

Project Title	Integrated Resource Efficiency in Agriculture and Agro Industries in Southeast Anatolia
Project Number	
Implementing Partner	Ministry of Development Southeast Anatolia Project Regional Development Administration (GAP RDA)
Start Date	01.12.2016
End Date	31.12.2019
PAC¹ Meeting date	02.12.2016

Brief Description

The overall objective of the Project is to contribute to the improvement of the competitiveness of GAP Region by ensuring effective and efficient use of factors of production and resources in agricultural production and agro-industries.

The project aims to model and promote the most efficient use of resources including particularly water and energy in agricultural production and agricultural product processing as dominant sectors in GAP Region, and increase efficiency in primary production and processing. This will be achieved through conduct of baseline analyses, strategic planning, design and implementation of replicable and scalable pilot actions as well as development of capacities and competencies of the institutions involved in the project.

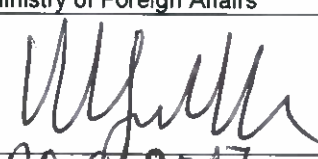
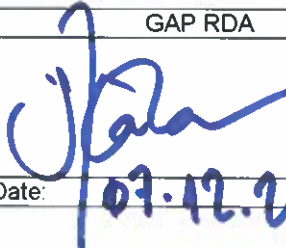
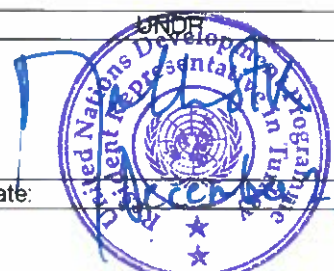
Contributing Outcomes

UNDCS: 1.1. By 2020, relevant government institutions operate in an improved legal and policy framework, and institutional capacity and accountability mechanisms assure a more enabling (competitive, inclusive and innovative) environment for sustainable, job-rich growth and development for all women and men.

Indicative Output(s): 1.1.4. Citizens, with specific focus on vulnerable groups including in less developed regions have increased access to inclusive services and opportunities for employment

Total resources required:	4.800.000 TL	
Total resources allocated:	UNDP TRAC	N/A
	Government	4.800.000 TL
	In-Kind²	
	GMS (3%)	144.000 TL
Unfunded:	N/A	

Agreed by:

Ministry of Foreign Affairs	GAP RDA	UNDP
		
Date: 20.01.2017	Date: 07.12.2016	Date: 07.12.2016
Mustafa Osman TURAN Elçi Çok Taraflı Ekonomik İşler Genel Müdür Yardımcısı		

¹ PAC: Project Appraisal Committee

² GAP RDA will make available their facilities, physical infrastructures, human resources, expertise and know-how for the smooth implementation of the project, to the extent possible. UNDP will provide programmatic contribution and operational support for the smooth implementation of the project. In addition to the resources provided by the government, with a view to contribute to the effectiveness, impact and sustainability of the present project, UNDP will provide in-kind contribution through the projects being implemented/to be developed for the next period (2017-2019) in cooperation by UNDP and GAP RDA. For details please see sections IV and VI.

I. DEVELOPMENT CHALLENGE

It is of utmost importance to use factors of production such as natural resources (soil, water, energy), raw materials, technology and human capital effectively and efficiently in order to achieve the sustainable development goals as well as global competitive advantages. The effective use of resources helps reduce negative externalities in environment arising from production processes (environmental pollution etc.) and ensure resource sustainability.

Efficiency in general, and resource efficiency in particular are among the priorities of both national and global policy priorities.

National Policy Priorities

The sustainable and efficient use of factor of production and resources in economic activities stands as an important measure in the national development agenda of Turkey. In this context, the 10. National Development Plan (2014-2018) puts particular importance to ensuring effective and efficient use of resources in order to increase competitiveness in agriculture and industry, and ensure sustainability.

Efficiency increase is one of the National Policy Priorities.

In addition, the priority transformation programmes in the 10. National Development Plan (2014-2018) namely (i) Program for Enhancing Productivity in Manufacturing, (ii) Energy Efficiency Improvement Program, (iii) Programme for Reducing Import Dependency (v) Program for Enhancing Efficiency of Water Use in Agriculture and (iv) Program for Improving the Infrastructure of International Cooperation for Development lay the foundations for transition to a resource-efficient economy.

Further, the Turkish Industrial Strategy Document (2015-2018) which aims to ensure transformation in to a greener and more competitive industrial structure, the Turkish National Rural Development Strategy (2014-2020) which makes special reference to increasing efficiency in rural development and agriculture, and (i) mitigating climate change, desertification and erosion, (ii) preservation, improvement and sustainable use of water resources and (iii) preservation and sustainable management of bio-diversity goals of the Strategic Plan of Ministry of Forestry and Water Affairs (2013-2017) are contributing to the transformation to resource-efficient economies outlined in the Tenth Development Plan.

International Policy Priorities

Transition to resource-efficient economies became a major agenda item in the world in the last decade. Considering the resource efficiency as a policy instrument to strengthen the resilience of environment, communities and economies, the European Union established a Union-wide institutional structure and policy framework to develop the European economy into a more resource-efficient framework.³

In this sens, the European Union currently implements actions and initiatives in many areas ranging from investment programmes based on public-private partnerships to develop resource-efficient technologies to legislative arrangements; from incentives and certification for producers to awareness raising programmes targeting consumers.

³ European Resource Efficiency Platform (EREP), Manifesto and Policy Recommendations (2012), www.ec.europa.eu

For a more sustainable world, efficient use of resources is also an important **UN Sustainable Development Goals also prioritize efficiency.** item on the United Nations development agenda. In this context, the present project contributes to the following UN's 2030 Sustainable Development Goals and the corresponding objectives of each goal, which emphasize efficient use of resources:

Sustainable Development Goals (SDG)	Specific Objectives
SDG #5 Gender Equality Achieve gender equality and empower all women and girls	5.a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws 5.b Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women 5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels
SDG #6: Clean Water and Sanitation Ensure availability and sustainable management of water and sanitation for all	6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity 6.5 By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate 6.6 By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes 6.a By 2030, expand international cooperation and capacity-building support to developing countries in water- and sanitation-related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies
SDG#7: Accessible and Clean Energy Ensure access to affordable, reliable, sustainable and modern energy for all	7.2 By 2030, increase substantially the share of renewable energy in the global energy mix 7.3 By 2030, double the global rate of improvement in energy efficiency 7.a By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology
SDG#8: Decent Work and Economic Growth Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services 8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead
SDG#12: Responsible consumption and production Ensure sustainable consumption and production patterns	12.2 By 2030, achieve the sustainable management and efficient use of natural resources 12.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse

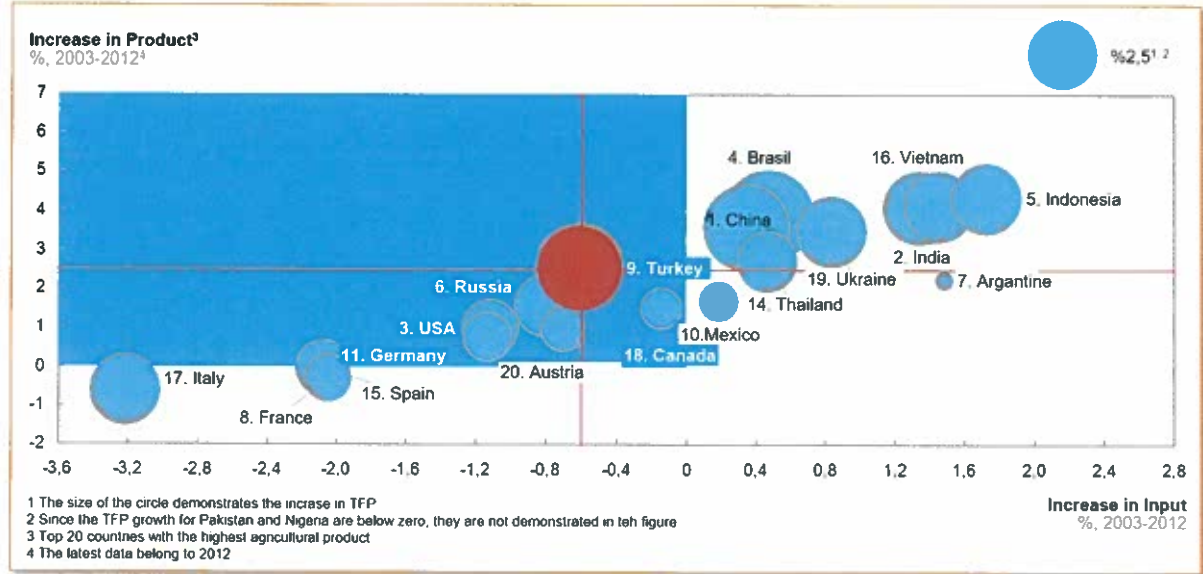
	<p>12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature</p> <p>12.a Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production</p>
<p>SDG#13: Climate Action Take urgent action to combat climate change and its impacts</p>	<p>13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries</p> <p>13.2 Integrate climate change measures into national policies, strategies and planning</p> <p>13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning</p> <p>13.b Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities</p>
<p>SDG#15: Terrestrial ecosystems Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</p>	<p>15.3 By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world</p> <p>15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species</p> <p>15.9 By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts</p> <p>15.a Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems</p>

Current Situation

The total factor productivity statistics⁴ in agriculture published by the United States Department of Agriculture showed that in the period of 1971 to 2013, Turkey's agricultural total factor productivity increased between 1-2% annually.

