

# Hope in Rural

RURAL DEVELOPMENT PROGRAM  
FINAL REPORT  
2020



HÜSNÜ M.ÖZYEĞİN  
— FOUNDATION —



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## INTRODUCTION

This report aims to reveal the field studies of the Rural Development Program implemented by the Hüsnü M. Özyeğin Foundation in the poorest villages of Anatolia between 2008 and 2020, and the economic and social impacts within the project regions through partnerships and cooperations. The Özyeğin Foundation has created and implemented programs through the Rural Development Program that prioritize the needs of villages and local residents in the Kavar and Ravanda Basins by placing emphasis on cooperation with public institutions at local, regional and national levels and in line with the United Nations Sustainable Development Goals (SDGs). It created academic programs with the impact evaluations and field outputs of the program and provided contributions to public institutions, private sector and nongovernmental organizations engaging in this field in Turkey.

There were countless people who contributed to the development and implementation of the Hüsnü M. Özyeğin Foundation's program called as “*Hope in Rural*”. We thank the members of the Board of Directors of the Özyeğin Foundation, the center and field employees, the villagers of the Kavar and Ravanda basins, the founders and members of the Kavar Cooperative and Ravanda Women's Association, who desire to make their rural development journey permanent, the local administrations, institutions, stakeholders we work with, and finally, each of Özyeğin University students and Fiba Group employees who voluntarily supported our efforts in rural areas.

As the Hüsnü M. Özyeğin Foundation, by compiling the twelve-year rural development story in this report, we wish to contribute to new studies in the field and to always have hope in the rural.

## HÜSNÜ M. ÖZYEĞİN FOUNDATION RURAL DEVELOPMENT PROGRAM

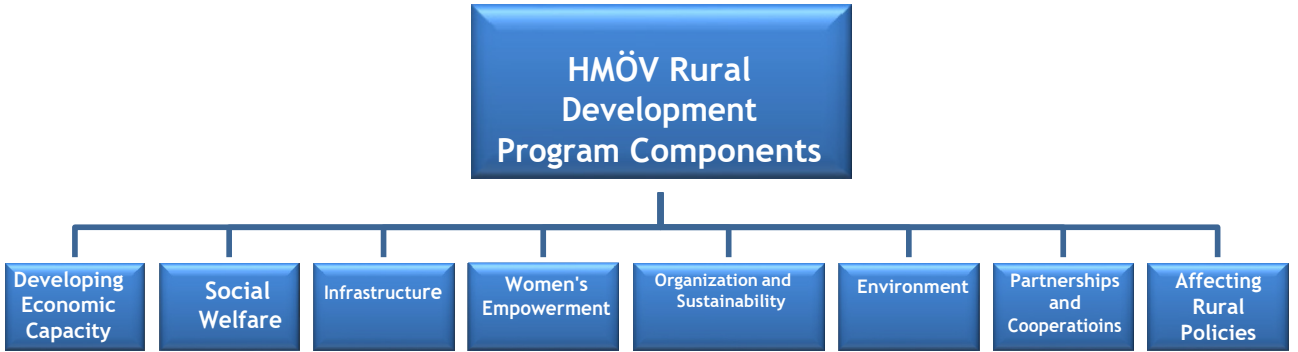
The rural development journey of the Hüsnü M. Özyeğin Foundation began with a personal sensitivity that Ms. Ayşen Özyeğin showed to the negative effects of the avian flu epidemic in 2005 in rural areas. The foundation started to recognize this area with the support of Ayşen Özyeğin in 2007 to a rural development project carried out in Eğil district of Diyarbakır. After this experience, the Özyeğin Foundation decided to create its own rural development approach and to prepare and implement an integrated program.

In this context, a rural development strategy was developed with the contributions of representatives of all relevant non-governmental organizations, administrators in public institutions and academicians. A holistic rural development strategy has been established with a people-oriented, community-based, gender-equality and pro-poor approach.

The main emphasis of the program strategy is to strengthen the target group socially and institutionally. This strengthening includes;

- Increasing economic and social capacity,
- Sustainable use of natural resources,
- Local, national and international collaborations and
- Publicity and advocacy works.

The Özyeğin Foundation was designed a rural development program consisting of seven components, which corresponds to the projection of the integrated development approach. The program was created with a strategy that consists of increasing economic and social welfare, environment, empowerment of women, infrastructure, partnerships and collaborations, organization and sustainability. It is aimed to affect rural policies by establishing sustainable structures through these components.



In order to implement this strategy, field visits were made to identify a treatment area that meets basic criteria such as poverty, population potential, public and local people interest.

As a result of all this preparation process, it was decided to implement the "Kavar Basin Rural Development Program" in a total of 11 settlements consisting of 6 villages and 5 hamlets, which are described as the Kavar Basin in Bitlis's Tatvan district in 2009. During the preparation process that started in 2008, an effective monitoring-evaluation system was established for the program, which was carried out with pre-survey studies, and then an interim evaluation was made in 2010. Thus, in 2014, the final evaluations were made and in the light of the basic indicators determined within the scope of the project, it was regularly measured whether the targets in the projects were achieved.

