No activities were added or removed. The overall intervention logic and expected results remain unchanged.

Implementation of substantive activities under:

- Output 1.1 (Effectively implemented BHR grant scheme for CSOs)
- Output 1.2 (Enhanced technical capacity of CSOs on employing BHR approach and tools)
- Output 1.3 (Improved multi-stakeholder dialogue on BHR approaches)

is scheduled to commence from April–May 2026 onwards, as foreseen in the workplan submitted as Annex 4.

Preparatory Work under Output 1.1

During the reporting period, preparatory work was undertaken for the operationalization of the BHR Grant Scheme under the Financial Support to Third Parties (FSTP) modality. This included development and refinement of the grant framework, procedural documentation, and planning for evaluation and monitoring mechanisms as well as software programme procurement and initiation of IC Evaluators procurement processes. The call is planned to be launched in May 2026 to be open for 90 days.

Further details regarding the finalization status of the Application Guidelines, Call for Proposals timeline, and establishment of the Grant Selection Committee are provided in the relevant section of this report.

Notification No.1

Following the inception phase, the project will transition into the implementation stage, with key contractual arrangements finalized. In this context, certain budget lines have been fine-tuned to reflect updated implementation needs. These revisions, along with their justifications, are presented in the Annex 10/1 and 10/2.

Overall Assessment

The inception period focused on establishing the operational, financial, and institutional operations necessary for the effective implementation of the Action. During this phase, key project baselines were successfully put in place, including the mobilization of the Technical Assistance Team (TAT), initiation and mostly contracting of procedures for Short-Term Experts, and establishment of internal management mechanisms.

Initial stakeholder engagement activities, including the Kick-off Meeting, bilateral consultations, and the first Project Monitoring Committee (PMC) meeting, enabled the project team to introduce the Action to relevant actors and ensure alignment with ongoing policy discussions and initiatives related to Business and Human Rights (BHR), responsible business conduct, and human rights due diligence in Türkiye. These interactions confirmed interest among stakeholders from public institutions, and the private sector in advancing dialogue and cooperation on BHR-related issues. The workplan was further fine-tuned during the inception phase to ensure realistic implementation of activities and alignment across outputs, particularly with regard to the design and implementation of the BHR grant scheme, capacity-building activities for civil society organizations, and the organization of multi-stakeholder dialogue platforms. These refinements remained within the framework of the approved Description of the Action (DoA), and no substantive changes were made to the project's intervention logic, expected outputs, or results framework.

Preparatory work undertaken during this phase has laid the groundwork for the effective launch of substantive project activities starting after the inception period. In particular, progress in the design of the BHR Grant Scheme and related operational procedures provides a solid basis for the forthcoming Call for Proposals and the implementation of the Financial Support to Third Parties (FSTP) component of the Action.

Overall, the project is progressing in accordance with the Description of the Action and the approved workplan.

2. BACKGROUND AND CONTEXT

Business and Human Rights (BHR) refers to the intersection between the corporate responsibility to respect human rights and the state's duty to protect individuals from business-related harm, as articulated in the United Nations Guiding Principles on Business and Human Rights (UNGPs), endorsed by the UN Human Rights Council in 2011. The UNGPs establish a global framework structured around three pillars: the state duty to protect, the corporate responsibility to respect, and access to remedy for affected individuals and communities.

In recent years, the BHR agenda has gained increasing prominence globally, particularly within the European Union. The EU has adopted a comprehensive policy approach combining legislative measures, policy initiatives to promote responsible business conduct and strengthen human rights due diligence across global value chains.

A major recent development is the EU Corporate Sustainability Due Diligence Directive (CSDDD), which entered into force in July 2024. The Directive establishes due diligence obligations for large companies operating in the EU market, requiring them to identify, prevent, mitigate and account for adverse human rights and environmental impacts across their operations, subsidiaries and value chains. Member States are expected to transpose the Directive into national legislation by July 2027, with phased implementation beginning in 2028 and full application by 2029. February 2025, the European Commission introduced an Omnibus simplification package, proposing adjustments to the implementation of sustainability-related legislation, including elements of due diligence and reporting frameworks, with the aim of reducing administrative burdens while maintaining core policy objectives. The Commission is also expected to issue practical guidelines to support companies in implementing due diligence obligations.

These developments are particularly relevant for Türkiye due to the country's deep integration with European value chains. The EU–Türkiye Customs Union has significantly expanded bilateral trade, reaching over EUR 210 billion in 2024, with strong linkages in sectors such as textiles, automotive, machinery and manufacturing. As a result, evolving EU regulatory frameworks on sustainability and human rights due diligence are expected to have increasing implications for Turkish companies participating in European markets.

Within this context, civil society organizations (CSOs) play an important role in advancing responsible business conduct by contributing to policy dialogue, supporting rights holders, monitoring corporate practices and promoting accountability. Strengthening the technical capacity and engagement of civil society actors is therefore a key component for advancing the BHR agenda in Türkiye.

Since 2022, UNDP Türkiye has been actively engaged in advancing the BHR agenda, working in close collaboration with a wide range of stakeholders including public institutions, the private sector, civil society organizations and international partners. Building on this experience, the project will further leverage UNDP's convening role and technical expertise to foster multi-stakeholder dialogue and support the effective implementation of BHR principles in Türkiye.

3. IMPLEMENTATION APPROACH

Flexibility and Responsiveness of the design:

The Action recognizes that the BHR landscape is evolving, particularly in light of the EU Corporate Sustainability Due Diligence Directive and related regulatory developments.

UNDP will monitor policy developments and maintain dialogue with key stakeholders, including line ministries, human rights institutions, business membership organizations, private sector and CSOs. Adjustments to activity sequencing and thematic focus may be made where necessary, without altering the approved intervention logic.

Results Orientation and Programmatic Alignment

The implementation of the Action follows a results-oriented approach ensuring that all project activities, including the Financial Support to Third Parties (FSTP) component, contribute directly to the overall objectives and expected outputs of the Action.

During the inception phase, particular attention was given to translating the project's results framework into operational guidance for the BHR Grant Scheme. The grant design and accompanying application guidelines were therefore developed in a way that clearly links potential CSO initiatives with the project's expected results and thematic priorities. In this context, the Application Guidelines provide detailed guidance to potential applicants on how proposed actions should contribute to the advancement of the Business and Human Rights agenda in Türkiye. The guidelines include structured explanations of eligible thematic areas, expected types of activities and indicative intervention approaches aligned with the project outputs, including defining indicators at different levels. Applicants are also provided with recommendations on how to design actions that address concrete BHR challenges, generate policy-relevant insights, or strengthen dialogue between civil society, businesses, and public institutions.

To further strengthen the quality and relevance of applications, the guidelines include practical orientation on activity design and expected results, encouraging proposals that demonstrate clear links between activities, expected outcomes, and potential contributions to the broader BHR approach. This approach aims not only to ensure alignment with the project's objectives but also to support CSOs in developing well-structured and impactful initiatives.

In parallel, the project team closely follows evolving international and European regulatory developments related to responsible business conduct, including discussions surrounding the EU Corporate Sustainability Due Diligence Directive (CSDDD). These developments inform the design of project activities, particularly capacity-building programmes and multi-stakeholder dialogue platforms. Through ongoing consultations with public institutions, private sector representatives, business membership organizations and civil society actors, the project seeks to capture different perspectives on emerging regulatory expectations and practical implementation challenges. Insights gathered through these interactions contribute to shaping the content of trainings, knowledge products, and roundtable discussions, ensuring that project activities remain relevant to the evolving policy and business environment. Overall, this approach aims to ensure that the Action not only supports individual civil society initiatives but also contributes to a broader ecosystem of knowledge, dialogue, and practice around responsible business conduct and human rights in Türkiye.