⁴ United States Department of Agriculture Official Website, October 2016, accessible at <https://www.ers.usda.gov/data-products/international-agricultural-productivity/summary-findings/>

Figure 1: Agricultural Total Factor Productivity



SOURCE: US Department of Agriculture

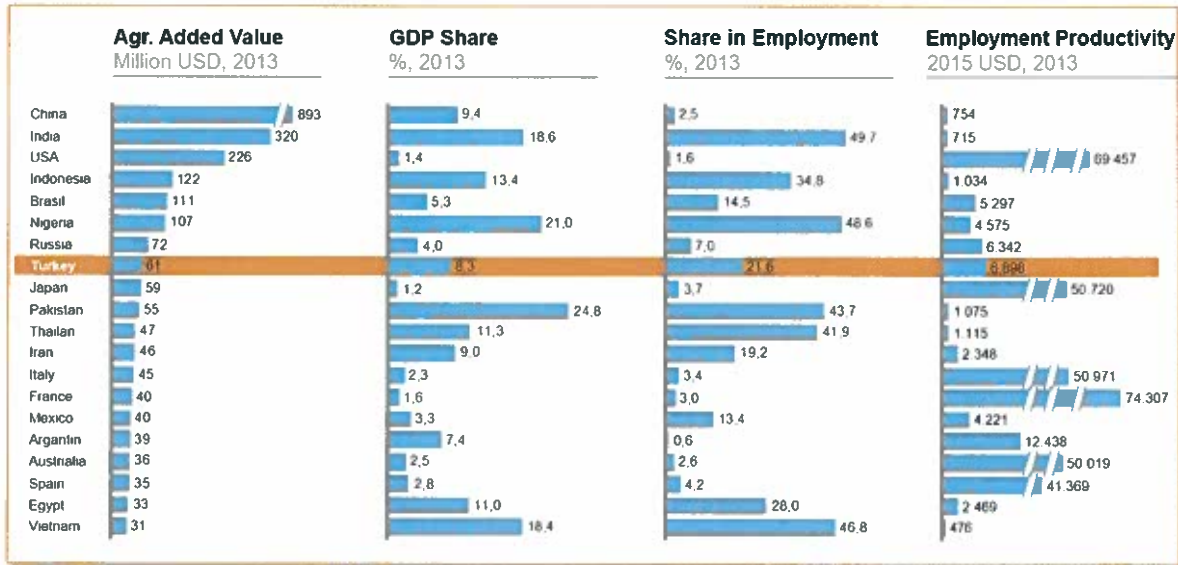
While the increase in agricultural total factor productivity is a positive trend; global benchmarks indicate that Turkey should make serious progress in productivity increase.

According to the World Bank data taken as reference for international comparisons, Turkey was the largest 8th agricultural economy by a total agricultural added value of USD 61 billion in 2013.⁵

The largest agricultural economies in the world include such developed (high income group) countries as USA, Italy, France, Spain, Japan. In such countries, the share of agriculture in GDP is below 3%, and no significant difference exists between its share in GDP and total employment. In Turkey on the other hand, the share of agriculture in total employment is 2.6 times higher than its share in GDP.

⁵ Year 2013 was taken as reference because it was the most recent year with agro-data for top 20 agricultural economies. Source: World Bank

Figure 2: Share of Agriculture in Economy

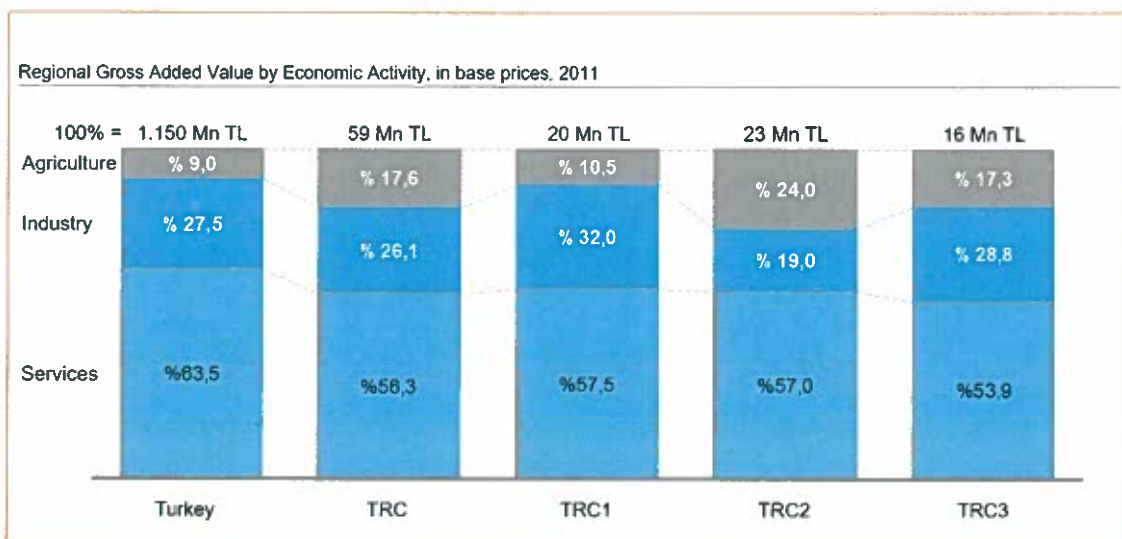


NOTE: Top 20 countries by highest agricultural added value. The agricultural added value includes forestry, fisheries, livestock and vegetative production.
 SOURCE: World Bank, OECD, FAO

This points also to the fact that Turkey lags behind the developed countries in terms of agricultural labour productivity. For example, while the agricultural labour productivity in USA, Japan, France and Italy is above USD 50,000; it is about USD 7,000 in Turkey.

Agriculture is of special importance for Southeast Anatolia Region. As would be seen in the Figure 3, the agriculture sector accounts for approximately 9% of Turkey's Gross Added Value, while this figure is about 17.6% in Southeast Anatolia Region. In TRC1 Region (Gaziantep, Kilis, Adiyaman) which include Gaziantep, one of the significant industrial cities in Turkey, the share of agriculture in Regional Gross Added Value is around 10.5%. This rate is 17.3% for TRC3 Region (Mardin, Şırnak, Batman, Siirt), and 24% for TRC2 Region (Şanlıurfa, Diyarbakır).

Figure 3: Importance of Agriculture for Southeast Anatolia Region Economy



Due to its contribution to sustainable regional development, the effective and efficient use of resources in production processes is a primary principle adopted by the GAP Regional Development Administration (GAP RDA). In this context, the GAP Master Plan drafted in the late 1980s aimed to develop the region along a sustainable axis; and the GAP Competitiveness Agenda prepared by the cooperation of GAP RDA and UNDP in 2007 aimed to use the regional resources effectively and efficiently, and thereby position the Region as the “sustainable cradle of civilizations”

In this framework, the projects (i) GAP Organic Agriculture Cluster (OAC) Development and (ii) Utilization of Renewable Energy Resources and Increasing Energy Efficiency in Southeast Anatolia Region (RE&EE) implemented by GAP RDA with technical cooperation of UNDP in line with the vision established by the GAP Competitiveness Agenda aims at effective and efficient use of factors of production such as natural resources (soil, water, energy), raw materials, technology and human capital.

In this context, pilot actions were executed under OAC Project to effectively use resources including soil, water, agricultural inputs, energy and human resources in the agricultural production and product processing activities of unions, and produce agricultural inputs from agricultural waste. Similarly, through RE&EE Project, GAP RDA initiated the pioneering works in increasing and expanding resource efficiency in agriculture and industry sectors across the Region by implementing pilot projects for energy efficiency in industry, using agricultural waste in energy generation, and using renewable energy sources in agricultural activities.

At this point in time, the financial support programme for energy efficiency including agro-industries of regional scale will be implemented in 2016-2017 by the coordination of GAP RDA in cooperation with regional development agencies. The outcomes of the said programme are also expected to contribute to national policies. Currently, GAP Agricultural Training and Dissemination Project (TEYAP) which is being implemented by GAP RDA and covers the activities of demonstration and capacity development for efficient use of resources in agriculture as well as the action on improvement of agro-industries through increased efficiency in agriculture under the Acceleration of Economic Development Axis of the GAP Action Plan (2014-2018) directly contributes to the objective of transforming GAP Region into a resource-efficient economy.

II. STRATEGY

The purpose of the project is to increase resource efficiency in agriculture and agro-industries in Southeast Anatolia Region.

Table 1: Logical Framework

Overall Objective⁶:	To contribute to increasing the competitiveness of GAP Region by ensuring effective and efficient use of factors of production and resources in agricultural production and agro-industries.
Objectives	The project aims to model and promote the most efficient use of resources including particularly water and energy in agricultural production and agricultural product processing as dominant sectors in GAP Region, and increase efficiency in primary production and processing.
Outcomes	<ul style="list-style-type: none"> • Assessing the current situation in agriculture and agro-industries in Southeast Anatolia Region using global and national trends and benchmarks • Development of the strategic framework for integrated resource efficiency in agriculture and agro-industries • Creating scalable and replicable models to increase resource efficiency through pilot projects • Building sustainability infrastructure to sustain the impact of the project
Activities	<p>Component 1: Baseline Analysis</p> <ul style="list-style-type: none"> • 1.1 Development of Filtering Approach to identify the regional strategic products • 1.2 Conduct of regional strategic product and value chain based Secondary Analyses • 1.3 Conduct of regional strategic product and value chain based Primary Analyses • 1.4 Reporting on the findings <p>Component 2: Strategic Planning</p> <ul style="list-style-type: none"> • 2.1 Conduct of regional strategic product and value chain based Projection Study • 2.2 Designing Pilot Initiatives • 2.3 Drafting Strategic Framework Report <p>Component 3: Pilot Actions</p> <ul style="list-style-type: none"> • 3.1 Identifying Pilot Enterprises • 3.2 Preparing Pilot Project Plans • 3.3 Preparing Pilot Enterprise Transformation Programmes • 3.4 Implementation, Monitoring and Evaluation <p>Component 4: Building Sustainability Infrastructure</p> <ul style="list-style-type: none"> • 4.1 Formulating Sustainability Strategy • 4.2 Building Governance Structure and Coordination • 4.3 Training and Dissemination • 4.4 Institutional Competences and Scaling

NOTE: Only main activities listed.

⁶ The overall objective expresses the consistency of the project with the national policy goals. The project will contribute to achieving such goals.

III. RESULTS AND PARTNERSHIPS

The Integrated Resource Efficiency in Agriculture and Agro-Industries in Southeast Anatolia Project is composed of four components. The project components and intended outputs under each component are listed below.

Table 2: Outputs

Baseline Analysis	Strategic Planning	Pilot Actions	Building Sustainability Infrastructure
<ul style="list-style-type: none"> • Filtering Approach Report • Secondary Analyses Report • Three Maturity Models⁷ (and surveys) • Primary Analysis Report • Current Situation Report 	<ul style="list-style-type: none"> • Projection Report • Pilot Projects Design Report • Strategic Framework Report 	<ul style="list-style-type: none"> • Project Plans and Protocols with Pilot Enterprises • Transformation Plans and Objectives on the basis of individual Enterprises • Monitoring and Evaluation Reports 	<ul style="list-style-type: none"> • Sustainability Strategy (part of Strategic Framework Report) • Committee for Integrated Resource Efficiency in Agriculture and Agro-Industries • Work Plan for the Committee for Integrated Resource Efficiency in Agriculture and Agro-Industries • Capacity Building and Dissemination Baseline Analysis Report • Capacity Building and Dissemination Strategy • Training of Trainers (training of 25-50 trainers) • Dissemination Services Assessment Report (100 agricultural enterprises, 50,000 quarter acres) • Institutional Competence Building Work Plan • Scaling Roadmap for the application of the intervention modality and the approach of the Project in other areas.

Note: Only main outputs listed.

⁷ This model will be developed to identify and benchmark the resource efficiency status of the of the farm, agro-industry enterprise and service sector enterprise through utilization of various parameters vis as vis the global best practices.