As a result of the success of this program and the public encouragement, the Foundation opened a second field in 2012 and initiated the "Ravanda Basin Rural Development Project" in which 8 villages are clustered within the borders of Polateli and Musabeyli districts of Kilis province. At the beginning of this program, a pre-survey study was conducted in 2011, and while the Foundation left the field, the final impact assessments were made in 2019.

## 1. KAVAR BASIN RURAL DEVELOPMENT PROJECT (2008-2014)



### 1.1 PROJECT PROCESS

In the autumn of 2009, in a total of 11 settlements consisting of 6 villages (Bolalan, Düzcealan, Kolbaşı, Yassıca, Dibekli, Tokaçlı villages) and 5 hamlets located in the eastern part of Tatvan district of Bitlis and defined as the Kavar Basin, it was decided to implement the "Kavar Basin Rural Development Project". Studies have begun by taking into account poverty and deprivation, the existence of agricultural and natural resource potentials, the density of active and young population and the presence of local and regional stakeholders. The project was completed at the end of 2013 as an integrated rural development program consisting of basic components such as increasing economic and social welfare, environment, women empowerment, infrastructure, education, organization and sustainability.

From 2008 to 2014, under the program, studies were carried out in the fields of developing economic capacity, infrastructure works, increasing social welfare, empowering women, organization and sustainability studies, development and sustainable use of natural resources, partnerships and collaborations and creating rural policies.

As one of the most important outputs of the activities carried out, S.S. Bolalan, Düzcealan, Dibekli, Yassica, Kolbaşı Villages Agricultural Development Cooperative (Kavar Cooperative) was established in 2010. When the foundation leaves the field, the existence of the Kavar Cooperative, which will transfer its development activities and continues its existence through democratic methods, has turned into an important tool.

## 1.2 IMPACT ASSESSMENT STUDIES

Two years after the pre-survey study conducted in December 2008, an interim evaluation study consisting of the same modules was carried out in December 2010. In 2014, a final impact assessment study was carried out and a five-year general evaluation of the Kavar Project was made.

In the evaluations, quantitative and qualitative methods were used together to complement each other. Within the scope of quantitative assessments, a pre-survey (baseline survey) study covering each household was conducted in 6 villages and 5 hamlets selected for the implementation of the five-year development program in the Kavar Basin. In order to make a comparison with these villages, six villages with similar characteristics were selected as the control group and the same survey study was conducted in these villages where the project implementation will not be carried out. This method used for the impact analysis is the differences-in-differences method that evaluates the change in the control group villages and the villages where the program is applied over time.

Within the scope of qualitative research conducted in the form of in-depth interviews and focus group interviews, the villagers living in the implementation villages were asked questions about the change in living conditions in the rural areas, the factors that motivate returning to the village, the cooperation and trust in the village, the opinions and thoughts about the Özyeğin Foundation Rural Development Program and how the program touches their lives. In this context, qualitative data were obtained by making an interim and final evaluation in the second and fifth year of the program.

The numbers of households and people surveyed in the first and last tests during the quantitative research are given in the table below:

	Number of Households		Number of Persons	
	First Test (2008)	Final Test (2013)	First Test (2008)	Final Test (2013)
<b>Implementation Villages</b>	193	196	1,217	1,253
<b>Control Villages</b>	134	135	892	887



### 1.3 STUDIES FOR ENHANCING ECONOMIC CAPACITY

The Kavar Basin villages are among the poorest in the country. The income level declared in the implementation villages at the beginning of the project in 2008 was 93.2 TL per person per month. Median income was much lower, 60 TL per month. For this reason, the primary goal of Özyeğin Foundation has been to strengthen the economic capacities of the people living in villages, to provide households with regular and sustainable income, to employ especially the young population, and thus to prevent poverty, urban migration and insecure seasonal migration. For this purpose, based on a community-based and integrated rural development approach, income-generating activities that will cover the entire target group but give priority to the poorest segment have been implemented. Efforts have been made to improve the economic activities in Kavar villages, where agriculture and animal husbandry are the main sources of income. By adding added value to the products currently produced, it is easier to sell and market these products. Most importantly, thanks to the project, income generating activities of Kavar producers have been diversified. For example, with the project, corn for silage used as animal feed has started to be produced in Kavar villages, and beekeeping, which was not common in the basin before, has now become one of the main sources of income for the people of Kavar.



***Closed Walnut Garden***

During the five years of the project, more than 10 thousand fruit saplings, mainly walnuts, were planted in order to create a fruit growing culture in the agricultural field, and closed fruit gardens were established on an area of 700 decares. Fruit growing trainings have been provided to make the fruit growing practice, which is benefited by a total of 124 families, an established production pattern, technical trips were organized to closed orchards outside the province, grafting and pruning masters were trained, the maintenance of the gardens was routinely carried out by the villagers.