Stakeholder Ownership and Sustainability

Ownership of the Action builds on the relationships and partnerships developed through UNDP Türkiye's previous work in the field of Business and Human Rights since 2022. Through earlier initiatives, UNDP has established ongoing engagement with civil society organizations, business membership organizations, private sector and public institutions, which provides an important foundation for the implementation of the present Action.

During the inception phase, the project team conducted bilateral consultations with representatives from the private sector, other EU initiatives, public institutions, and other relevant stakeholders. (Annex 3 - Bilateral Stakeholder Engagements Overview) These meetings aimed not only to introduce the Action but also to gather feedback and their point of view on emerging developments in the BHR landscape, particularly in relation to evolving due diligence expectations and sectoral challenges.

Insights gathered through these consultations will inform the design of upcoming project activities and summarized in the Needs Assessment Report (Annex 2). In particular, the thematic focus and structure of the multi-stakeholder roundtable discussions will be shaped based on stakeholder inputs and identified priorities. These dialogue platforms are expected to serve not only as spaces for discussion but also as mechanisms to strengthen mutual understanding and ownership among different stakeholder groups.

Similarly, feedback received during consultations is being considered in the design of the training programme and the BHR Grant Scheme to ensure that project activities respond to real needs and practical challenges.

Through this complementary approach combining consultations, dialogue platforms, capacity development, and financial support to civil society, the Action aims to strengthen long-term stakeholder ownership and contribute to the sustainable development of the Business and Human Rights ecosystem in Türkiye. Knowledge products and videos as well as infographics developed under the project will be made publicly accessible to ensure that the resources and learning generated through the Action remain available beyond the project duration.

Gender Equality and Social Inclusion:

Gender equality is integrated as a cross-cutting priority throughout the design and implementation of the Action. In addition to mainstreaming gender considerations across project activities, the BHR Grant Scheme has been designed to include a dedicated lot specifically focusing on gender equality and women's rights in the context of Business and Human Rights.

At the same time, gender considerations are integrated across all other grant lots. Applicants are encouraged to incorporate gender-responsive approaches in their project design. Beyond the grant scheme, gender equality considerations will also be reflected in project activities, including capacity-building programmes and multi-stakeholder dialogue platforms. Training modules will address gender dimensions of Business and Human Rights, and gender-disaggregated participation data will be monitored throughout the implementation of project activities.

Risk Monitoring and Compliance

Risk monitoring and mitigation will follow the risk management framework outlined in the Description of the Action. The project team will regularly review and update the risk matrix, monitoring identified risks and adjusting mitigation measures where necessary throughout the implementation period.

Risk monitoring will be carried out in accordance with UNDP corporate risk management procedures and will form part of the regular project management and reporting processes. Particular attention will be given to risks related to stakeholder engagement, implementation of the grant scheme, and sensitivities surrounding Business and Human Rights discussions. Where relevant, mitigation measures will be reviewed and adapted in consultation with the Project Monitoring Committee to ensure that emerging risks are addressed in a timely manner. All project activities, including the Financial Support to Third Parties component, will be implemented in full compliance with UNDP Programme and Operations Policies and Procedures (POPP) and the provisions of the EU Contribution Agreement.

Monitoring, reporting and documentation processes will support transparency, accountability, and compliance with financial and operational requirements which is detailed in **Section 6** of the Inception Report.

4. PROGRESS ON OUTPUTS AND ACTIVITIES

Inception Period:

During the inception period, preparatory work was carried out to establish the operational and programmatic foundations for the implementation of the project outputs and activities. Key steps undertaken during this phase include:

- **Mobilization of the Technical Assistance Team (TAT)** and establishment of the internal working structure for project implementation.
- **Organization of the Project Kick-off Meeting** on 4 November 2025 in Ankara with participation from the Delegation of the European Union to Türkiye, UNDP senior management, public institutions, UN agencies, diplomatic missions, civil society organizations and international cooperation partners. (Annex 1)
- **Bilateral stakeholder consultations** with public institutions, business membership organizations, private sector representatives, certification companies and other relevant actors. These consultations introduced the Action, gathered stakeholder perspectives on current developments in the Business and Human Rights (BHR) field, and helped identify relevant stakeholders for the roundtable discussions planned under Output 1.3. (Annex 3)
- **Convening of the first Project Management Committee (PMC) Meeting** on 7 January 2026 to review progress during the inception phase and discuss key implementation arrangements. (Annex 8)
- **Recruitment of project experts** to support the technical implementation of project activities.

Proposed changes in DoA excluding Outputs:

Section & Page	Original DoA	Proposed DoA	Justification
3. DESCRIPTION OF THE ACTION	Knowledge Products	Knowledge Products	· Toolkit for monitoring BHR framework in Türkiye is clerically corrected as Knowledge products includes the toolkit itself.
4. Objectives, Expected Outputs and Activities (Page 15)	· 5 training videos · 2 infographics · 5 (digitally available) knowledge products · Toolkit for monitoring BHR framework in Türkiye	· 5 training videos · 2 infographics · 5 (digitally available) knowledge products	

6. Monitoring, Reporting, Evaluation, Audit (Page 43)	Inception Report (English) ; Within 6 months since the start of the Project.	Inception Report (English) ; Following month, after completion of 6 months since the start of the Project.	In order to reflect all progress in the inception period, it is accurate to deliver it after the completion of 6 months.
6. Monitoring, Reporting, Evaluation, Audit (Page 43)	A brief note on progress will be shared 3 calendar days before every 3 months Project Monitoring Committee (PMC) management meetings.	A brief note/presentation on progress will be shared 3 calendar days before every 3 months Project Monitoring Committee (PMC) management meetings.	As presentations include brief progress info / included to the definition.
5. IMPLEMENTATION OF THE ACTION 5.1. Project Management Technical Assistance Team Grant and Finance Administrator (Page 34)	5.1 Project Management Grant and Finance Administrator (Full time) The GFA will support the preparation of financial statements and reports in line with donor and organizational requirements and assist in the financial evaluation of grant applications in coordination with the Grant and Finance Administrator. S/he will coordinate with the PM to ensure timely processing of payments, financial records, and audits, while maintaining administrative records and ensuring proper documentation of financial transactions.	5.1 Project Management Grant and Finance Administrator (Full time) The GFA will support the preparation of financial statements and reports in line with donor and organizational requirements and assist in the financial management of grant contracts in coordination with the PM. S/he will coordinate with the PM to ensure timely processing of payments, financial records, and audits, while maintaining administrative records and ensuring proper documentation of financial transactions.	This is a clerical error since GFA cannot coordinate with him/herself and the field of coordination is financial management.

5. IMPLEMENTATION OF THE ACTION 5.1. Project Management Technical Assistance Team Grant and Finance Administrator (Page 39)	The grant management system will have the following features in: Call Management: Call for proposal launching, receiving project application forms and appendices in English or Turkish, business intelligence (information of the submitted projects, selected lots, budgets, list of partners etc.)	The grant management system will have the following features in: Call Management: Call for proposal launching, receiving project application forms and appendices in English, business intelligence (information of the submitted projects, selected lots, budgets, list of partners etc.)	Since the applications will be submitted in English only, this expression is omitted to avoid unnecessary expenditure to this feature.
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The proposed changes and progress for the Inception Period regarding the Outputs & Activities are submitted at the relevant sections below:

Output 1.1 - Effectively implemented BHR grant scheme for CSOs:

Output 1.1 focuses on establishing and successfully implementing a Business and Human Rights (BHR) grant scheme that provides financial support and guidance to civil society organizations (CSOs) in Türkiye. Through this mechanism, CSOs will receive funding, mentoring and monitoring support to implement projects that integrate the BHR approach, such as human rights due diligence, responsible business practices, gender equality, and access to remedy. The grant scheme aims to strengthen CSOs' ability to engage businesses, advocate for responsible supply chains, and generate knowledge and policy insights while fostering collaboration between civil society, businesses, and public stakeholders and contributing to ending differential treatment on gender basis.