Component 1: Baseline Analysis

Baseline Analysis seeks to specify the product or product groups to be focused at the later stages of the project. The analysis will explain Region's baseline from a perspective of integrated resource efficiency in agriculture and agro-Industries against global, national and regional trends together with their economic, sociological and environmental dimensions.

1.1 Development of Filtering Approach

In the scope of this activity, the strategic regional products to be focused during the efficiency assessments and planning studies in agriculture and agro-industries will be identified. In this sense, within the scope of project's background and its rationale, this activity aims to assess global, national and regional situation in order to develop a filtering approach based on these findings. (*Output: Filtering Approach Report*)

The purpose of developing a filtering approach is to determine the products that will be subjected to the secondary analysis within the scope of project by using an objective and analytical method. According the plans, the filtering approach will include the following elements:⁸

- **Regional importance:** This element covers the factors such as production capacity, production area, employment and whether the product is within the framework of basin-based support model.⁹
- **Resource use and efficiency:** This element covers productivity (kg/da) and factors related to the use of resources like water, energy and labour etc.
- **Demand:** Trends and forecasts with regard to product demand will be taken into the consideration within the scope of this element.
- **Regional processing (industry/service) capacity:** Processing capacity of the industrial enterprises in the region will be examined within the scope of this element.
- **Others:** Elements, which are important for creating product short list but not listed above, can be considered under the "others" category. This category may include factors like possible developments in the structure of production after the implementation of irrigation projects, sociological structure of the Region and business models¹⁰

As it is mentioned above, filtering approach shall help examining Region's wide product range methodologically while providing a framework for establishing strategic priorities.

1.2 Secondary Analyses

Filtering approach will be employed to identify 10 agricultural products (vegetative production and livestock). Secondary data sources (i.e. TURKSTAT, FAO etc.) will be used more often during the filtering. Secondary analyses will include international, regional and provincial benchmarks. Both irrigated and dry farming will be taken into consideration for these comparisons.

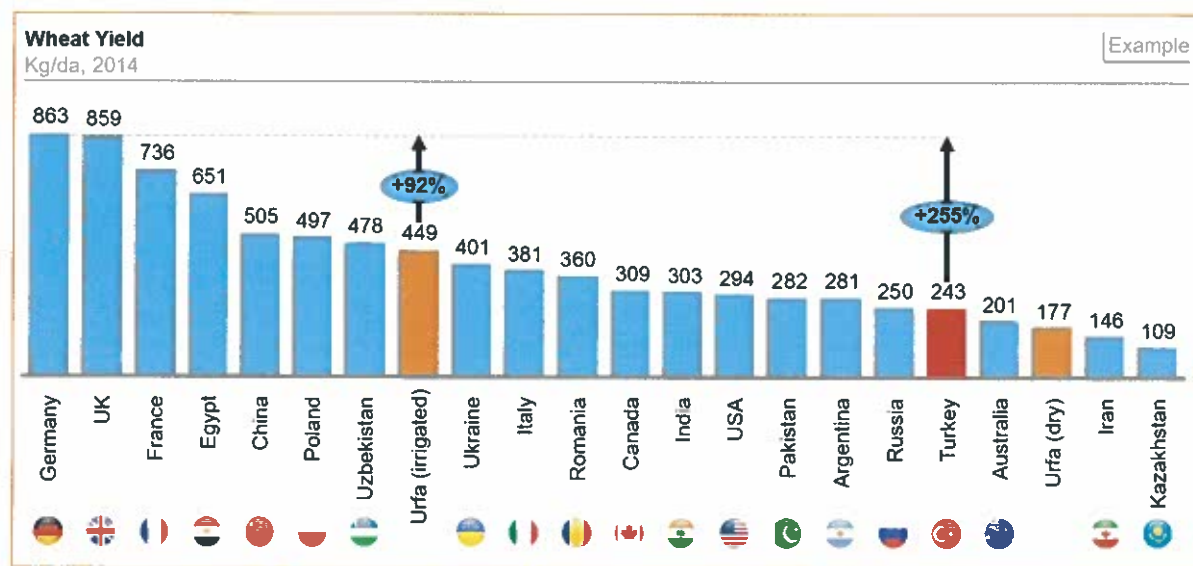
Output: Secondary Analyses Report

⁸ Listed items may vary depending on the results of studies undertaken within the scope of project.

⁹ Region's vegetation production is mainly composed of wheat, cotton and corn. Hence, these three products will stand out both in terms of regional importance and resource use.

¹⁰ For example, sharecropping system

Figure 4: Example of Productivity Analysis based on Product



Note: Country data were taken from FAOSTAT database and they indicate weighted averages of dry and irrigated farming in 2014. Data of Şanlıurfa were taken from TURKSTAT database and they indicate productivity values of 2015.

1.3 Primary Analyses

After developing a filtering approach, primary analyses will be performed for the 10 products selected by using filtering approach. According to the plans, three Maturity Models will be developed for conducting these analyses:

- Agricultural enterprise maturity model: This model will be formed in order to assess the position of an agricultural enterprise compared to the best global practises by using different parameters based on field/farm.
- Agro-industry enterprise maturity model: This model will be developed in order to assess the position of an industrial enterprise compared to the best global practises by using different parameters based on industrial enterprise.
- Service sector business maturity model: This model will be formulated in order to assess the position of a service sector enterprise vis-a-vis to the best global practises by using different parameters based service sector enterprise (storage, logistics, retail, wholesale etc.).

After developing the maturity models, these models will be tested on enterprises at the first stage, and then they will be finalized according to the feedbacks gathered with these tests.

Output: Three Maturity Models

Figure 5: Example of a Maturity Model

Maturity Model, Agricultural businesses > Key inputs > Seed

INPUTS	Very poor	Poor	Average	Good	Very Good
Certified seed use	Uses uncertified seed	Rarely uses certified seed	Sometimes uses certified seed	Usually uses certified seed	Only uses certified seed
Cost of purchase	Expensive purchase from the spot market	Market price purchase	Market price purchase	Good price and on time	Good price and on time
Seed storage conditions	Seed storage conditions are poor	Seed storage conditions are not good	Seed storage conditions are not bad	Seed storage conditions are good	Seed storage conditions are good
Sowing techniques	Not using modern sowing techniques	Not using modern sowing techniques	Using only few of the modern sowing techniques	Using some of the modern sowing techniques	Modern sowing techniques (precision farming etc.)

Note: The example given above is only related to the agricultural maturity model and not comprehensive. It only reflects one factor (seed) of one dimension (agricultural inputs).

Maturity models will be applied to 10 agricultural enterprises, 5 agro-industrial enterprises and 5 service sector enterprises in average per product A diagnostic technique like survey will be used for the application. Thanks to these analyses, all stages of the value chain in agriculture and agro industry will be covered and potential productivity losses at every stage will be identified.

Output: Primary Analysis Report

1.4 Reporting

At the last phase, Current Situation Report will be prepared by integrating and synthesising all works carried out within the scope of this component.

Output: Current Situation Report

Component 2: Strategic Planning

Productivity increases in agriculture and agro industries can be examined in two dimensions: (a) by generating more output than unit input (in terms of quantity and/or value) and (b) unit output.¹¹ Within the scope of component 2, each point of the above mentioned two dimensions will be examined in order to establish the strategic priorities in agriculture and agro industries with respect to the integrated resource efficiency.

2.1 Projection Study

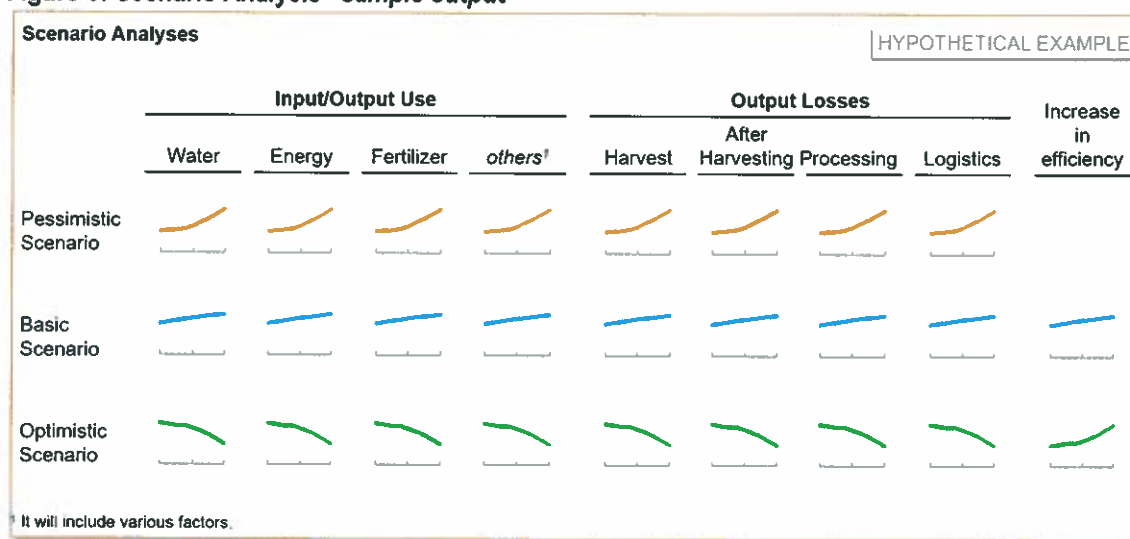
A Projection Study will be conducted in order to specify the strategic priorities. This study will estimate economic, social and environmental impacts of

¹¹ McKinsey & Company conducted an analysis for Ellen MacArthur Foundation, which showed that unit output losses in the European food sector reached 31%. <http://www.mckinsey.com/business-functions/sustainability-and-resource-productivity/our-insights/europes-circular-economy-opportunity>

resource efficiency in agriculture and agro-industries by carrying out scenario analyses for products in the short list. For these projections, 3 scenarios will be developed¹².

- **Pessimistic scenario:** This scenario will be based on the assumption that efficiency will be lower or remain same. Long term production, losses and resource use projections will be developed within the scope of this scenario.
- **Basic scenario:** This scenario will be based on the assumption that efficiency increase rate will slow down or remain same. Long term production, loss and resource use projections will be created within the scope of this scenario.
- **Optimistic scenario:** This scenario will be based on the assumption that efficiency increase rate will continue to increase. Long term production, losses and resource use projections will be developed within the scope of this scenario.

Figure 6: Scenario Analysis –sample output



NOTE: Figure 7 is prepared as a hypothetical example. There are more input/output usage factors.

Projection Study will be designed in a parametric way, in other words, calculations and analyses will be performed for each leverage of efficiency. Thus, the projection study will identify the most important and strategic leverages (for example technology use, irrigation areas etc.) for achieving sustainable efficiency increase in agriculture and agro-industries.