A series of training sessions were given to families that earn their living from animal husbandry and practices that nourish each other. In this context, animal health and productivity training has been given, shelters are modernized, artificial inseminations have been made, automatic drinkers are placed in the shelters, the cultivation and production of corn for silage has been introduced and expanded to meet the needs of roughage. In addition, under the leadership of the Kavar Cooperative and with the financial support of the Foundation, a Milk



***Automatic drinkers are installed in shelters***

Collection Center was established, enabling Kavar people to earn money from raw milk for the first time in their lives. All these activities have led to a new technical competence of animal husbandry in the watershed and a change of behavior in the local community.

### Impact Assessment Results of Studies for Enhancing Economic Capacity

In order to measure the impact of the project on Kavar's economic development, the changes in the three main indicators over the last five years were analyzed during the quantitative evaluation. These indicators are employment rates, household income and asset accumulation.

When the Kavar Rural Development Project started, the unemployment rate, especially the unemployment rate of young men, was high in both the implementation and control village groups. Within five years following the project, the male population over the age of 15 in the implementation villages increased from 58.5% to 70.8%. The unemployment rate fell from 13.1% to 6.5% for the same group. The inactive population rate fell from 28.4% to 22.7%. There has been an increase in the overall rate of working women for women. The employment rate of women has increased from 42.1% to 54.8% within 5 years. Similarly, both unemployment and inactivity rates decreased in the same group.

When the treatment and control village groups were compared, there was an increase in the employment rates in Kavar villages, while the employment rate of both female and male population decreased in the control villages during the same period. In the control villages, the employment rate for men has decreased from 71.2% to 57.4%. The employment rate for women decreased from 67.5% to 58.3% (See. Chart 1). According to these results, we can say that if the project had not been carried out, there would have been a serious decrease in the employment rates in Kavar villages, as in the control villages. When the difference of the differences is calculated, it can be seen that the project has an effect of 26.1% on the employment of the male population of Kavar and 21.9% on the employment of the female population.

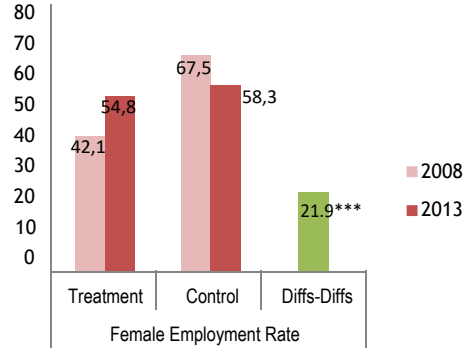
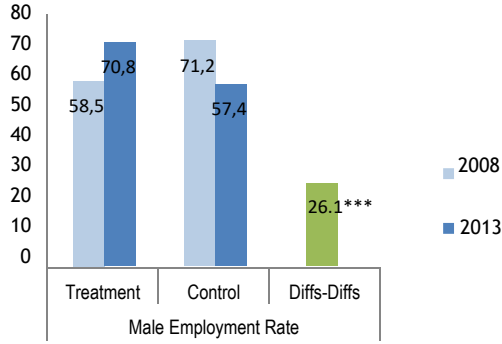


***Corn for Silage***

More importantly, the increase in employment rates for the young population (15-29 years old) in Kavar villages was generally higher than the increase in the employment rate of the adult population. The employment rate of men in this age group increased from 55.5% to 64.1%, and the employment rate for women increased from 43.3% to 55.3%. In the same period, a decrease is observed in the employment of young people in control villages. The employment rate of young men fell from 63.8% to 39.4%, while the employment rate of young women fell from 67.2% to 51%.

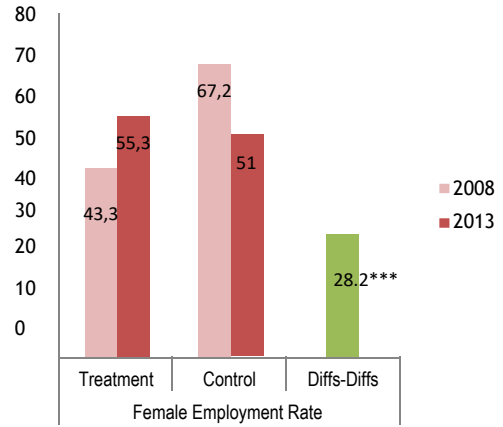
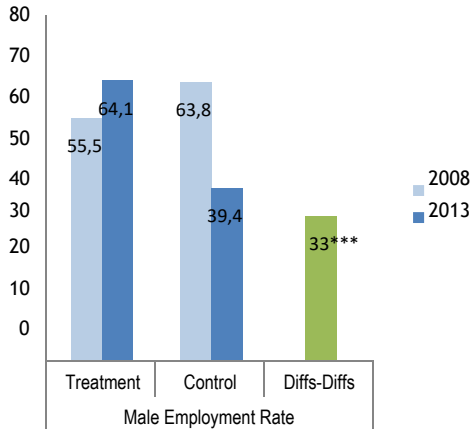
## CHART 1