Activity 1.1.1 – BHR Seminar & Grant Information Day

This activity involves organizing a national BHR seminar and grant information day in Ankara, bringing together approximately 75 participants from civil society, the private sector, and other stakeholders. The event serves multiple purposes: raising awareness of current developments in Business and Human Rights, facilitating initial multi-stakeholder dialogue and presenting the objectives and operational details of the grant scheme.

Therefore, rather than focusing solely on tenets of the Grant Guideline for Applicants document and clarifying the grant application process, it also functions as a platform to introduce the BHR approach to potential applicants and explore the potential establishment of a civil society network focused on

BHR in Türkiye. This approach is designed as a tool to further empower potential applicants and increase both their thematic and technical capacity simultaneously.

The Grant Info Day is planned to be held in a hybrid format **on 18 May 2026**. Participants will be invited through a public announcement. Social media channels of UNDP Türkiye will be used actively for the announcement. The agenda and concept note are provided in Annex 7.

Activity 1.1.2 – Implementation of the BHR Grant Scheme (Financial Support to Third Parties)

This activity constitutes the core operational component of Output 1.1, involving the launch and management of a competitive grant programme with an indicative envelope of EUR 980,000, supporting approximately 11–16 CSO projects. Grants will range between EUR 50,000 and EUR 120,000 and will fund initiatives that strengthen CSOs’ capacity to apply BHR principles in their programming and advocacy. The activity includes launching the call for proposals, organizing information sessions and mentoring to grantees, monitoring project implementation, and facilitating peer learning among grantees through periodic meetings. Initiatives to be funded are expected to address thematic areas such as human rights due diligence in supply chains, gender equality in the workplace, environmental and climate rights, access to remedy for business-related harms, and responsible business conduct. The grant scheme also encourages partnerships between rights-based CSOs, business membership organizations and other stakeholders to promote collaborative approaches to advancing the BHR agenda in Türkiye.

Assessment drafted during the inception period, distilling UNDP’s experience on Business and Human Rights over the past years and insights gathered from civil society during the implementation of “Exploring Civil Society Perspectives on Business and Human Rights in Türkiye: Insights on Awareness, Engagement, and Capacity Needs”, reveals that while many CSOs in Türkiye work on issues closely linked to business-related human rights impacts—such as labour rights, gender equality, and environmental protection—structured engagement between civil society and the business community remains limited. The findings also point to relatively low levels of awareness and institutional capacity among many CSOs regarding the Business and Human Rights (BHR) framework, including limited familiarity with key instruments such as the UN Guiding Principles on Business and Human Rights and emerging due diligence regulations. At the same time, survey responses highlight significant gaps in communication channels, partnerships, and networking opportunities that would enable civil society to interact more systematically with businesses and other stakeholders in this field.

Taken together, these findings, coupled with the project’s ambition to advance women’s rights and promote stronger civil society engagement in responsible business conduct, informed the design of the grant scheme and the identification of the three lots under the call for proposals.

Against this background, the overall objective of the grant scheme has been decided as strengthening the ability of CSOs to effectively apply international and EU BHR standards and approach in their programming, advocacy, monitoring and multi-stakeholder engagement, thereby contributing to stronger policies, improved corporate practices, enhanced access to remedy; while advancing women’s rights and addressing differentiated impacts of business operations on women and human rights in Türkiye. The specific objectives of the call are defined as:

- Fostering structured dialogue and cooperation among businesses, employer and employee representatives and civil society actors to strengthen shared understanding, uptake and implementation of the international and EU BHR standards and approach,
- Improving capacities of CSOs in developing programs and activities in accordance with international and EU BHR standards and approach through peer learning, advocacy, monitoring, reporting and accountability actions that influence business conduct and public policy,

- Advancing women's rights and women empowerment across workplaces, markets and business value chains, in line with evolving international and EU BHR standards and approach and corporate practices.

Accordingly, the Call is divided into three lots, along lines of the three mutually inclusive specific objectives. The structure that is built on these three specific objectives and lots will also reflect the problem analysis in the Description of the Action.

- Lot 1 focuses on fostering structured dialogue and cooperation among businesses, employer and employee representatives, and civil society actors to strengthen the shared understanding and implementation of international and EU Business and Human Rights (BHR) standards as the strategic focus
- Lot 2 aims to strengthen the capacities of civil society organizations to design and implement programmes aligned with international and EU BHR standards through advocacy, monitoring, reporting and accountability actions influencing business conduct and public policy as the strategic focus.
- Lot 3 specifically supports initiatives advancing women's rights and women's empowerment across workplaces, markets and business value chains in line with evolving international and EU BHR standards and approaches as the strategic focus.

A.1.1.2.1 Announcing the launch of the Call for Proposals with clear set of criteria on the selection process. In case of need, a second round of call for proposals will be made in order to maximize the delivery rate and increase the contracting rate.

Under Activity A.1.1.2.1, the draft Application Guidelines for the Call for Proposals were prepared during the inception period (Annex 5) and shared with the Delegation of the European Union to Türkiye for review. The Guideline document outlines the main parameters of the call, including the submission deadline, proposed lots and objectives, indicative grant size ranges, key eligibility criteria and the tentative timetable for the evaluation process. Furthermore, an active guidance approach was adopted, the applicants are provided a detailed set of indicative activities, indicators and prospective activities to guide them in their preparation. This approach is specifically adopted to ensure that the potential applicants are fully informed on the BHR-related expectations of the Call and can accurately reflect them in their applications.

The launch of the Call is currently planned for May 2026 to be open for 90 days. The Call has been designed as open call for proposal where the whole application package (application form, logical framework, budget) is requested to be submitted.

Some additional documents required for checking eligibility of applicant will also be requested. For the time being, a second round of Call for Proposal is not planned.

The announcement of the Call for Proposals will be supported through press release, social media posts and web news.

A.1.1.2.2 Organizing of 4 online informative sessions providing information on both the grant scheme and on BHR approach, mainstreaming gender equality, as well as critical issues for programming such as risks of washing practices.

Preparatory work for this activity has been initiated during the inception period. Following the Grant Info Day, four online informative sessions are planned to provide guidance to potential applicants on

the grant scheme, the Business and Human Rights (BHR) approach, gender equality mainstreaming, and critical programming considerations such as the risks of washing practices. These sessions will be organized following the launch of the Call for Proposals to support applicants in preparing their submissions. The organization of meetings will end before the deadline for submission of clarification requests from UNDP. By design in nature, these meetings will serve two main purposes. On the one hand, the main tenets of the Call will be introduced. On the other hand, the participants will be introduced to the BHR approach and mainstreaming gender equality as important tenets of the Application Guidelines. Therefore, as complementary to the approach reflected in the Grant Guideline, informative sessions will be serving as tools that prepare the potential applicants for both technical and thematic content of the application process. This way, potential applicants will be guided also by the thematic content. This approach builds on UNDP's previous experience in grant management and its thematic expertise, and is expected to improve the overall quality of applications.

A.1.1.2.3 On-going technical and administrative assistance during grant implementation for the CSOs; Quarterly Online meetings with grantees to facilitate a peer learning akin to community of practice.

No activities were undertaken under this component during the inception period. In line with the approved workplan and the Description of the Action (DoA), these activities will commence following the selection of grantees and the start of grant implementation.