Output: Projection Report

2.2 Designing Pilot Initiatives

Based on the results of the Projection Study, pilot initiatives, which take strategic leverages stated in the Projection Report into account, will be designed.

- According to the plans, three of these initiatives will focus on wheat, corn and cotton separately and specifically. These initiatives will cover the integrated (from beginning to the end) value chain of these products together with all strategic leverages stated in the Projection Report.

¹² During the project, it will be identified that whether there is a need for additional scenarios and new scenarios will be created if needed.

- Other two initiatives will be based on strategic leverages and they will cover multiple products. For example, if storage/transportation is set as a strategic leverage for increasing efficiency in fresh fruits, it is possible to develop a multiple product initiative for that specific strategic leverage. When transition to irrigated farming is specified as a strategic leverage, pilot initiative/project can also be designed according to that leverage.

Although the types and scopes of the pilot projects will be determined during the project, as it is mentioned above, two types of pilot projects will be developed: (a) integrated initiatives for a few specific products (b) multiple-product initiatives based on strategic leverages.

Output: Pilot Projects Design Report

Figure 7: Example of Multiple Product Project Based on Leverage

	Agricultural Production	Handling and storage after harvest	Processing and Packaging	Distribution / ILogistics	Consumer	
Definition	Un-harvested food products left in the fields	Farm level losses after harvest	Enterprise level losses during processing	Wholesalers and retailers' losses	Food wasted by the consumer	
Wasted food - Share (%) in edible food (ton)-only edible part was taken into account.						
▪ Root vegetables	20	7	11	4	10	52
▪ Fruits/vegetables	20	4	2	7	13	46
▪ Grains/cereals	2	4	5	2	22	34
▪ Fish/seafood	9	0	5	8	8	31
▪ Meat	3	1	5	4	10	22
▪ Oilseed/legumes	10	1	4	1	3	20
▪ Milk	4	0	1	0	7	12
▪ Total (weighted average)	9	4	5	3	11	31

RESOURCE: FAO, MGI Analyses

Pilot project design reports will include details about what kind of activities are required to increase resource efficiency together with their estimated durations, required resources and possible impacts of the activities.

2.3 Drafting Strategic Framework Report

Lastly, Strategic Framework Report, which also contains pilot projects, will be drafted within the scope of the second component. This report will cover resource efficiency evaluations of regionally important products. It will form a strategic framework for preventing losses (wasted products). By explaining pilot initiatives, it will show how these initiatives can be used as learning experience.

Output: Strategic Framework Report

The report will also address the sustainability strategy, which will be developed within the scope of the fourth component, as a part of the strategic framework. (See Activity 4.1).

Component 3: Pilot Actions

Component 3 is composed of four activity groups: (a) Identifying Pilot Enterprises, (b) Preparing Pilot Project Plans, (c) Preparing pilot enterprise transformation programmes and (d) implementation, monitoring and evaluation. This component aims to create scalable and replicable models/success stories with regard to resource efficiency.

3.1 Identifying Pilot Enterprises

This activity seeks to specify agricultural, industrial and service sector enterprises that will be involved in the pilot projects. When selecting the enterprises, pilot project design reports will be taken into consideration. “guided project” approach should be used when implementing the projects; since pilot initiatives, which will use an integrated approach for specific products, must cover enterprises that have input-output relations.¹³

3.2 Preparing Pilot Project Plans

After identifying the pilot enterprises (including associations), each initiative will be designed. In other words, designs, which are outlined in the Strategic Framework Report including the types of their pilot enterprises, will be transformed into Project Plans within the scope this activity.

Output: Project Plans and Protocols with Pilot Enterprises

3.3 Preparing Pilot Enterprise Transformation Programmes

Following that, detailed studies will be conducted in all enterprises involved in the pilot projects and their current situations will be assessed. These analyses will be performed quantitatively. In other words, all factors, which were addressed within the scope of primary and secondary analyses before, will be examined for each enterprise separately and by using the relevant enterprise’s data.

Following the Baseline Analysis, a “transformation plan” will be prepared for each enterprise and support will be provided to these enterprises so that they can implement these plans.

Output: Transformation Plans and Objectives on the basis of individual Enterprises

Transformation plans will be explained to the enterprise owners and users in detail and it will be ensured that target group can own the transformation programmes.

Table 3: Identification of the Pilot Projects

Outputs	Definition	Activity #
Pilot initiative design	<ul style="list-style-type: none"> • Outlines and justifies the pilot initiative, shows its compatibility with the strategic framework and estimates the impacts • Defines the activity types to be implemented within the scope of pilot initiative, specifies indicative budgets and time frames. • Defines the eligible enterprise types to be included in the pilot initiative and specifies their characteristics. 	2.2
Pilot project plan	<ul style="list-style-type: none"> • To be prepared after the pilot enterprises are selected. • Pilot project plan outlines the how a pilot project will evolve and shows the relations between different activities. • Considers product’s agricultural calendar in the integrated pilot projects specific to product. • If a pilot project includes a crop rotation scheme, the term of the project can be extended. • If a pilot project plan requires financial support like grants etc. relevant time frames will be added to the plan. 	3.2

¹³ Pilot businesses will be selected from the enterprises that can be a role model for other businesses in the region. For example, when selecting an agricultural enterprise, size of the field will be considered so that achievements of the pilot enterprise can be scalable and repeatable. This approach might increase the project implementation costs, but it must be taken into account that especially the agricultural enterprises can hardly adopt the “experimental” practices conducted in small fields. Thus, pilot enterprises should reflect the characteristics of the other enterprises in the Region as much as possible.

Pilot enterprise transformation programme	<ul style="list-style-type: none"> • It takes Pilot Project Plan as a reference. Transformation programmes are specially designed for each enterprise separately. • Detailed studies will be conducted for each enterprise, transformation programmes will be prepared and customized according to enterprise's situation. 	3.3
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NOTE: This table aims to explain the outputs mentioned in the activities 2.2, 3.2 and 3.3 in more detail and outline the relations and differences between them.

3.4 Implementation, Monitoring and Evaluation

Pilot projects will be implemented within the scope of this activity. During the pilot project, all enterprises will be periodically monitored; their progress and encountered problems etc. will be recorded.

Output: Monitoring and Evaluation Reports

The expected duration of pilot projects will be 6-18 months depending on their scopes. According to the plans, transformation projects in the industry and service sectors will be finalized in 6 months, while transformation projects for agricultural enterprises will take 12-18 months depending on the product type and scope of the project.¹⁴

At the end of this component, separate evaluation reports will be drawn up for each pilot initiative. These reports will summarize the experience gained during the implementation of pilot projects while providing guidance for the fourth and fifth components of the project.

Output: Evaluation Reports of Pilot Projects

Component 4: Building Sustainability Infrastructure

The fourth component of the project aims to mainstream the capacity and impacts of the project, build sustainability infrastructure to increase it and strengthen the capacity and competence of this infrastructure.

4.1 Formulating Sustainability Strategy

This activity seeks to formulate a sustainability strategy that considers (a) institutional, (b) financial and (c) political dimensions so that integrated resource efficiency increase rate in agriculture and agro-industries can be sustainable.

Sustainability strategy shall be taken as a part of the strategic framework to be developed within the scope of component II. Thus, it will include the sustainability dimension of aforementioned framework when strategic report is drafted. Hence, sustainability strategy will be in line with the strategic leverages to be identified within the strategic framework for integrated resource efficiency. It will show the steps to be taken in order to ensure the best use of leverages and overcome bottlenecks.

Within this scope, following sustainability issues will be resolved or formulated:

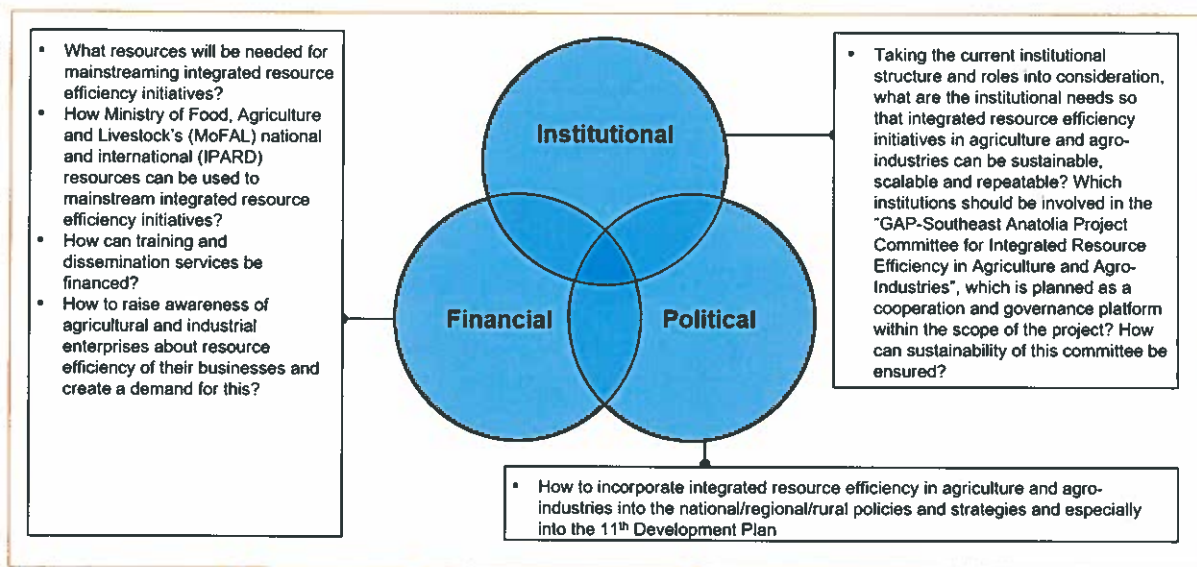
- **Institutional sustainability:** Taking the current institutional structure and roles into consideration, what are the institutional needs so that integrated resource efficiency initiatives in agriculture and agro-industries can be sustainable, scalable and repeatable? Which institutions should be involved in the "GAP-Southeast Anatolia Project Committee for Integrated Resource Efficiency in Agriculture and Agro-Industries", which is planned

¹⁴ For some of the pilot projects, it might be necessary to apply different assistance programmes. In this case, the duration of these pilot projects might be prolonged.

as a cooperation and governance platform within the scope of the project?
How can sustainability of this committee be ensured?

- **Financial sustainability:** What resources will be needed for mainstreaming integrated resource efficiency initiatives? How Ministry of Food, Agriculture and Livestock's (MoFAL) national and international (IPARD) resources can be used to mainstream integrated resource efficiency initiatives? How can training and dissemination services be financed? How to raise awareness of agricultural and industrial enterprises about resource efficiency of their businesses and create a demand for this?
- **Political sustainability:** How to incorporate integrated resource efficiency in agriculture and agro-industries into the national/regional/rural policies and strategies and especially into the 11th Development Plan, preparations of which will be initiated in the following period?