## Population over 15



## CHART 2

## Young Population (Between 15-29)



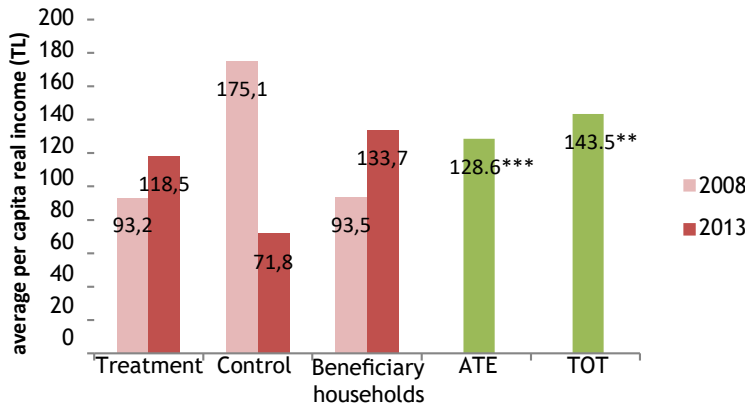
The increase in employment rates, especially the young population's ability to have a job, is one of the biggest factors that prevent rural-urban migration and enable young people to invest in their villages where they were born and grow, and to build a future here. Accordingly, the interim evaluation made in December 2010 showed that while the young people in the control villages leave their villages, the young people population of Kavar is increasing. For example, while the young population between the ages of 15-29 constituted 28% of the total population of the treatment villages in 2008, this rate increased to 35% in the surveys conducted two years later. Considering the control villages, the rate of young population decreased from 30% to 25% in the same two years. Namely, unlike the rural Turkey, the implementation of development programs and projects they emigrated to the young population to leave the village and return to their villages even in the villages tend to settle.

Considering the change in household income in Kavar, it is seen that the project plays an important role in the real increase in income per household in the implementation villages. In comparison, a negative trend is observed in control villages on the contrary. As a result

of the five-year project, while the average per capita real income in Kavar villages increased by 27%, there was a 59% decrease in control villages. The income level declared in the implementation villages at the beginning of the project in 2008 was 93.2 TL per month. Median income was 60 TL per month. Average per capita income of control villages was higher in 2008 compared to treatment villages. In the first survey study conducted in control villages, the average per capita income was 175.1 TL, and the median income was 77.3 TL. Considering these figures, the households in both the treatment and control villages were below the national poverty line (the national poverty line was calculated as 825 TL for a family of 4 in 2009 according to TURKSTAT data). However, while the average per capita income in project villages increased to 118.5 TL in real terms in 2013, it decreased to 71.8 TL in control villages. Therefore, the impact of the project was 128.6 TL in real terms (See. Chart 3).

Real per capita income increased even more for households directly involved in the project activities. Directly participating in project activities means membership in the cooperative, beekeeping, producing corn for silage and participating in handicraft projects for women. The average per capita income in households participating in at least one of these activities increased from 93.5 TL to 133.7 TL, an increase of 43%. Therefore, the real impact of the project on income for the households benefiting from the project directly is calculated as 143.5 TL (See. Chart 3).

**CHART 3**



ATE: Average Treatment Effect  
TOT: Treatment Effect on Directly Treated Households

When questions were asked to the people of Kavar about their satisfaction with their jobs and household income, the answers showed that the satisfaction of the people living in the project villages has increased in the last five years. 37.3% of the population in the project villages stated that they are more satisfied with their job compared to five years ago. This rate is only 19.1% for control villages. Again, compared to five years ago, 28.2% of those living in the project villages said they were more satisfied with the income they earned from work, while this rate remained at 9.4% in control villages. Similarly, in the project villages, the ratio of the population satisfied with the household income in general is higher than the population in the control villages who are satisfied with the household income. While the ratio of increased satisfaction in household income in five years is 31.8% in project villages, the same rate is 14.2% in control villages.

In the fight against poverty in the rural, the accumulation of assets is important, because assets are productive capital that enables the creation of a sustainable source of income for poor households in the long run. The impact of the Kavar project on the assets of the households was calculated based on the total number of livestock and fruit trees in the implementation villages. Accordingly, during the five years of the project, the number of animals (cows, sheep and goats) in the treatment villages increased more than the number of animals in the control villages. As of 2013, the total number of cows in treatment villages increased from 362 (2008) to 693. There was almost no change in the number of cows in the control villages and the number remained around 174. The total number of sheep and goats increased from 1.655 to 2.552 in the implementation villages. During the same period, the total number of sheep and goats in control villages increased from 929 to 1,440. According to the difference of differences calculation, the total impact of the project is 333 cows and 386 sheep and goats. When the monetary equivalent of the assets obtained from the increase in the number of animals in Kavar is calculated, it is approximately 3,688 USD per household, and the total monetary value for the whole basin is 323,545 USD. (The market value of a cow was 1.500 TL and the value of a sheep / goat was 550 TL in the calculations.)