A.1.1.2.4 Monitoring visits to the CSOs as per the need of the grant implementation

No activities were carried out under this activity during the inception period. Monitoring visits will be conducted during the grant implementation phase, in accordance with the project workplan and the provisions outlined in the DoA.

The proposed changes for Output 1.1 through IR are submitted at below table:

Section & Page	Original DoA	Proposed DoA	Justification
DESCRIPTION OF THE ACTION Objectives, Expected Outputs and Activities Page 15-16	...	Guiding Documents That Are Helpful for BHR Grant Scheme (i) Guidelines for Evaluation Committee, (ii) Grant Implementation Guideline, (iii) Procurement Guideline, (iv) Visibility Guideline, (v) Monitoring Guideline Identification of Grant Selection Committee (i) Identifying the Grant Selection Committee members composed of the UNDP staff approved by the Project	As to be mentioned below, Preparation of the Grant Guideline and Annexes have been prioritized during the Inception phase. UNDP has started drafting these outputs, Following contract award, they will be shared with the grantees alongside trainings that will

		Monitoring Committee (UNDP and EU Delegation).	be provided. Identification of selection committee will be performed before the evaluation.
DESCRIPTION OF THE ACTION Objectives, Expected Outputs and Activities IP 0.2 Design of the BHR Grant Scheme <i>(Page 16)</i>	The following sub-activities will serve the achievement of IP 2: Development and dissemination of guideline documents and appendices for call for proposals, and a template for grant agreements in line with the UNDP Standard Terms and Conditions for the Low Value Grant Agreement (LVGS), in English (with translation in Turkish available for CSOs).	The following sub-activities will serve the achievement of IP 2: Development and dissemination of guideline documents and appendices for call for proposals, and a template for grant agreements in line with the UNDP Standard Terms and Conditions for the Low Value Grant Agreement (LVGS), in English.	Since the applications will be accepted in English only, translation is not necessary.
IP. 02 Design of BHR Grant Scheme	The following sub-activities will serve the achievement of IP 2 i. Development and dissemination of guideline documents and appendices for call for proposals, and a template for grant agreements in line with the UNDP Standard Terms and Conditions for the Low Value Grant Agreement (LVGS), in English (with translation in Turkish available for CSOs). These guiding documents include (i) Guideline for Evaluation Committee, (ii) Grant Implementation Guideline, (iii) Procurement Guideline, (iv) Visibility Guideline, (v) Monitoring Guideline and (vi) application and related forms (activity plan, budget proposal etc.)	The following sub-activities will serve the achievement of IP 2 i. Development and dissemination of application guidelines and annexes including a template for grant agreements in line with the UNDP Standard Terms and Conditions for the Low Value Grant Agreement (LVGS), in English ii. Preparation of guiding documents on (i) Guideline for Evaluation Committee, (ii) Grant Implementation Guideline, (iii) Procurement Guideline, (iv) Visibility Guideline, (v) Monitoring Guideline iii. Identifying the Grant Selection Committee members composed of the UNDP staff approved by the Project Monitoring Committee (UNDP and EU Delegation).	During the application phase, only application guidelines and its annexes are relevant for applicants. Draft of relevant documents have started however have not been prioritized for the inception phase. Following contract award, they will be shared with the grantees alongside trainings that will be provided. Identification of selection committee will be performed before the evaluation.
A 1.1.2 Implementation of the BHR Grant	Final wording of the objective of the Grant Scheme will be determined	Final wording of the objective of the Grant Scheme will be determined when developing	This is a clerical error since correct wording

Scheme (Financial Support to Third Parties – FSTP) <i>(Page 17)</i>	when developing the Grant Application documents.	the Grant Application Guidelines.	should refer to the Guidelines.
A 1.1.2 Implementation of the BHR Grant Scheme (Financial Support to Third Parties – FSTP) <i>(Page 18)</i>	After submission of concept notes, CSOs may be asked to develop more detailed applications serving the overall objective of the Grant Scheme.	Applicants are expected to submit full application package, including application form, budget and logical framework.	The call is highly technical and design of the Guidelines reflects this nature of the topic while giving clear guidance for design of applications. Therefore, the audience is comprised of CSOs that already have expertise in the niche field, and therefore, are limited in number. Furthermore, experience shows, restricted call may actually have counter-intuitive results, causing lower average quality in applications, applications that fail between concept note and full application and an overall extension of the evaluation procedure.
A 1.1.2 Implementation of the BHR Grant Scheme (Financial Support to Third Parties – FSTP) <i>(Page 18)</i>	After submission of concept notes, CSOs may be asked to develop more detailed applications serving the overall objective of the Grant Scheme.	Deleted	Procedure will be open call and one round full application.

A 1.1.2 Implementation of the BHR Grant Scheme (Financial Support to Third Parties – FSTP) <i>(Page 18)</i>	Indicative criteria for determining the exact amount of financial support for each third entity will be finalized when developing the grant guidelines and call for proposals. Tentatively: - The development of the grant design may provide details on the different lots providing minimum and maximum amounts for allocations. Tentatively, considerations for determining the exact amount of financial amount would depend on : - Organizational capacity - The level of collaboration/partnership foreseen in the design of the application	Criteria and procedure for determining the exact amount of financial support for each third party entity will be finalized when developing the application guidelines and annexes.	The exact financial amount will be determined after whole evaluation and contracting procedure, using both evaluation grid and eligibility of costs criteria. Furthermore, interview procedure may also be influential on the final amount.
A 1.1.2 Implementation of the BHR Grant Scheme (Financial Support to Third Parties – FSTP) <i>(Page 18)</i>	Types of activities eligible for financial support, based on a fixed list that will be finalized when developing the application guidelines for grant call for proposals. List: - Training, mentoring, workshops, seminars, conferences etc; - Development of knowledge products, strategic documents such as gender or human rights policies or policy templates or guides for businesses developed with CSOs; - Dialogue with public and private sector stakeholders; - Well-reasoned, cost effective national and international mobility for peer learning, networking and experience sharing events, especially in cases of international mobility due consideration will be given in cost effectiveness and	The scope of eligible Actions may include, inter alia, the following non-exclusive and indicative Action categories and activities that are expected to be framed using, at minimum, UNGPs, relevant international human rights standards, CSDDD and relevant EU regulations. All the activities, including the capacity building oriented such as trainings, should be aligned with the specific objectives of the Call and the alignment should be explained in the application. The themes eligible for support, non-exclusively, are as follows:- <u>Actions involving evidence generation & research, monitoring & accountability</u> - <u>Actions involving capacity development</u> - <u>Actions involving advocacy</u> - <u>Actions involving multi-stakeholder dialogue between business and civil society</u> - <u>Actions involving alliance & collective action</u>	Call for Proposals should be flexible enough to allow applicants produce creative solutions at local level. Therefore, providing a “fixed list” may not be appropriate in this context. During the design of the Guidelines, the applicants are provided enough guidance regarding expectations of the Call. Furthermore, information sessions on also thematic content of the call are also planned. Therefore the a non-inclusive list of activities are provided under