Figure 8: Components of the Sustainability Strategy



NOTE: In Figure 8, issues listed under the sustainability components are indicative.

For drafting the sustainability strategy, institutional checks will be carried out, meetings (target group meetings, search conferences etc.) and bilateral discussions will be organized. Other activity within this component aims to test aforementioned strategy in real life conditions and revise it according to the test results and turn it into a scaling road map.

Output: Sustainability Strategy

4.2 Building Governance Structure and Coordination

"GAP Integrated Resource Efficiency in Agriculture and Agro-Industries Committee" will be established and made operational within the scope of this activity. The committee will be established following the baseline analyses and will act as the technical consultation platform. It will be composed of non-governmental organizations such as producers' unions, irrigation unions and producers' cooperatives operating in the Southeast Anatolia Region, private sector representatives such as commodity exchanges, chambers of industry etc. and universities and research institutes in addition to the public institutions such as GAP RDA, Provincial Directorates of MoFAL, Regional Directorate of State Hydraulic Works, Development Agencies etc.

According to the plans, the committee will meet at least once a year. It will review the progress and outcomes of the project in order to provide guidance on project implementation and facilitate project activities. It will be chaired by GAP RDA, which will also conduct secretarial works. The Committee will form work groups to follow project activities more closely and involve in the implementation processes. Separate business plans will be made for each work group.

Output: Business Plan of GAP Committee for Integrated Resource Efficiency in Agriculture and Agro-Industries

Ensuring coordination between the enterprises and organizations implementing similar projects and programmes (especially the projects of GAP RDA) and utilising the synergy of different projects will be one of the most important functions of the Committee.¹⁵ For this purpose, the committee will ensure that relevant project and programme representative will involve in the work groups.

4.3 Training and Dissemination

Firstly, current situation will be analysed with respect to the capacity building and dissemination services for agricultural, industrial and service sector enterprises in the Region within the scope of this activity group.¹⁶

Baseline Analysis: Baseline analyses on training and dissemination will be conducted by considering important leverages in terms of integrated resource efficiency in the strategic framework, which will be formulated within the scope of the second component of the project.¹⁷ Hence, needs analysis will be performed in order to identify the needs, competences and expertise of trainers and capacity building enterprises with regard to the aforementioned leverage.¹⁸

Output: Baseline Analysis Report on Capacity Building and Dissemination

After completing the baseline analysis, capacity building and dissemination strategy will be formulated so that relevant enterprises and people can support the integrated resource efficiency framework in a better way and mainstream the project outcomes to a wider audience.

Output: Capacity Building and Dissemination Strategy

Training of trainers: Following that, people who can serve as trainers of trainers for mainstreaming capacity building and dissemination services, will be selected. Within this scope, it is expected that experimental learning techniques will be employed for the presentation of training of trainers. In this respect, prospective trainers, will be included in the pilot project activities so that they can learn by seeing and doing. It is planned to have at least 5 and at most 10 prospective trainers of trainers at each pilot initiative.¹⁹

Objectives: 25-50 trainers of trainers

¹⁵ For example, GAP TEYAP, GAP Precision Farming, GAP Organic Farming etc.

¹⁶ MoFAL provincial/district directorates, dissemination and consultancy staff, agricultural research centres and GAP TEYAP provide dissemination and consultancy services for agricultural enterprises in the Region. While chambers of industry and trade, universities and private sector consultancy firms provide similar services to the industrial and service sector enterprises.

¹⁷ It is expected that these leverages will include input optimization, sowing/planting and harvesting techniques, water management and similar issues for the agricultural enterprises while covering simple production/logistics matters for the agro industries and service sector.

¹⁸ Within the scope of this activity, a certification system like "Certified Resource Efficiency Expert" etc. will be formed and this system will be integrated with support system and/or a feasibility study will be done for integrating this system with support system and/or developing performance based support system.

¹⁹ A trainer of trainers can take part in more than one pilot projects.

Training and Dissemination services: Within the scope of this activity, a detailed planning will be done first in order to provide Training and Dissemination services. After that, trainers of trainers will deliver hands-on training to people who will provide consultancy and dissemination services and will ensure that Training and Dissemination services will be mainstreamed to a wider audience.

**Objectives: 100
agricultural enterprises,
50,000 quarter acres**

4.4 Institutional Competences and Scaling

This activity seeks to formulate a business plan for developing institutional competence with regard to the GAP Committee of Integrated Resource Efficiency in Agriculture and Agro-industries in line with the needs specified during the project. Within the scope of this plan, institutional training courses will be delivered and it will be ensured that relevant institutions act within a network structure.

**Output: Business Plan
for Developing
Institutional Competence**

In addition to the training courses, resource efficiency guidelines and tools for increasing visibility and raising awareness (handbooks, promotional materials etc.) will also be created and made available to the relevant institutions within the scope of aforementioned plan.

Lastly, a scaling road map will be formulated based on the findings and experience gained from the Project. This road map shall also include the relevant documents and required activities that can increase and sustain the contributions and impacts of the project.

Developed by the Ministry of Food, Agriculture and Livestock; the Action Plan for the Empowerment of Women in Rural Areas 2012-2016 indicates that women constitutes almost half of the employees in the agriculture sector. The Action Plan also emphasizes the importance of meeting the needs of the women living in the rural areas and employed in the agriculture and agro-based value chains. In this sense, a gender responsive approach will be deployed throughout the analyses, due diligence, planning, strategy development, implementation, monitoring and evaluation activities to be carried out in the scope of the Project.

IV. BUDGET

The multi-year project budget by activity including the government funding and the in-kind contribution to be provided by the UNDP through the ongoing/pipeline UNDP and GAP RDA Projects is detailed below.

Table 6: Project Budget

	Total	2016	2017	2018	2019	Resource
Component 1: Baseline Analysis	420	300	120	0	0	GAP RDA²⁰:
1.1 Development of Filtering Approach	100	100	0	0	0	300
1.2 Secondary Analyses	140	100	40	0	0	UNDP ²¹ : 120
1.3 Primary Analyses	140	100	40	0	0	
1.4 Reporting	40	0	40	0	0	
Component 2: Strategic Planning	620	0	620	0	0	GAP RDA: 500
2.1 Projection Study	200	0	200	0	0	UNDP: 120
2.2 Designing Pilot Initiatives	400	0	400	0	0	
2.3 Drafting Strategic Framework Report	20	0	20	0	0	
Component 3: Pilot Actions	5150	0	1900	1700	1550	GAP RDA:
3.1 Identifying Pilot Enterprises	100	0	100	0	0	3400
3.2 Preparing Pilot Project Plans	350	0	250	50	50	UNDP: 1750
3.3 Pilot Enterprise Transformation Programmes	300	0	200	50	50	
3.4 Implementation, Monitoring and Evaluation	4400	0	1350	1600	1450	
Component 4: Sustainability Infrastructure	1035	0	100	450	485	GAP RDA: 600
4.1 Formulating Sustainability Strategy	50	0	50	0	0	UNDP: 435
4.2 Coordination and Governance	150	0	50	50	50	
4.3 Training and Dissemination	400	0	0	200	200	
4.4 Institutional Competences and Scaling	435	0	0	200	235	
Total Project Budget	7225	300	2740	2150	2035	GAP RDA + UNDP
Budget requested from General Budget (i.e. Government cost-sharing)	4800	300	1500	1500	1500	GAP RDA
UNDP Contribution	2425	0	1240	650	535	UNDP

Note: Indicative

²⁰ Cash through government cost-sharing

²¹ In-kind (indirect financial contribution) through the projects being currently implemented /to be implemented in the next period (2017-2019) by the UNDP and GAP RDA.

Schedule of Transfers and Special Clauses for Government Cost-Sharing

Project Title: Integrated Resource Efficiency in Agriculture and Agro-industries in Southeast Anatolia

Fund Resource: GAP Regional Development Administration

Implementing Institution: GAP Regional Development Administration

Responsible Parties: GAP Regional Development Administration and UNDP

Donor	Year	Date (Estimated) ^[1]	Budgeted Amount	Amount to be Paid ^{[2], [3]}	Balance ^{[3], [4]}
GAP RDA	2016	December 2016	300.000 TL	300.000 TL	4.500.000 TL
	2017	March 2017	1.500.000 TL	1.500.000 TL	3.000.000 TL
	2018	March 2018	1.500.000 TL	1.500.000 TL	1.500.000 TL
	2019	March 2019	1.500.000 TL	1.500.000 TL	0 TL
Grand Total			4.800.000 TL	4.800.000 TL	

Note 1: Project activities and outputs are aligned with the Payment Schedule. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

Note 2: Payment in TL is to be made to the UNDP Account (indicating project number and title):

Bank Name : Garanti Bankası
Address : Ankara Ticari Şube (170)
Account Number : 3752207404
Account Title : UNDP Yöneticiliği
Account : 1201038
IBAN : TR53 0006 2000 1700 0001 2010 38
SWIFT Code : TGBATRIS

Note 3: UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.

Note 4: All financial accounts and statements shall be expressed in United States dollars.

Note 5: If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.

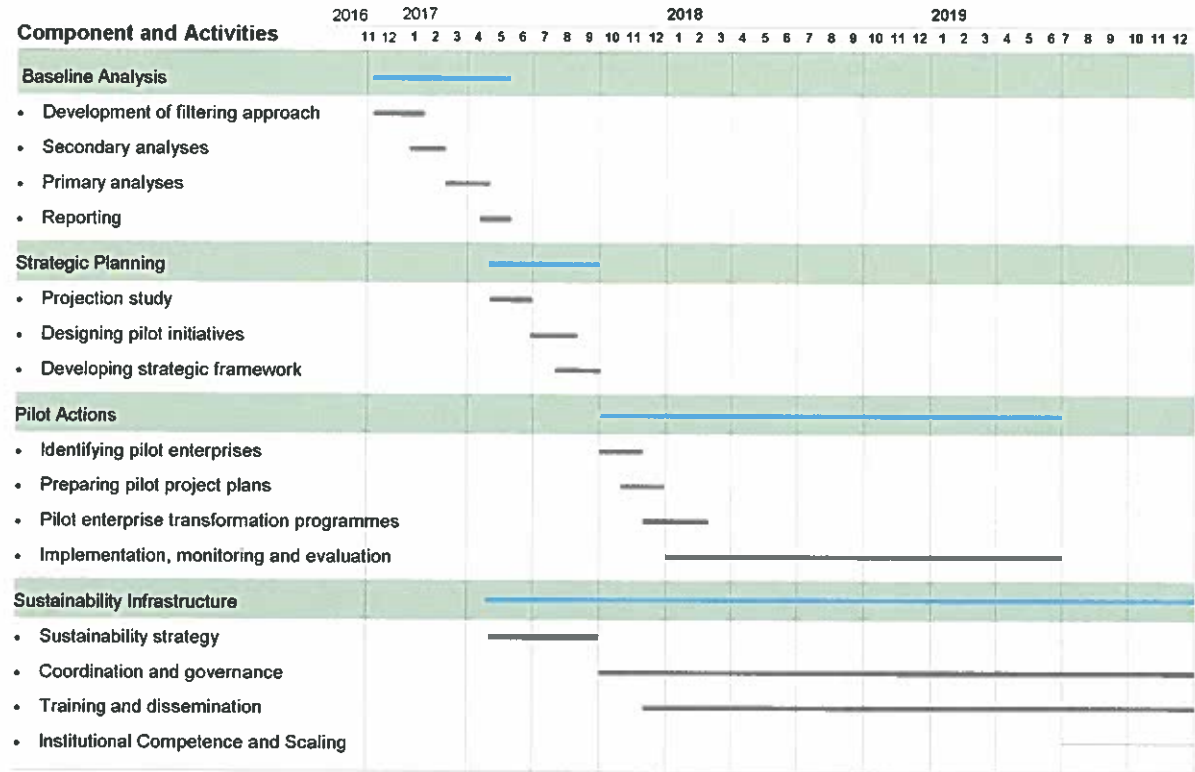
Note 6: If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.