At the start of the project, the number of fruit trees (apple, walnut, cherry, pear, apricot and plum) in Kavar villages was already higher than in the control villages. However, during the project, it was observed that the number of trees in the treatment villages increased more than the number of trees in the control villages. The increase in the number of trees in the treatment villages during five years was 20 times more than the increase in the number of trees in the control villages. From 2008 to 2013, the number of trees in project villages increased from 3,652 to 6,609, while the increase in control villages was only from 638 to 789. The difference value of the differences is 2.806 trees. When the monetary equivalent of the assets obtained from the increase in the number of fruit trees in Kavar is calculated, it is approximately 14,500 USD per household, and the total monetary value for the whole basin is 1,275,500 USD.

As a result, the monetary value of the accumulation of assets that have emerged as both animal and fruit trees thanks to the project in the last five years is calculated as 18,226 USD per household in Kavar.

Considering the effects of the project in the use of agricultural technology, there was a 26.3% increase in the number of households (who did not have the habit of grafting trees before) that practiced tree grafting in Kavar in 2013, there was only 15.6% increase in control villages and the impact of the project was calculated as 10.7%. For the poorest households of the basin, the adoption rate of tree vaccination has been even higher. The widespread use of vaccination to produce fruits of the desired type and quality in fruit growing is a very positive development for Kavar in the long run.

In 2008, 32.5% of the households in the project villages were using the combine harvester in agriculture. In the control villages, this rate was much lower, 3.7%. Five years later, 33.8% of the households in the project villages that did not use binder before started to use the machine, while this rate remained only 17.4% in the control villages. The impact of the project is 16.4%. The impact of the project was again higher in Kavar's poorest households. The attachment, which is made into a bond, becomes easier to transport and is then given to haymaker.

In the five years of the project, while 25% of the households that did not use haymaker before in the project villages started to use the machine, this rate remained only 16.5% in the control villages. Haymaker is an agricultural machine that separates the grain of forage crops such as clover and

sainfoin from the stem and brings it into a hay trap and can also be used in grains such as barley, wheat and lentil. The effect of the project on haymaker use was calculated as 8.5%. While 9.3% of the households that did not use milking machines before in the project villages started to use the machine, this rate was calculated as 0 in the control villages. In other words, in the last five years, no family in control villages has started to use milking machines. Portable or fixed milk machines provide hygienic and quick milking especially for cattle and make it easier for women as women are generally responsible for milking.

In addition to the results of the survey study, in-depth interviews were conducted with the people of Kavar during the interim evaluation conducted in 2010 and the last evaluation made in 2014, and they were asked questions about what kind of economic change (household income, job ownership, economic welfare, etc.) had in their lives in five years. Thus, beyond the numerical data, the effects of the project on the basin, village and household economies from the perspective of the people of Kavar were investigated.

During the in-depth interviews with the people of Kavar in 2010 by Kristen Biehl, it was revealed that the perception that there was an increase in economic prosperity, although it was only in the second year of the project and the economic activities started were not fully reaped. According to Biehl:

Although the effects of income generating activities have not been fully revealed due to the short time since the project started, qualitative research results have shown that the program has been effective in changing the hopes and expectations of the people in the basin about the future. During the discussions on the effects of the Özyeğin Development Program, it was observed that the “entrepreneurial spirit” emerged among the villagers... There has been an increase in the rate of consulting and obtaining information from public institutions and organizations. The agricultural training provided within the scope of the program is seen by the villagers as a valuable source of information and helps to systematize the knowledge in the village. Educational trips to other villages and hamlets are valued by villagers and considered as an important source of inspiration.

During the same research, it was observed that unemployment was the most important reason for migration from the village for the people of Kavar, but thanks to the job opportunities created with the project initiated by the Özyeğin Foundation, the hope of sustaining a living in the village increased:

The answers of the villagers participating in the research show that there is a great desire to return to the village, but the very limited job opportunities for these people is the most important reason for abandonment and concern. Not being able to find a job in the village emerged as the biggest obstacle for the youth participating in the research to stay in the village. Another important reason for migration from the village is the lack of good schools in the rural. Although the improvement of life in the village cannot be directly linked to the Özyeğin Rural Development Program, the researchers concluded that the program (especially the income-generating and educational-instructional activities) is very important considering the determination of the villagers participating in the study to continue their lives in the village.

*“I bought two hundred and fifty saplings from the Foundation. I hope I get rid of all my troubles when it gives a yield. We have no opportunity to work outside here. For example, they established a milk warehouse through the Foundation. May God bless them, when that milk warehouse starts to operate, if a citizen can buy two or three cows, then he will definitely make a living with that milk, but it was not like that before. That milk would be wasted, or if you are going to take her to Tatvan, you will not be able to take it every day, but now if that milk warehouse is established, the peasant*

*citizen will definitely be relieved a little financially. Normally, if money comes, at least the life of my children, my family, my friend becomes a little more normal. We will try to develop gradually. At least if I have one cow today, I will make it five tomorrow. Maybe I will open a shop myself and open a business, and then anything can do if I have money." (Man, 41, Bolalan, 2010 Mid-term Evaluation)*