	carbon footprint considerations - Enrolment fees for selected, credible international, online (only) BHR related courses for selected number of staff; - Research and monitoring activities - impact assessment of specific sectors on HR; - Advocacy campaigns, policy recommendations; - Capacity development and information provision for enabling access to justice, functioning of grievance mechanisms etc.		the mentioned Actions . However, even when it is not listed, an activity will be considered eligible as long as it serves general and specific objectives of the call, <i>ceteris paribus</i> .
A 1.1.2 Implementation of the BHR Grant Scheme (Financial Support to Third Parties – FSTP) (Page 18)	(II) Types of persons or categories of persons which may receive financial support will be finalized when developing the grant guidelines and call for proposals: An open call for expression of interest to CSOs that are not-for-profit and with legal personality and where their work is relevant to overall Business and Human Rights framework will be launched.	(II) Types of persons or categories of persons which may receive financial support will be finalized when developing the grant guidelines and call for proposals: An open call for proposals to CSOs that are not-for-profit and with legal personality and work in fields to be indicated in the Guidelines will be launched.	The procedure will be open call for proposals and comprehensive criteria are defined in the Guidelines.
A 1.1.2 Implementation of the BHR Grant Scheme (Financial Support to Third Parties – FSTP) (Page 19)	Selection criteria will be determined when developing grant guidelines and application documents. In principle and tentatively the projects will go over three main steps before for award decision. Independent experts will be involved in various steps. The final selection and the publication of list of grantees will be made by Grant Selection Committee. 1) Project Selection and Ranking	Selection criteria will be determined when developing grant guidelines and application documents. In principle and tentatively the projects will go over three main steps before for award decision. 1) Administrative Controls and Initial Eligibility Checks For all applications submitted in time, an administrative check specified in the application guideline will be carried out. The administrative checks will include the controls related to the proper submission of application forms and appendices including	The order of the three steps is a clerical error since all procedures start with administrative check. The administrative controls stage is performed not only on the proper submission of application documents but also on fundamental

	The applications will be evaluated in particular on the 1. CSOs financial and operational capacity, 2. relevance and 3. design of the action, 4. implementation approach of the action, 5.sustainability, 6. budget and cost effectiveness of the action. The details of the administrative, eligibility and technical criteria will be tailored during the detailed design of the grant programme. Following considerations are expected to be given - including but not limited to: • whether the applicant is non-profit oriented, (eligibility) whether it is non-governmental, (eligibility); • whether it has the administrative and organizational capacity to manage the size of the project it applied for (Technical 1.); • whether the application is in line with the objective of the Grant Scheme (Technical 2.); • whether the activities proposed are eligible by the Grant Scheme (Technical 2 and 3.); • whether the application applies human rights-based approach to programming or at least to the specific project (Technical 2 and 3.) • to what level the application observes mainstreaming gender equality or whether it directly targets it	compliance with fundamental rules of the Call for Proposals including legal personality, non-profit and non-governmental character. 2)Project Selection and Ranking The applications will be evaluated in particular on the 1. CSOs financial and operational capacity, 2. relevance and 3. design of the action, 4. implementation approach of the action, 5.sustainability, 6. budget and cost effectiveness of the action. The details of the administrative, eligibility and technical criteria will be tailored during the detailed design of the grant programme. Following considerations are expected to be given - including but not limited to: • whether it has the administrative and organizational capacity to manage the size of the project it applied for (Technical 1.); • whether the application is in line with the objective of the Grant Scheme (Technical 2.); • whether the activities proposed are eligible by the Grant Scheme (Technical 2 and 3.); • whether the application applies human rights-based approach to programming or at least to the specific project (Technical 2 and 3.) • to what level the application observes mainstreaming gender equality or whether it directly targets it (Technical	rules of the Call. UNDP may do eligibility checks at any stage, therefore this step will include an initial eligibility check as visible in the checklist covered in the application guideline. Eligibility will not be criteria in the project selection and ranking since this step is performed on the basis of scoring. Therefore, relevant expressions have been transferred other sections. Eligibility checks will also be made for partners, which was added.
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	(Technical 4.) 2)Administrative Controls For all applications submitted in time, an administrative check specified in the application guideline will be carried out. The administrative checks will include the controls related to the proper submission of application forms and appendices 3)Eligibility Check of the Applicant After the administrative check of the application, the applicant will be checked according to the eligibility criteria specified in the application guideline for applicants i.e. for example the legal status of the applicant and etc.	4.) 3)Final Eligibility Check of the Applicant(s) and Partner(s) After the administrative check of the application, the applicant will be checked according to the eligibility criteria specified in the application guideline for applicants i.e. for example the legal status of the applicant and etc.	
A 1.1.2 Implementation of the BHR Grant Scheme (Financial Support to Third Parties – FSTP) <i>(Page 19)</i>	A.1.1.2.1 Announcing of the launch of the Call for Expression of Interest (simple concept notes) with clear set of criteria on selection process.	A.1.1.2.1 Announcing of the launch of the Call for Proposals with clear set of criteria on selection process.	Procedure will be open call and one round full application.

Output 1.2 - Enhanced technical capacity of CSOs on employing BHR approach and tools:

Output 1.2 focuses on strengthening the technical capacity of civil society organizations to apply the Business and Human Rights (BHR) approach in their work through:

Activity A 1.2.1 – Advanced training on Business and Human Rights: Current trends, tools and best practices.

Under this activity, the project will organize six three-day physical trainings delivered, targeting civil society organisations, business membership organisations, workers’ organisations and other relevant actors, with the aim of providing in-depth knowledge on the UN Guiding Principles on Business and Human Rights, the EU Corporate Sustainability Due Diligence Directive, and broader policy and legislative developments related to human rights due diligence including environmental dimensions. The training will also introduce global best practices, monitoring methods and tools such as indicator sets, while supporting materials will be developed, including training handouts, five short training

videos, two infographics, and ensuring that key BHR resources are available in Turkish to support wider understanding and application of the BHR approach among CSOs. As outlined above, following sub-activities are foreseen for the achievement of the A 1.2.1

- **Activity 1.2.1.1** Launching of the call for BHR Training;
- **Activity 1.2.1.2** Training programme and handouts developed based on a rapid review of BHR monitoring, advocacy, sectoral assessment tools and best policy and private sector practices & role of CSOs;
- **Activity 1.2.1.3** Delivery of the 6 trainings for tentatively 3 days each;
- **Activity 1.2.1.4** Production of 5 training videos elaborating on selected thematic fields;
 - These structured training videos are important tools for efficiently delivering the crux of the topic in a short and compact manner as well as the key messages of the project as communicated by the stakeholders with their own narrative.
- **Activity 1.2.1.5** Production of infographics;
 - 2 infographics will be produced for promoting basic understanding of BHR approach for CSOs and easier understanding of global and regional trends that may be relatively more complex at the first glance.
- **Activity 1.2.1.6** Ensuring the availability of key resources in Turkish.

During the inception period, preparatory work was carried out under Output 1.2. The progress of activities under Output 1.2 is summarized below;

Activity 1.2.1.1 Launching of the call for BHR Training

Preparations for A.1.2.1.1 – Preparations on the launching of the call for BHR Training have been completed. The call announcement has been prepared and is planned to be published on the UNDP Türkiye website and social media channels in April 2026. In addition, the Directorate General for Relations with Civil Society (STIGM) indicated its support in disseminating the announcement through its communication channels. This cooperation is expected to broaden the outreach of the call and help reach CSOs from different regions of Türkiye, reducing the risk of participation being concentrated only in major cities. Furthermore, the announcement will be directly shared via email with a database of CSOs developed through UNDP's previous engagement activities, in order to further enhance outreach and ensure wider participation.

Activity 1.2.1.2 Training programme and handouts developed based on a rapid review of BHR monitoring, advocacy, sectoral assessment tools and best policy and private sector practices & role of CSOs

Preparatory work for this activity has been initiated during the inception period. The project & experts team have been working with the engaged experts to design the structure and thematic content of the training programme. Draft Programme have been prepared and attached in Annex 6.

Activity 1.2.1.3 Delivery of the 6 trainings for tentatively 3 days each

The indicative schedule of the six three-day training sessions is ongoing together with the short-term experts. At the same time, the project team is working with the experts on the design of the training programme and thematic structure of the sessions.