- Note 7:** Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.
- In accordance with the decisions and directives of UNDP's Executive Board:
- The contribution shall be charged:
- (a) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.
- Note 8:** Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
- Note 9:** The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.
- Note 10:** The management arrangement is NIM (National Implementation Modality). The utilization of project resources (e.g. budget) and authorization of payments to be made to the service providers, vendors etc. are subject to the NIM principles. The NIM Principles may be exchanged between UNDP and GAP RDA through an official correspondence within the scope of the Project.

V. TIME PLAN

The timeline of the Project is as follows.

Figure 1: Time Plan



NOTE: Indicative

VI. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The fact that the project builds on national and local level on the existing structures and capacities not only increases the sustainability dimension of the project, but also cost efficiency. For example, the project will rely on the regional analyses and results of the field level implementations conducted by the GAP RDA. In addition, UNDP will adopt a programme approach in line with its new structure, whereas staffing will be made to serve for and to be costed to more than one project where possible. Following a programme approach will also be relevant for procurement and other administrative issues. This will increase cost efficiency of the project.

Project Management

Regarding project management, UNDP will deploy its in-house experience (CO staff and LSED Programme staff) as well as mobilize other capacities in the form of Service Contracts and individual contracts. For this project, UNDP will avail the capacities of (part time) Project Manager and relevant administrative and operational support staff.

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

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

Resources Required to Achieve the Expected Results

The project will be financed by the Government of Turkey through the GAP RDA (i.e. 4.800.000 TL). The technical cooperation model currently existing between GAP RDA and UNDP will be maintained in the implementation of the current project.

In this regard, UNDP will provide contribution both in programmatic areas and project implementation areas (operation) in the light of the experiences gained through projects already implemented/being implemented by UNDP and GAP RDA through the following items in accordance with its corporate competencies and operation model:

- i. Synergy with other programmatic portfolios of UNDP (environment and climate change, governance, inclusive and sustainable growth) and providing thematic contribution (community based socio-economic development, rural development, empowerment of woman in socio-economic regard, localization of sustainable development goals etc)
- ii. Provision of qualified individual and/or corporate expertise support, access to national and international knowledge and cooperation networks
- iii. Transferring field level implementation experience into the project gained in other countries where UNDP operates
- iv. Provision of expertise and consultancy support from the UNDP Istanbul Hub Region which initiated its activities in 2015
- v. Using the analysis and planning tools (toolkits etc) developed/supported by UNDP within local/regional development areas in planning, implementation and monitoring of project activities

- vi. Human resources management, financial management, procurement, monitoring and evaluation etc and provision of services and procurement of goods provided in UNDP's corporate operation model
- vii. Fund raising for the current project and/or next phases of the project

By its mandate, UNDP does not provide direct financial resources for the projects. Among others, UNDP's main corporate competency areas rather include provision of synergies and cooperation among projects; enabling and facilitating access to financial resources/schemes for qualified project ideas and management of fund raising processes.

The objectives, priorities and activities of the Integrated Resource Efficiency in Agriculture and Agro-based Industry in the GAP Region Project is developed in cooperation with projects and initiatives being implemented/to be implemented through cooperation of the UNDP and GAP RDA as listed in the Table 4.

Table 4: The projects implemented by UNDP and GAP RDA having complementary components with the current project

Project Name and Scope
<p><i>Strengthening Social Stability in Southeast Anatolia Region (2016 – 2018; 10.1 Million USD, Fund: Japan Government) - approved</i></p> <p>Scope: The project aims to increase the employment opportunities of Syrian communities living in the GAP Region under temporary protection in agriculture and agro-based industries and their skill sets through vocational training and skill development services. The project will also increase the labour absorption and productivity capacity of local value chains through development of pilot projects for (primary) agricultural production and agricultural processing value chains which are among the dominant economic activities in the region. While ensuring integration of production processes in urban and rural areas in pilot projects, thematic issues on resource efficient production modelling, eco-efficiency (water-soil management etc), capacity increasing in production and processing processes, development of innovation infrastructure, product development will be studied within the value chain development pilot projects.</p>
<p><i>Development of Employment and Livelihoods in the GAP Region Project (2016-2017; 8.8 Million Euro, Fund: KfW) - approved</i></p> <p>Scope: The project aims to increase the employment opportunities of Syrian communities living in the GAP Region under temporary protection in agriculture and agro-based industries and their skill sets through vocational training and skill development services. The project will also increase the labour absorption and productivity capacity of local value chains through development of pilot projects for (primary) agricultural production and agricultural processing value chains which are among the dominant economic activities in the region. While ensuring integration of production processes in urban and rural areas in pilot projects, thematic issues on resource efficient production modelling, eco-efficiency (water-soil management etc), capacity increasing in production and processing processes, development of innovation infrastructure, product development will be studied within the value chain development pilot projects.</p>
<p><i>Integrated Resource Efficiency in Agriculture and Agro-based Industries – A Preliminary Survey and Planning Initiative (2016-2017; 100.000 USD, Fund: UNDP Istanbul Regional Hub) - approved</i></p> <p>Scope: With the project supported by the RBEC Catalytic and Scaling-up Facility 2016 which is executed by UNDP Istanbul Regional Hub for Europe and the CIS it is aimed to provide technical and financial contribution to the preliminary survey and planning phases of the Investment Programme Project in 2016. The project aims to contribute to current situation analysis and strategic planning studies for supporting transition to resource efficient economies in agriculture and agro-based industry. By UNDP Istanbul Regional Hub, the initiative is considered to serve as replicable and scalable model for the other countries in the region.</p>
<p><i>Future is in Agriculture Project, Adiyaman Pilot (2017-2019; 1.25 million TL, Fund: Anadolu Efes) – hard pipeline</i></p> <p>Scope: Project aims to contribute to the dissemination of community-based, inclusive and sustainable agricultural practices in Turkey through targeted capacity development and training programmes targeting young farmers and building their competencies and capabilities in order to ensure the production of reliable and high quality agricultural products that internal and external markets demand. The project in which Adiyaman is one of the pilot provinces aims to contribute (i) enhancing efficiency in agricultural irrigation; (ii) dissemination of new and innovative approaches and models in agricultural production and (iii) development of practices and tools in support to foster entrepreneurial capacities of young farmers as well as the development of models to help increase competencies of the institutions providing technical and financial support to the young farmers in Turkey.</p>

In this regard, beside the government funding provided within the investment programme; co-financing will be provided through the projects being currently implemented /to be implemented in the next period (2017-2019) in cooperation by UNDP and GAP RDA will be provided. In this sense, the co-financing to be provided through the other UNDP-GAP RDA projects will basically aim at (i) conducting a more detailed and comprehensive analysis and strategic planning studies, (ii) developing institutional capacities effectively and sustainably, (iii) ensuring dissemination/replicability of pilot projects in the regional level through expanding the scope and enhancing the quality and quantity of pilot implementations in accordance with the goal and objectives of Integrated Resource Efficiency Agriculture and Agro-based industry in the GAP Region. Activity and output level complementarities among the projects along with their indicative financial tags as co-financing are given in Table 5.

Table 5: Integrated Resource Efficiency Agriculture and Agro-based Industry in the GAP Region Project– Cooperation among the projects and Indirect Financial Contribution

Project/Initiative	Components/Activities in which contribution will be provided	UNDP Financial Contribution ²²
<p>Strengthening Social Stability in Southeast Anatolia Region (2016 – 2018) – approved (Japan Government)</p>	<p>Component 3: Pilot Implementations</p> <ul style="list-style-type: none"> • Identification of 2 pilot value chains (including primary production and processing) in the GAP Region • Preparing resource efficient transformation plans in pilot value chain • Implementation, monitoring and evaluation of pilot value chain transformation plans <p>Component 4: Developing infrastructure for sustainability</p> <ul style="list-style-type: none"> • Training and dissemination activities towards primary producers and processors 	<p>~1.000.000 TRY</p>
<p>Development of Employment and Livelihoods in the GAP Region Project (2016-2017) – approved (KfW)</p>	<p>Component 3: Pilot Implementation</p> <ul style="list-style-type: none"> • Identification of 1 pilot value chain (including primary production and processing) in the GAP Region • Preparing resource efficient transformation plans in pilot value chain • Implementation, monitoring and evaluation of pilot value chain transformation plans 	<p>~750.000 TRY</p>
<p>Integrated Resource Efficiency in Agriculture and Agro-based Industries – A Preliminary Survey and Planning Initiative (2016-2017) – approved (UNDP Istanbul Regional Hub)</p>	<p>Component 1: Current Situation Analysis</p> <ul style="list-style-type: none"> • Developing filtration approach • Secondary analysis to identify strategic regional products and value chains/clusters • Primary analysis for identification of product and process based resource efficiency potentials and research of international good implementation practices • Reporting 	<p>~120.000 TRY</p>
	<p>Component 2: Strategic Planning</p> <ul style="list-style-type: none"> • Projection on resource efficiency for agriculture and agro-based industries • Designing pilot initiative in primary production and industrial processing areas • preparing strategic framework report 	<p>~120.000 TRY</p>
	<p>Component 4: Developing infrastructure for sustainability</p> <ul style="list-style-type: none"> • Establishing Governance Structure and Coordination • Institutional Competencies and Scalability 	<p>~60.000 TRY</p>
<p>Future is in Agriculture: Labour of Young Farmer, Adiyaman Pilot (2017-2019) – hard pipeline (Anadolu Efes)</p>	<p>Component 4: Developing infrastructure for sustainability</p> <ul style="list-style-type: none"> • Training, dissemination and demonstration activities towards young farmers on resource efficient agricultural production planning 	<p>~125.000 TRY</p>

²² Through the projects being currently implemented /to be implemented in the next period (2017-2019) by the UNDP and GAP RDA.