*"I did not engage in much activities because of pregnancy and childbirth, but for example, we turn to agriculture with my husband, what they suggest. We try to follow. My husband loves agriculture, arboriculture, trees and growing trees. Of course, the support of the foundation has been a source of strength for him. He does what said. Arboriculture received a lot of encouragement upon the arrival of the Foundation. For example, there are 400 trees we planted. We planted 100 of them with our own means, we received 300 from the Foundation. If these are grown well, they will yield within ten years. Of course, this means the future after that. We also look to the future with hope." (Woman, 38, Düzcealan, 2010 Mid-term Evaluation)*

During the in-depth interviews held in 2014, while the results of the projects started five years ago started to be obtained and the people of Kavar were introduced to new economic activities such as silage corn production and beekeeping, the sense of trust provided by regular income opportunities and the knowledge gained through the training came to the fore.

*"We stayed in Istanbul for 16 years. We came after 16 years. We stayed in the summer for a few years. We went in winter. When we first came, we came here with great hopes. We said we will do a lot. We had some money. We came and built a house. After that, when there was no income, we ate and spent. When we said this to the children's school, we suddenly have zero. There was nothing we had, we did not know what to do. So we were surprised! We said what to do. We went to the district governorship. We applied to Ziraat Bank. We applied to district agriculture directorate. I don't know, we applied everywhere. At least we were willing to give us a little support, even a cow, so that we could make a livestock. Wherever we went they said there is nothing like that. We said we have a house. We have land. We have deeds. Mortgage them but give us a little bit of support. They said we certainly do not accept any title deeds here in return for a mortgage. We said what a painful thing. There is so much land. We supposedly have a house in our hands. We have a garden. They didn't even give us a cow money in return. Mortgage is not accepted because the properties of this place are not accepted. When Kavar, villages are in question, they say just no. Our hopes are exhausted. We came back home. We were really desperate. Then suddenly the Foundation arrived. It gave us confidence again. So it happened with them. Really, a lot has changed. Even the plants we planted in our garden have changed. Vegetables changed, species multiplied. We have confidence in ourselves. We produce our own saplings. We make our own graft. Now we do many things ourselves. When we buy an animal and put it in the barn, we don't just feed it. We take care of its health. How it is fed, how it is sheltered, how its shelter will be. All of these are done differently than in old times." (Woman, Düzcealan, 2014 Final Evaluation)*

*"If this project did not exist, we had no knowledge of agriculture or fruit, silage. We used to plant corn, but of course not like that. So we were collecting grains. We were taking it apart and taking it to the mill. But Kavar did not plant corn for silage. No one knew. But this corn becomes feed. If you give it to animals, animals will have a lot of milk. We did not know how to plant and harvest. Thanks to the Foundation. We also did not know how to prune fruit. We learned all thanks to them." (Male, Tokaçlı, 2014 Final Evaluation)*

*"I was very happy when the Foundation employees arrived at first. Maybe they'll show us a way or they'll do it themselves. Because there is no state here. Unfortunately I did not see. I neither saw the state nor its assistance. So I could not see it personally. I have been in this village for many years. There is no state. Which directs, guides us. There is no one gives us anything. There was no job here.*

*But the best thing is now our milk is going. Milk is a very good thing. If we have two or three beautiful cows, it really makes a living for us. It makes money. There is income and livelihood is provided. If the price rises a little, it would be very nice. You know, we get a nice income up to the beginning of the month like a salary. " (Woman, Yassica, 2014 Final Evaluation)*

*"Animal shelters, for example. Here they saw from the Foundation that people have returned. They are trying to do something. Some of them are a little briquette, some of them a little bit of iron, in that sense. It is for human welfare in our eyes. It has done us a lot when an institution came to us with an approach that we do not see much from the state than the public. The arrival of an organization that does not have a security-oriented structure to the basin has made sense for us. But also financially. People built village houses in their villages, for example. Financial support was given to every village, for example. Maybe there are things that I didn't think of. " (Male, Dibekli, 2014 Final Evaluation)*

## 1.4 INFRASTRUCTURE WORKS

The first work of the project in Kavar was the mobilization of both the Foundation and local public institutions and organizations in order to eliminate the basic infrastructure and superstructure deficiencies needed in the villages. The infrastructure needs were revealed by conducting a participatory process as a result of interviews and meetings with villagers. In five villages, common-use, multi-purpose village rooms where all the people, including the youth and women, can come together, where the training and meetings planned within the scope of the project can be held and where necessary, condolence and celebration ceremonies and receptions, which have an important place in the local culture, will be made were built. Village rooms have been the social venues required for the preparation, planning and discussion meetings during the establishment phase of the Kavar Agricultural Development Cooperative, which is the most important achievement of the project, which was established by five villages.

In addition to the village rooms, two children's playgrounds were established in the villages, two kindergartens were built in Yassica Village and Tatvan district center, and three communal bakeries with a daily capacity of 500 bread were built. The bakery both eased the workload of women in the basin and prevented smoke-related poisoning.