Six training sessions, each with a duration of three days, are planned physically under this activity. The first training is scheduled to take place on 20–22 May 2026 in Ankara. The remaining trainings are indicatively planned for November 2026, February 2027, May 2027, October 2027 and May 2028.

As outlined under Activity 1.2.1.1, an open call for BHR Trainings will be launched to identify interested civil society organisations. Based on the applications received through this call, participants will be grouped across the six trainings, taking into account criteria such as geographical distribution and thematic areas of work, in order to ensure balanced and effective participation.

Activity 1.2.1.4 Production of 5 training videos & Activity 1.2.1.5 Production of infographics

During the inception phase, initial planning for the production of training videos and infographics was initiated. It has been envisaged that the five short training videos foreseen under Activity 1.2.1.4 will be developed in alignment with the training modules to ensure consistency between the training programme and the digital learning materials. Selected modules delivered by experts during the training sessions are expected to form the basis of the video content, allowing key explanations and practical insights from the trainings to be translated into concise video materials accessible to a wider audience. These videos will also be edited as short informative videos to be shared on the social media and YouTube channels of UNDP Türkiye.

In addition, the development of two infographics is foreseen to visually present key Business and Human Rights (BHR) concepts and support communication and capacity-building efforts. One infographic will focus on general BHR concepts, while the other will present the application guidelines and application process in a clear and accessible format. These infographics will be also shared through social media accounts of UNDP Türkiye.

The proposed changes for Output 1.2 through IR are submitted at below table:

Original DoA	Proposed DoA	Justification
6 physical trainings, each for a duration of 3 days (tentatively 40+5 participants) and targeting around overall 240 (tentatively 40*6 targeted trainees) in person participants, are foreseen in hybrid model. (Page 20)	6 physical trainings, each for a duration of 3 days (tentatively 40+5 participants) and targeting around overall 240 (tentatively 40*6 targeted trainees) in person participants, are foreseen physically.	It has been decided to conduct the trainings in person, as the interactive and practice-oriented nature of the 3-day training format would not be effectively delivered in an online setting.

Output 1.3 - Improved multi-stakeholder dialogue on BHR approaches:

Output 1.3 focuses on strengthening multi-stakeholder dialogue on Business and Human Rights (BHR) by creating opportunities for civil society organisations, public institutions, businesses, and other relevant stakeholders to exchange knowledge, discuss emerging issues, and collaborate on advancing the BHR agenda in Türkiye. This output will be implemented through:

- **Activity 1.3.1** – Kick-off meeting: which aims to introduce the project and bring together key stakeholders;
- **Activity 1.3.2** – Development of knowledge products facilitating, supporting CSOs engagement with business and policy makers to advance BHR agenda;
- **Activity 1.3.3** – Multi-stakeholder roundtable issue-specific dialogue, which includes the organization eight thematic round-table meetings nationwide;
- **Activity 1.3.4** – Experience exchange/Lessons learned seminar, to provide a platform to meet with experts, discuss the road ahead for BHR work in Türkiye, showcase achievements of the overall project as well as the good practices from grants and how these can be sustained by actors in the future.

During the inception period, preparatory work was carried out under Output 1.3. The progress of activities under Output 1.3 is summarized below.

Activity 1.3.1 – Kick-off meeting: which aims to introduce the project and bring together key stakeholders

A project kick-off meeting was held on 4 November 2025 in Ankara with 34 participants from the Delegation of the European Union to Türkiye, UNDP senior management, public institutions, UN agencies, diplomatic missions, civil society organizations, and international cooperation partners.

The meeting introduced the EU-funded Responsible Business, Resilient Civil Society Project, including its objectives, expected results, and planned activities. Opening remarks highlighted the importance of advancing responsible business conduct in alignment with sustainable development priorities and Türkiye–EU relations, and emphasized the key role of civil society in promoting human rights due diligence and accountability. The programme included a keynote on global BHR developments and a presentation of UNDP Türkiye’s ongoing BHR work and the new project. A roundtable discussion enabled participants to share perspectives, good practices, and challenges, and to identify potential areas for cooperation. The meeting served as an initial consultation to inform project implementation, with a strong emphasis on continued multi-stakeholder dialogue, inclusive participation, and coordination among relevant actors.

Activity 1.3.2 – Development of knowledge products facilitating, supporting CSOs engagement with business and policy makers to advance BHR agenda

During the inception phase, consultations with experts and stakeholders helped clarify the thematic focus of the five knowledge products foreseen under Activity A.1.3.2. These knowledge products aim to support civil society engagement with businesses and policy makers and to strengthen practical understanding of the BHR agenda. The following topics were confirmed:

1. Report on the existing situation & Guidelines on grievance mechanisms on BHR, highlighting entry points and the role of CSOs;
2. Advocating for Responsible Business Transparency and Stakeholder Communication under the UNGPs (revised topic);
3. Technical note on the role of CSOs in gender dimensions of BHR;
4. Guideline for CSOs on BHR monitoring indicator list and user guide for advocacy, with a focus on civil society networks;
5. Guide to understanding enhanced human rights due diligence in disaster and crisis settings.

Activity 1.3.3 – Multi-stakeholder roundtable issue-specific dialogue, which includes the organization eight thematic round-table meetings nationwide

Initial preparations for the roundtable dialogue meetings under Activity A.1.3.3 were initiated during the inception period. Through bilateral meetings with public institutions, business membership organizations, private sector representatives and civil society actors, the project team introduced the concept of the roundtables and informed stakeholders about the upcoming dialogue process. These consultations also served to identify potential participants and gather feedback that will inform the thematic focus, structure and format of the roundtable discussions. The project team is currently working to further refine the design and flow of the roundtables in light of the perspectives collected during these consultations.

Activity 1.3.4 – Experience exchange/Lessons learned seminar, to provide a platform to meet with experts, discuss the road ahead for BHR work in Türkiye, showcase achievements of the overall project as well as the good practices from grants and how these can be sustained by actors in the future

No progress is reported under this activity during the inception period, as the seminar is planned for the later stages of the project in accordance with the approved workplan.

The proposed changes for Output 1.3 through IR are submitted at below table:

Original DoA	Proposed DoA	Justification
5 (digitally available) knowledge products on the above-mentioned topics (1) Report on the existing situation & Guidelines on grievance mechanisms on BHR: The document will highlight entry points and the role of CSOs; (2) Self-assessment tool for business highlighting entry points and the role of CSOs in implementing UNGPs; (3) Technical note on the role of CSOs in gender dimensions of BHR; (4) Guideline for CSOs on BHR monitoring indicator list and user guide for advocacy for CSOs with a focus on civil society networks; (5) Guide to understanding enhanced human rights due	5 (digitally available) knowledge products on the above-mentioned topics (1) Report on the existing situation & Guidelines on grievance mechanisms on BHR: The document will highlight entry points and the role of CSOs; <i>(2)“Advocating for Responsible Business Transparency and Stakeholder Communication under the UNGPs”</i> <i>(3) Technical note on the role of CSOs in gender dimensions of BHR;</i> (4) Guideline for CSOs on BHR monitoring indicator list and user guide for advocacy for CSOs with a focus on civil society networks; (5) Guide to understanding enhanced human rights due	As indicated in DoA. These topics are subject to change based on partner discussions and in order to not duplicate existing efforts in the field and 2nd knowledge product has been decided and finalized in the inception period.

diligence in disaster, crisis settings. (Page 21)	diligence in disaster, crisis settings.	
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5. REVIEW OF RISKS AND ASSUMPTIONS

The assumptions and risks for successful project implementation stated in the DoA hold generally true and remain valid. The risks and mitigation strategies will be regularly monitored and updated when necessary.