Partnerships

While the main implementing partners of the Project are GAP RDA and UNDP, cooperation will be established with many local partners at the local implementation level of the Project, including particularly the provincial directorates of MoFAL, development agencies, NGO's and local universities. The project will establish and maintain synergies with the ongoing projects/interventions being implemented by the GAP RDA and the UNDP on local and regional development.

Stakeholder Engagement

The intended beneficiaries of the project are local unions and local enterprises operating in agriculture sector and agro-industries. The project will also engage local institutions through its local consultation platforms to be established in the scope of the Project (i.e. GAP Committee on Resource Efficiency in Agriculture and Agro Industries).

Knowledge Tools

The project will produce a number of knowledge products including training materials and toolkits/knowledge tools on resource efficiency in agriculture and agro-industries. Demonstration projects will also contribute to the knowledge repository of the Project. The project will also have a communication/outreach strategy to communicate the achievements in the project.

Sustainability and Scaling Up

As noted, the project will develop a fully fledged sustainability strategy with a view to maintain political, financial and institutional sustainability of the project's intervention modality and outcomes. In addition, a scaling up road map will be formulated based on the findings and experience gained from the Project. This road map shall also include the relevant documents and required activities that can increase and sustain the contributions and impacts of the project.

VII. RESULTS FRAMEWORK²³

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS					METHODS
			2016	2017	2018	2019	Total			
Output 1: The competitiveness of GAP Region improved through ensuring effective and efficient use of factors of production and resources in agricultural production and agro-industries.	1.1. # of maturity models developed to assess and synthesize the levels of resource efficiency in agriculture and agro-industries	Project Progress Reports Maturity Model Reports	0	3 models (Agr. Enterprise, Agro-industry Enterprise and Service Sector)	0	0	0	3	Thru project based M&E tools and systems	
	1.2. # of maturity models applied on resource efficiency in agriculture and agro-industries	Project Progress Reports	0	10 Agr. Ent 5 Agro-Ind. Ent. 5 Service S. Ent.	0	0	20	Thru project based M&E tools and systems		
	1.3. # of regional strategic products/value chains in agriculture and/or agro-industries identified and analysed	Project Progress Reports, Current Situation Report	0	10	0	0	10	Thru project based M&E tools and systems		
	1.4. # of pilot projects at farm and enterprise levels on resource efficiency in agriculture and agro-industries	Project Progress Reports, Cooperation Protocols	0	0	3	2	5	Thru project based M&E tools and systems		
	1.5. # of strategic frameworks at regional level on resource efficiency in agriculture and agro-industries	Project Progress Reports	0	0	1	0	1	Thru project based M&E tools and systems		
	1.6. Local consultative platforms on resource efficiency in agriculture and agro-industries in Southeast Anatolia Region	Project Progress Reports, Cooperation Protocols	0	1 GAP IRE Committee			1	GAP IRE Committee	Thru project based M&E tools and systems	
	1.7. # of trainers on resource efficiency in agriculture and agro-industries trained	Project Progress Reports	0	0	25	25	50	Thru project based M&E tools and systems		
	1.8. # of agricultural enterprises benefitted from training and dissemination services	Project Progress Reports	0	25	50	25	100	Thru project based M&E tools and systems		
	1.9. Dissemination, communication and outreach ensured on resource efficiency in agriculture and agro-industries in Southeast Anatolia Region	Communication Plan, supportive tools, dissemination activities	0	2 outreach event 1 guideline/tool	2 outreach event 1 guideline/tool	2 outreach event 1 guideline/tool	6 outreach event 3 guidelines/tool	Thru project based M&E tools and systems		

²³ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

VIII. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

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

IX. MULTI-YEAR WORK PLAN ²⁴²⁵

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	PLANNED BUDGET FOR ALL COMPONENTS*								
Output 1: Technical and entrepreneurial capacities and capabilities of the existing and prospective young farmers in agriculture (i.e. primary production) and agro-based value chains improved	Component 1: Baseline Analysis 1.1 Development of Filtering Approach 1.2 Secondary Analyses 1.3 Primary Analyses 1.4 Reporting	GAP RDA and UNDP in collaboration with local implementing partners	Component 1								
			Budget Code and Description	2016 (TL)	2017 (TL)	2018 (TL)	2019 (TL)	Total (TL)	Notes		
			71400 Service Contracts	9.000	0	0	0	9.000	1		
			71300 Short Term Consultants	200.000	0	0	0	200.000	2		
			71600 Travel (Per Diems)	15.000	0	0	0	15.000	3		
			71600 Travel	15.000	0	0	0	15.000	4		
			72100 Contractual Services - Companies	25.000	0	0	0	25.000	5		
			72200 Equipment and Furniture (Office)	2.262	0	0	0	2.262	6		
			74200 Publications	0	0	0	0	0	7		
			74525 Consumables and Utilities	5.000	0	0	0	5.000	8		
			74598 Direct Project Costing	20.000	0	0	0	20.000	9		
			a. Total Direct Eligible Cost	291.262	0	0	0	291.262			
			b. Total Indirect Eligible Cost (GMS) (%3)	8.738	0	0	0	8.738			
			c. Total Eligible Cost (a+b)	300.000	0	0	0	300.000			

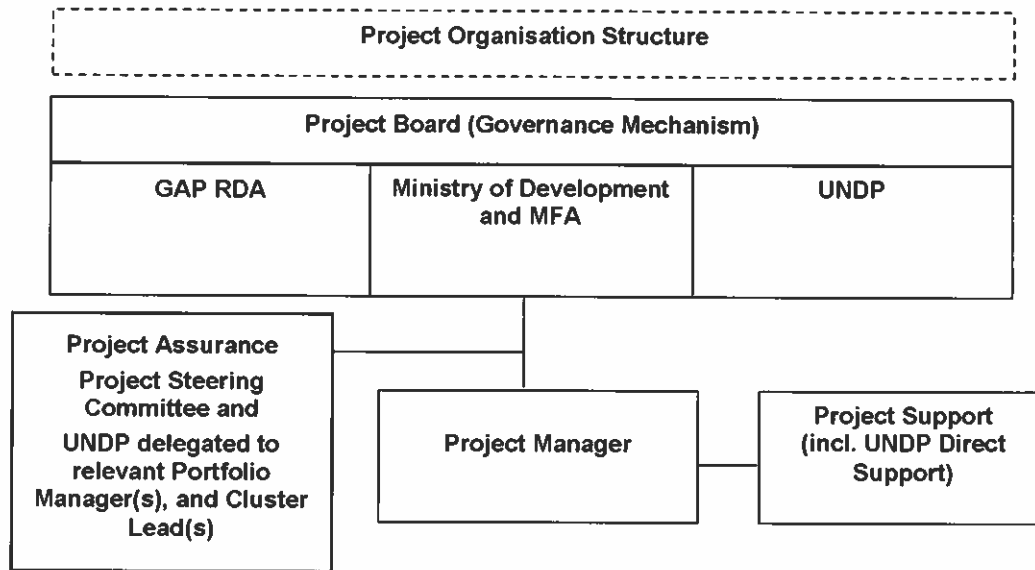
²⁴ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

²⁵ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

Component 2: Strategic Planning 2.1 Projection Study 2.2 Designing Pilot Initiatives 2.3 Drafting Strategic Framework Report	GAP RDA and UNDP in collaboration with local implementing partners	Component 2							Notes
		Budget Code and Description	2016 (TL)	2017 (TL)	2018 (TL)	2019 (TL)	Total (TL)		
		71400 Service Contracts	0	14.400	0	0	0	14.400	1
		71300 Short Term Consultants	0	287.175	0	0	0	287.175	2
		71600 Travel (Per Diems)	0	15.000	0	0	0	15.000	3
		71600 Travel	0	13.000	0	0	0	13.000	4
		72100 Contractual Services - Companies	0	100.000	0	0	0	100.000	5
		72200 Equipment and Furniture (Office)	0	5.000	0	0	0	5.000	6
		74200 Publications	0	5.862	0	0	0	5.862	7
		74525 Consumables and Utilities	0	5.000	0	0	0	5.000	8
		74598 Direct Project Costing	0	40.000	0	0	0	40.000	9
		a. Total Direct Eligible Cost	0	485.437	0	0	0	485.437	
		b. Total Indirect Eligible Cost (GMS) (%3)	0	14.563	0	0	0	14.563	
		c. Total Eligible Cost (a+b)	0	500.000	0	0	0	500.000	
		Component 3							
		Budget Code and Description	2016 (TL)	2017 (TL)	2018 (TL)	2019 (TL)	Total (TL)	Notes	
		71400 Service Contracts	0	38.400	62.400	62.400	163.200	1	
		71300 Short Term Consultants	0	122.000	162.986	162.986	447.972	2	
		71600 Travel (Per Diems)	0	15.000	20.000	20.000	55.000	3	
		71600 Travel	0	18.000	20.000	20.000	58.000	4	
		72100 Contractual Services - Companies	0	508.000	890.250	890.250	2.288.500	5	
		72200 Equipment and Furniture (Office)	0	0	0	0	0	6	
		74200 Publications	0	6.299	7.500	7.500	21.299	7	
		74525 Consumables and Utilities	0	5.000	5.000	5.000	15.000	8	
		74598 Direct Project Costing	0	64.000	94.000	94.000	252.000	9	
		a. Total Direct Eligible Cost	0	776.699	1.262.136	1.262.136	3.300.971		
		b. Total Indirect Eligible Cost (GMS) (%3)	0	23.301	37.864	37.864	99.029		
		c. Total Eligible Cost (a+b)	0	800.000	1.300.000	1.300.000	3.400.000		
		Component 3: Pilot Actions							
		3.1 Identifying Pilot Enterprises							
		3.2 Preparing Pilot Project Plans							
		3.3 Pilot Enterprise Transformation Programmes							
		3.4 Implementation, Monitoring and Evaluation							