Village Room



Common bakehouse



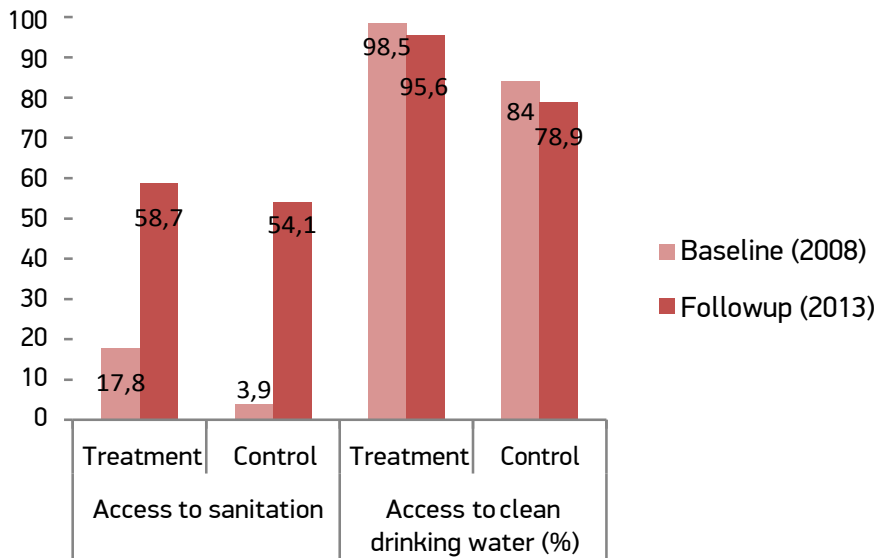


In 2011, with the grant from the Japanese Embassy, the "Kavar Basin Living Conditions Improvement Center" was built. The center serves as a training center open to the use of all basin people. The center, which has hosted the education of beekeepers, film screenings, condolence and engagement events, is an important social place for the basin. Within the scope of infrastructure activities, support was given to the improvement of Kavar's sewerage infrastructure. Material support was provided to villages for wastewater discharge, and a drinking water supply line was built in one village.

**Kavar Basin Living Conditions Improvement Center**

Within the scope of infrastructure activities, support was given to the improvement of Kavar's sewerage infrastructure. Material support was provided to villages for wastewater discharge, and a drinking water supply line was built in one village.

**CHART 4**



## 1.5 STUDIES FOR ENHANCING SOCIAL WELFARE

If the fight against poverty is limited to strengthening economic capacity, it is not possible for the gains to be achieved to provide real welfare. If there is no investment in the development of human resources, and the studies that support education, health and social life are not seen as basic development areas as much as agricultural studies, it will not be possible to achieve the goal of "improving the quality of life" that Özyeğin Foundation has taken as the starting point in Kavar. Therefore, for five years, efforts to strengthen economic capacity and strengthening social capacity at Kavar have been handled in a way that feeds and directs each other.

Strengthening the educational infrastructure came at the top of the social capacity studies. In 2008, the population of children under the age of 15 was 39% of the Kavar basin population, while the group consisting of children and youth (0-24 years old) constituted 61% of the basin population in total. Large families with many children were common in the project villages. For this reason, the primary goal of the project was to increase schooling and enable children and young people to use their full potential.

First of all, a secondary school building with 10 classrooms, which the whole basin has been waiting for years, was built in order to enable children and young people to complete their basic education completely. Deniz Süren Secondary School of the Hüsni M. Özyeğin Foundation has been serving both Kavar villages and surrounding villages since 2011. Thus, the problem of distance from schools that prevented girls from being sent to school and the obligation to send children to boarding schools was eliminated. In addition, in order to strengthen the educational infrastructure of the basin, a teacher housing was established and material support was provided to existing schools.



*Deniz Süren Secondary School*

During the project, scholarships were provided to successful students who were accepted by universities in other cities. Students who wanted to study and finish secondary and high schools through open education were enrolled in Open Education and were supported during their education. Computer rooms were established for young people and basic computer training was organized for which they received certificates.

Throughout the project, many activities were carried out to support the social, mental and artistic development of children, and projects were implemented in order for children to spend their time fun, creative and productive during the summer periods. For example, a children's choir was formed with children from Kavar's Pashaelmali hamlet. The choir was so successful that it gave a joint concert with Kardeş Türküler at Özyeğin University on 26 January 2012. Another exemplary project with children is the "Kavar-Chicago Bridge Pen-Friendship" project initiated between the children of Kavar and the American children living in Chicago thousands of kilometers away from them. Thanks to the project, 17 children from Tokaçlı Village of Kavar and 16 children from Chicago, USA were pen pal for 6 months in 2010, thus opening a window to the world for the children of Kavar

Regular health and dental screenings were carried out to improve health conditions in villages. Throughout the project, with the support of AÇEV, women were informed about maternal and child health, reproductive health, pregnancy and contraception. Local health institutions are guaranteed to bring regular services to the watershed villages.