#	Event	Cause	Impact(s)	Risk Category and Sub-category	Impact, Likelihood & Risk Level	Risk Treatment and Treatment Owner (Mitigating Measure)
1	External factors slow down the processing of grant applications	Socio Political agenda of Türkiye	Potential impact on the implementation timeline	8. SAFETY AND SECURITY 8.2.POLITICAL INSTABILITY	Likelihood: 2 - Low likelihood Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	Risk Treatment 1.1: UNDP will leverage its internal lessons learned and experience with other projects implementing grant schemes and constantly evolve and adapt relevant measures and tools. Where needed, capacity of the Grant Selection Committee will be increased. Risk Treatment Owner: Project Manager

2	Low interest from businesses and business membership associations to engage with CSOs	Potential perceived reputational risks and disinterest	Potential impact on ensuring quality and comprehensive dialogue	1. SOCIAL AND ENVIRONMENTAL (1.12. Stakeholder engagement) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 3 - Moderately likely Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	Risk Treatment 2.1: UNDP will communicate with the private sector organizations/businesses about the objectives, scope and expected results of the intervention to prevent misunderstandings. UNDP will build healthy perception on the potential constructive uses and benefits of collaboration with civil society within the framework of EU due diligence framework. UNDP will also ensure leveraging its partnership with its own business network to increase outreach and foster commitment of businesses and business membership organisations Risk Treatment Owner:
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						Project Manager
3	Low interest from CSOs of varying sizes to take part in project activities	Insufficient knowledge and understanding of EU CSDDD Directive and BHR framework	Potentially limiting the achievement of the results of the Action	1. SOCIAL AND ENVIRONMENTAL (1.12. Stakeholder engagement) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 2 - Low likelihood Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	The Project Team will ensure communication and timely information of the project activities to ensure the participation of all relevant stakeholders to project activities. The project will use the feedbacks from CSOs in dialogue platforms such as Launch Event, and informative webinars to increase knowledge on BHR. Risk Treatment Owner: Project Manager
4	Duty-bearers do not have	Lack of understanding of the added value of	Potentially limiting the impact of the quality of the outputs of	7. STRATEGIC / 7.5 Government commitment UNDP Risk	Likelihood: 3 - Moderately likely Impact: 3 - Intermediate Risk level:	The Project Team will ensure communication and timely

	the willingness to engage in dialogue with CSOs	advancing a BHR agenda in Türkiye	the project	Appetite: CAUTIOUS	MODERATE (equates to a risk appetite of EXPLORATORY)	information of the project messages and the normative framework behind the BHR approach to duty bearers, responsibility holders and right holders. The communication will try to include potential economic advantages in aligning with relevant EU acquis. Risk Treatment Owner: Project Manager
5	Replicating existing discriminatory practices against women	Gender-blind project design	Exacerbating of inequalities faced by women	1. SOCIAL AND ENVIRONMENTAL 1.2 Gender Equality and Women's Empowerment UNDP Risk Appetite: CAUTIOUS	Likelihood: 2 - Low likelihood Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	There is a series of targeted actions on gender equality detailed under the chapter on Mainstreaming Gender: • Develop and deliver a training session explaining the gender dimension of the BHR approach and framework; • Encourage partnerships between CSOs specializing

						in women's rights and CSOs working on other related rights areas; • Encourage the development of gender-specific and gender-responsive projects by grant program beneficiaries; Encourage the development of knowledge products by grant beneficiary CSOs, focusing on the nexus of business, women's human rights, and gender equality. Risk Treatment Owner: Project Manager
6	Grievances relating to exclusion from project benefits may be raised by some CSOs	Lack of information on the selection criteria	Spread of misinformation and reputational risks for UNDP	1. SOCIAL AND ENVIRONMENTAL 1.3 Grievances (accountability to stakeholders) UNDP Risk Appetite: CAUTIOUS	Likelihood: 2 - Low likelihood Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	The Project Team will ensure communication and timely information of the project activities to ensure the participation of all stakeholders to project activities. Project websites, events with

						wide participation, call for proposal information meetings, use of hybrid format for selected activities will be ensured. Risk Treatment Owner: Project Manager
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6. MONITORING and EVALUATION OF THE PROJECT

The BHR Project applies a results-based monitoring approach grounded in its Results Framework, enabling systematic tracking of progress towards outputs, outcomes, and overall impact. Monitoring is structured around a unified indicator framework that captures both project-level achievements and grant-level results, ensuring consistency, comparability, and aggregation across the portfolio. While project-level indicators track core outputs such as grant implementation, capacity development, and multi-stakeholder dialogue, a harmonized set of programme-level indicators allows measurement of behavioral change, institutional strengthening, and policy influence. This integrated approach ensures that individual grant interventions collectively contribute to measurable and scalable impact on the Business and Human Rights (BHR) ecosystem in Türkiye.

Monitoring is implemented through a two-tier system combining project-level oversight with grant programme monitoring, supported by an integrated set of tools and mechanisms. On-site monitoring visits constitute the primary verification mechanism and are conducted on a risk-informed basis to assess financial compliance, procurement, technical progress, stakeholder engagement, and risk management. These are complemented by standardized monitoring checklists, structured monitoring reports and action plans, and interim and final reporting by beneficiaries. The TACTIV Management Information System (MIS) serves as the central platform for tracking indicators, aggregating data, and enabling real-time performance monitoring, while periodic reviews and governance mechanisms ensure that findings inform strategic decision-making and adaptive management. Robust data collection, verification, and quality assurance processes underpin the monitoring system, ensuring reliability and credibility of reported results. Data is collected from multiple sources including reports, monitoring visits, institutional documentation, and stakeholder feedback, and is systematically verified through document review, cross-checking, and on-site validation. This is complemented by regular data quality controls and disaggregation practices. Monitoring findings feed directly into learning and adaptive management by identifying risks early, informing corrective actions, capturing lessons learned, and strengthening the capacity of beneficiaries. In this way, monitoring functions not only as a control mechanism but also as a driver of continuous improvement and long-term impact in advancing the BHR agenda. For details of the methodology please see the Annex 11.

According to UNDP evaluation rules, no standalone project-level evaluation is required for projects with a planned budget or actual expenditure of less than US\$3 million and an implementation period

of four years. Therefore, no external evaluation is foreseen specifically for this project. Nonetheless, since the action will be implemented during the new UNDP Country Programme Document (CPD) 2026-2030 period and according to final indicative evaluation plan of the new CPD, an outcome level evaluation is foreseen to be commissioned in late 2028- early 2029. As part of this outcome-level evaluation—covering multiple projects under Outcome 4, and in particular Output 4.2 will be assessed.

7. PROJECT MANAGEMENT

a. Management Structure

In line with the governance structure defined in the Description of the Action (DoA), UNDP Türkiye has ensured the operationalization of key project management and coordination mechanisms during the Inception Period. Regular communication and coordination with the Delegation of the European Union to Türkiye (EUD) has been maintained to ensure alignment with project objectives and timely information sharing on key implementation aspects.

The first Project Monitoring Committee (PMC) meeting was held on 7 January 2026 with the participation of UNDP Türkiye and the EUD. The meeting focused on reviewing initial progress, discussing planned activities, and aligning on key implementation priorities. In addition, continuous bilateral communication has been maintained with the EUD to seek guidance, share updates, and ensure informed decision-making on key aspects of implementation.

The Kick-Off Meeting held on 4 November 2025 also served as an important consultation platform, bringing together key stakeholders to introduce the Project and initiate dialogue. This was complemented by a series of bilateral consultations conducted during the Inception Period to gather inputs, ensure complementarity with ongoing initiatives, and support effective project positioning within the national BHR ecosystem.