Component 4		2016 (TL)	2017 (TL)	2018 (TL)	2019 (TL)	Total (TL)	Notes
Component 4: Sustainability Infrastructure 4.1 Formulating Sustainability Strategy 4.2 Coordination and Governance 4.3 Training and Dissemination 4.4 Institutional Competences and Scaling	GAP RDA and UNDP in collaboration with local implementing partners	0	9.600	9.600	9.600	28.800	1
		0	89.350	89.350	89.350	268.050	2
		0	25.000	25.000	25.000	75.000	3
		0	20.000	20.000	20.000	60.000	4
		0	25.000	25.000	25.000	75.000	5
		0	0	0	0	0	6
		0	4.225	4.225	4.225	12.675	7
		0	5.000	5.000	5.000	15.000	8
		0	16.000	16.000	16.000	48.000	9
		0	194.175	194.175	194.175	582.525	
	0	5.825	5.825	5.825	17.475		
	0	200.000	200.000	200.000	600.000		
Component 4 and Description							
	71400 Service Contracts	0	9.600	9.600	9.600	28.800	1
	71300 Short Term Consultants	0	89.350	89.350	89.350	268.050	2
	71600 Travel (Per Diems)	0	25.000	25.000	25.000	75.000	3
	71600 Travel	0	20.000	20.000	20.000	60.000	4
	72100 Contractual Services - Companies	0	25.000	25.000	25.000	75.000	5
	72200 Equipment and Furniture (Office)	0	0	0	0	0	6
	74200 Publications	0	4.225	4.225	4.225	12.675	7
	74525 Consumables and Utilities	0	5.000	5.000	5.000	15.000	8
	74598 Direct Project Costing	0	16.000	16.000	16.000	48.000	9
	a. Total Direct Eligible Cost	0	194.175	194.175	194.175	582.525	
	b. Total Indirect Eligible Cost (GMS) (%3)	0	5.825	5.825	5.825	17.475	
	c. Total Eligible Cost (a+b)	0	200.000	200.000	200.000	600.000	
Annotated Budget Notes							
1 Prorated salaries of the managerial staff and the support staff to be contracted in the scope of the Project (i.e. Project Manager and Support Staff)							
2 Fees of the short term consultants who will be mobilized in the scope of the conduct of the Project activities							
3 Per diems to be incurred by the official missions of the project staff and/or the short term consultants							
4 Travel costs to be incurred by the official missions of the project staff, government officials and/or the short term consultants as well as national and international study tours targeting project beneficiaries							
5 Professional contractual services for implementation of the pilot projects (including supply of goods, equipment etc) organization of workshops, design services, field surveys, visibility events etc.)							
6 IT equipment and office equipment to be purchased in the scope of the Project							
7 Publications to be printed in the scope of the Project (i.e. Reports, toolkits, handbooks etc.)							
8 Office consumables (utility services, tel/fax, cargo etc.)							
9 Direct project costing for UNDP HR capacities supporting the smooth implementation of the Project (i.e. ARR Programme, Portfolio Manager, Cluster Lead, Finance Associate, Procurement Associate, Service Support Centre)							

X. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



The project will be nationally implemented (NIM) and the implementing agency of the project will be GAP RDA, with UNDP's technical, operational and administrative support. GAP RDA will provide strategic oversight in project implementation as well as technical expertise and knowhow for the smooth implementation of the Project. UNDP will provide technical expertise and operational support for the smooth implementation of the Project. The operational support to be provided by the UNDP will include but is not limited to implementation assistance services such as human resources and financial management, project management/monitoring and supply and contract management. UNDP will coordinate preparation of relevant work plans and facilitate implementation of these work plans through project management and consultancies; bring in relevant international experience, and will ensure that the project is managed in line with UNDP's Programme and Operations Policies and Procedures (POPP).

A Project Board (PB) is going to be established, in line with the above diagram. PB will be responsible for the overall direction and management of the project. Composed of the relevant institutions at the local and national levels, A Project Steering Committee (PSC) will also be established to provide technical inputs for the effective implementation of the Project activities as well as dissemination of the results.

Project's day-to-day implementation will be carried out by the Project team (i.e. Project Manager and Project Support staff) as well as UNDP staff providing direct project support. GAP RDA will identify from its own cadres a project focal point who will be the main contact point of the focal point to be assigned by UNDP. UNDP will also provide direct project implementation support for procurement, contract management and budget/financial management as well as content. UNDP's direct costs will be charged in line with its rules and regulations, as outlined in the project document and budget. Financial transactions and financial statements shall be subject to the internal and external auditing procedures laid down in the Regulations and Rules of UNDP.

XI. LEGAL CONTEXT AND RISK MANAGEMENT

Legal Context Standard Clauses

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Turkey and UNDP, signed on 21 October 1965. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

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

Risk Management Standard Clauses

1. Consistent with the Article III of the SBAA *[for the Supplemental Provisions]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]²⁶.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental

²⁶ Use bracketed text only when IP is an NGO/IGO

Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

ANNEXES

1. Project Quality Assurance Report
2. Social and Environmental Screening Template
3. Risk Analysis
4. Project Board Terms of Reference

ANNEX 1. PROJECT QUALITY ASSURANCE REPORT TEMPLATE

Section 1: Project Risks and Issues

Updated Project Risks and Issues

Type	Date Identified	Description	Comment or Management Response	Critical Flag

Updated Project Issues

Type	Date Identified	Description	Solution Date	Comment or Management Response	Solution Flag

Section 2: Project Progress

Project ID	
Description	
Implementing Partner	
Baseline	
Indicator	
Annual Target	
Annual Achievements	

Section 3: Activity Performance

Activity ID	
Description	

Sub-activity 1.1

Purpose		
Planned Actions		
Progress		
Additional Considerations		
Quality Criteria	Quality Method	Quality Assessment Due Date

ANNEX 2. SOCIAL AND ENVIRONMENTAL SCREENING TEMPLATE

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document. Please refer to the [Social and Environmental Screening Procedure](#) and [Toolkit](#) for guidance on how to answer the 6 questions.

Project Information

Project Information	
1. Project Title	Integrated Resource Efficiency in Agriculture and Agro Industries in Southeast Anatolia
2. Project Number	
3. Location (Global/Region/Country)	Turkey, provinces of the Southeast Anatolia Region

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

The project mainstreams human rights approach through interventions targeting rural communities, their access to economic opportunities and their better use of resources for livelihoods.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

Developed by the Ministry of Food, Agriculture and Livestock; the Action Plan for the Empowerment of Women in Rural Areas 2012-2016 indicates that women constitutes almost half of the employees in the agriculture sector. The Action Plan also emphasizes the importance of meeting the needs of the women living in the rural areas and employed in the agriculture and agro-based value chains. In this sense, a gender responsive approach will be deployed throughout the analyses, due diligence, planning, strategy development, implementation, monitoring and evaluation activities to be carried out in the scope of the Project.

Briefly describe in the space below how the Project mainstreams environmental sustainability

The project aims to contribute to the improvement of the competitiveness of GAP Region by ensuring effective and efficient use of factors of production and resources in agricultural production and agro-industries. The project aims to model and promote the most efficient use of resources including particularly water and energy in agricultural production and agricultural product processing as dominant sectors in GAP Region, and increase efficiency in primary production and processing. This will be achieved through conduct of baseline analyses, strategic planning, design and implementation of replicable and scalable pilot actions as well as development of capacities and competencies of the institutions involved in the project.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? <i>Risk Description</i>	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Impact and Probability (1-5)</i>	<i>Significance (Low, Moderate, High)</i>	<i>Comments</i>	QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)? <i>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</i>
Risk 1: There is a risk that duty-bearers do not have the capacity to meet their obligations in the Project.	I = 4 P = 2	Moderate	Considering the capacity of the local actors, there is a risk of meeting their obligations.	The project will provide technical assistance to mitigate these risks as outlined in the project document. Additionally, protocols will be signed to ensure that the local parties accept their commitments and are accountable.
Risk 2 There is a risk that right-holders do not have the capacity to claim their rights?	I = 3 P = 3	Moderate	This risk is related to awareness of the farmers	The project will also address the issues that relate to increasing of the outreach of service providers to the young farmers, to ensure that they can claim such services
QUESTION 4: What is the overall Project risk categorization?				
Select one (see SESP for guidance)				
				Comments if any
				Low Risk <input checked="" type="checkbox"/>
				Moderate Risk <input type="checkbox"/>
				High Risk <input type="checkbox"/>
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?				
Check all that apply				
<i>Principle 1: Human Rights</i>				
				<input type="checkbox"/>
<i>Principle 2: Gender Equality and Women's Empowerment</i>				
1. Biodiversity Conservation and Natural Resource Management				<input type="checkbox"/>
2. Climate Change Mitigation and Adaptation				<input type="checkbox"/>
3. Community Health, Safety and Working Conditions				<input type="checkbox"/>
4. Cultural Heritage				<input type="checkbox"/>
Comments if any				

	5. Displacement and Resettlement	<input type="checkbox"/>	
	6. Indigenous Peoples	<input type="checkbox"/>	
	7. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>	

Final Sign Off

Signature	Date	Description
QA Assessor: Bülent Açıkgöz, UNDP LSED Cluster Lead	28.11.2016	UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Principles 1: Human Rights		Answer (Yes/No)
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	N
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ²⁷	N
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	N
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	N
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	Y
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	Y
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	N
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	N
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	N
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	N
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	N
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	N
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	N
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	N
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	N
1.4	Would Project activities pose risks to endangered species?	N
1.5	Would the Project pose a risk of introducing invasive alien species?	N
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	N
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	N
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	N
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	N

²⁷ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	N
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	N
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ²⁸ greenhouse gas emissions or may exacerbate climate change?	N
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	N
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	N
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	N
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	N
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	N
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	N
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	N
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	N
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	N
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	N
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	N
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	N
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	N
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	N
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	N
5.3	Is there a risk that the Project would lead to forced evictions? ²⁹	N
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	N

²⁸ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

²⁹ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	N
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	N
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	N
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	N
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	N
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	N
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	N
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	N
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	N
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	N
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	N
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	N
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	N
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	N

ANNEX 3: RISK LOG

#	Description	Date Identified	Type	Impact (I) & Probability (P)	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Lack of interest from the final beneficiaries in participating to the Project activities	11/2016	Economic / Social	Impact:5 Probability: 2	Design and conduct of intensive advocacy and dissemination activities targeting the final beneficiaries of the Project	Cluster Lead (CL)	CL	N/A	effective
2	Lack of interest from the local stakeholders in participating to the execution of the Project activities at the local level	11/2016	Institutional	Impact:5 Probability: 2	Design and conduct of intensive advocacy and dissemination activities targeting the local stakeholders	Cluster Lead (CL)	CL	N/A	effective

ANNEX 4. PROJECT BOARD TERMS OF REFERENCE

The PB will approve all major plans and authorize any major deviation from agreed plans. Such plans and deviations include work plans and progress reports presented on a regular basis, or for example extension requests that are presented with their justification. PB will ensure that required resources are committed, will arbitrate on conflicts (if any) within the project, and will negotiate a solution to any problems between the project and external bodies. PB will approve plans and project documents provided by UNDP meets the requirements, will approve allocated staff are adequate and efficient.

During the implementation of the project specific roles of the PB will include:

- provision of overall guidance and direction to the project, ensuring it remains within any specified constraints
- review of each supported stage and approval of progress to the next
- review and approval of plans and any exception plans
- At the end of the project, the PB will:
- assure that all products have been delivered satisfactorily
- approve the End Project Report
- approve the Lessons Learned Report

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