Bilateral consultations will continue beyond the Inception Period as an integral part of stakeholder engagement, contributing to adaptive implementation and sustained alignment with national priorities and stakeholder needs.

The second PMC meeting is scheduled to take place on 13 April 2026, providing a further opportunity to review progress and discuss the next phase of implementation.

In addition, a Project Advisory Committee (PAC) will be established to provide strategic guidance and advisory support to the project. The PAC will include representatives from EU Member States, relevant UN agencies, public institutions and civil society actors. It will be co-chaired by UNDP and the EUD and will meet annually, or whenever deemed necessary by its members. The PAC will provide high-level strategic guidance to support the effective implementation of the Action. The first meeting of the PAC is tentatively planned for October 2026.

No structural changes to the overall management framework are envisaged at this stage.

b. Technical Assistance Team (TAT)

During the Inception Period, UNDP established the Technical Assistance Team to ensure effective implementation of the Action.

The Project is managed by a **Project Manager (PM)** responsible for overall coordination, strategic oversight, donor liaison and technical direction. The PM is supported by a **Project Associate (PA)**

responsible for day-to-day operational management and coordination, and by a **Grant and Finance Administrator (GFA)** responsible for Financial Support to Third Parties (FSTP) administration and financial monitoring.

The Technical Assistance Team was mobilized as follows:

- **Project Manager (PM):** Onboarded on 1 October 2025
- **Project Associate (PA):** Onboarded on 1 October 2025
- **Grant and Finance Administrator (GFA):** Onboarded on 17 November 2025

In addition, procurement processes for Short-Term Experts (STEs) were contracted during the Inception Period in line with UNDP procurement rules:

- **International Short-Term Expert (1)**
- **National Short-Term Experts (1 & 2)**
- **National Short Term Expert (3) is ongoing and will be finalized during the training design.**

The STEs will provide technical support across Outputs 1.1, 1.2 and 1.3. Below are indicatively planned STE days during the inception period; These will be concluded upon finalization of the grant call and training design.

	Days for International STE	Days for Local STEs	Days for Grant Evaluators
Output 1.1	4	8	150*
Output 1.2	28	80	
Output 1.3	25	175	
TOTAL	57	263	150

*In line with the expected number of applications, it is assumed that approximately 150 applications may be received. Each application will be reviewed by two evaluators, and one evaluator will assess a maximum of two applications per day. These figures will be finalized after the closure of the call. The unit rate for the evaluators is planned to be lower than the rate applied for local experts.

In addition to the core Technical Assistance Team, technical and operational support services are provided by UNDP Türkiye Country Office units, including Procurement, Finance, Communications and Programme Quality Assurance, as required.

c. Reporting

Project reporting will be conducted in accordance with the provisions of the Contribution Agreement and UNDP reporting procedures. UNDP will submit narrative and financial reports to the Delegation of the European Union to Türkiye as required under the Agreement.

Regular monitoring and reporting of project progress will be ensured through the Project Monitoring Committee (PMC), which meets on a periodic basis (3 months) to review implementation progress, assess the achievement of outputs, and agree on any corrective actions, in line with the Description of the Action and the Logical Framework Matrix.

In addition, the Project Advisory Committee (PAC) will provide strategic guidance and advisory support on the overall implementation of the Action, contributing to the quality and relevance of project results who will gather annually.

8. COMMUNICATION

During the Inception Period Communication Strategy and Action Plan of the Project has been prepared and given in Annex 9.

9. DURATION and INDICATIVE WORKPLAN

The total duration of the Action is 36 months, from 1 October 2025 to 30 September 2028, in accordance with the Contribution Agreement and the Description of the Action.

The first six months (1 October 2025 – 31 March 2026) constitutes the Inception Period, during which the Technical Assistance Team was established, operational arrangements were finalized, stakeholder consultations were conducted, and the detailed implementation planning was completed.

Following the Inception Period, implementation of activities under Outputs 1.1, 1.2 and 1.3 will proceed in accordance with the workplan.

The detailed activity sequencing and timelines are presented in Annex 4 – Workplan. No major deviation from the approved Description of the Action is foreseen at this stage.

10. RESOURCES and BUDGET FOR THE ACTION

As of 31 March 2026, first tranche **EUR 330.035,33** has been received on **29.10.2025** with a EUR/USD exchange rate of 1.1562 and cumulative project expenditure amount (including commitments) is EUR **156.948,35**. Expenditures during the Inception Period are summarized below;

	Realized Expenses	Commitments	Realized Expenses + Commitments	Budget (Notification 1)	Realization % (including Commitments)
1. Human Resources	€ 58.433,55	€ 0,00	€ 58.433,55	€ 535.686,78	10,91%
2. Travel	€ 518,72	€ 0,00	€ 518,72	€ 27.800,00	1,87%
3. Equipment, Software and supplies	€ 3.145,32	€ 11.191,81	€ 14.337,13	€ 15.112,09	94,87%
4. Local office	€ 739,71	€ 0,00	€ 739,71	€ 3.600,00	20,55%
5. Other costs, services	€ 0,00	€ 72.651,60	€ 72.651,60	€ 306.960,00	23,67%
6. Grant Scheme	€ 0,00	€ 0,00	€ 0,00	€ 980.000,00	0,00%
7. Subtotal direct eligible costs of the Action (1-6)	€ 62.837,29	€ 83.843,41	€ 146.680,70	€ 1.869.158,88	7,85%
8. Indirect costs (7%)	€ 4.398,61	€ 5.869,04	€ 10.267,65	€ 130.841,12	
9. Total eligible costs of the Action	€ 67.235,90	€ 89.712,44	€ 156.948,35	€ 2.000.000,00	

11. LOGICAL FRAMEWORK

The Logical Framework of the Action, as presented in the Description of the Action (DoA), was reviewed during the Inception Period (1 October 2025 – 31 March 2026) to ensure its continued relevance. Following this review, it is confirmed that the intervention logic of the Action remains valid and coherent.

The three Outputs defined in the DoA remain unchanged:

- Output 1.1: Effectively implemented BHR grant scheme for CSOs
- Output 1.2: Enhanced technical capacity of CSOs on employing BHR approach and tools
- Output 1.3: Improved multi-stakeholder dialogue on BHR approaches

Additionally, the indicators defined in the Description of the Action remain applicable and measurable within the project duration. During the Inception Period, the Technical Assistance Team undertook a preliminary review of data collection mechanisms to ensure that:

- Grant monitoring tools will allow systematic collection of output-level data;
- Training participation and satisfaction metrics will be captured in a disaggregated manner (including gender-disaggregated data where applicable);
- Multi-stakeholder dialogue activities will be documented through meeting reports, participation records and training videos.
- The detailed monitoring framework aligned with the Logical Framework will be operationalized through the Project Monitoring Plan.

The Logical Framework remains fully aligned with the current policy environment and stakeholder needs. The Technical Assistance Team confirms that implementation will proceed in accordance with the approved intervention logic as set out in the Description of the Action.

ANNEXES

- Annex 1. **Kick off Meeting Report**
- Annex 2. **Needs Assessment Report (CSO Survey Results)**
- Annex 3. **Bilateral Stakeholder Engagements Overview**
- Annex 4. **Revised Workplan**
- Annex 5. **Grant Application Guideline for Call for Proposals**
- Annex 6. **BHR Training Programme and Draft Agenda**
- Annex 7. **Grant Info Day Agenda and Concept Note**
- Annex 8. **1st PMC Meeting Minutes (7 January 2026)**
- Annex 9. **Communication and Visibility Plan**
- Annex 10. **Budget Revision Note (Notification No.1)**
- Annex 11. **Monitoring Methodology**