In order to increase the communication and solidarity within the village and between the villages and to color the social life in the basin, the Kavar Festival was organized every summer. The festival, which was organized with the support of the Foundation in the first two years of the project, has become the organization of the people of Kavar in recent years. The traditional "Calf Competition" of the festival has also been a good tool to encourage good animal husbandry practices.

## Impact Assessment Results of Studies for Enhancing Social Welfare

First of all, when the people of Kavar were asked whether they are satisfied with the cultural and social activities in the basin and their villages in general, 31% of the population in the project villages stated that they were more satisfied than five years ago. In the control villages, the ratio giving the same answer remained only 3.6%. Considering this indicator, the difference between village groups is very high, and for this reason, it can be said that the project's efforts to revive social and cultural life are quite successful and effective.

When asked about their satisfaction with health services, 65.9% of the people in Kavar stated that they were more satisfied with the health services compared to five years ago. This rate increased to 59.6% in control villages.

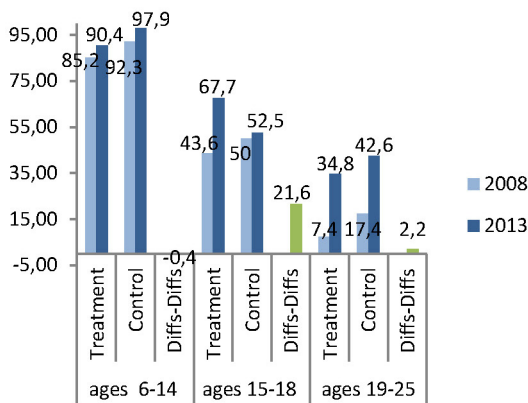
In order to quantitatively measure the results of the work carried out by the project in the field of education, the change in schooling and school completion rates over five years in Kavar and control villages was measured. Accordingly, as a result of Deniz Süren Secondary School, which was opened in Kavar, the enrollment of young people to open education and other project activities that support education, important results have emerged regarding the schooling rates in the basin. For example, there has been a significant increase in enrollment probability of girls in the 6-14 age group in the project villages. The probability of schooling for girls in the project villages increased from 71.6% to 93.6%, while in control villages the probability increased from 74% to 82.9%. The impact of the project is 13.1%. For boys of the same age group, the probability of schooling increased from 85.2% to 90.4% in the project villages, while the probability in control villages increased from 92.3% to 97.9%. The project impact has been negative due to the further increase in the ratio in the control villages, but the difference in differences ratio is statistically insignificant.

While the probability of schooling for boys aged 15-18 increased from 43.6% to 67.7% in the project villages, the probability in control villages was almost unchanged. Therefore, the project impact was 21.6%. The increase in the schooling probability of girls in the same age group was higher in the project villages. While the schooling probability of girls increased from 13% to 61.7%, in control villages the probability increased from 10.3% to 44.2%. The project impact was 14.8%.

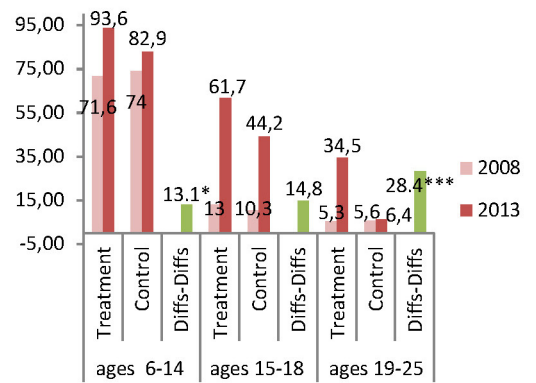
Finally, a significant increase has been observed in the rate of enrollment probability among young people aged 19-25 in the project villages. While the schooling rate for men for this age group was only 7.4% in 2008, this rate increased to 34.8% in 2013. There was a similar increase in control villages and the rate increased from 17.4% to 42.6% within five years. Therefore, the effect of the program is statistically insignificant. The schooling probability of young girls between the ages of 19-25 increased from 5.3% in 2008 to 34.5% in 2013 in project villages. In control villages, the probability of schooling for girls of the same age group increased slightly (from 5.6% to 6.4%).

CHART 5

Boys



Girls



Considering the school completion rates, the number of men and women who completed eight years of basic education has increased during the five years of the project. In 2008, 69.8% of men over the age of 15 had completed at least eight years of basic education. In 2013, this rate for men increased to 80.4%. In 2008, 83.9% of males over the age of 15 had at least eight years of basic education in control villages. In 2013, this ratio increased to 87.7%. The net impact of the project was 6.8%. In 2008, only 28.2% of women over the age of 15 had completed at least eight years of basic education. In 2013, this rate for women increased to 48.6%. A similar increase is observed in control villages in the same period. Therefore, the difference in differences ratio is not statistically significant.

During the survey, when the people of Kavar were asked about their satisfaction with the education services in the last five years, it was observed that there was an increase in satisfaction in Kavar compared to the control villages. 61.2% of the population in the project villages stated that they were more satisfied with the education services in their villages compared to five years ago. This rate is 51.8% for control villages.

During the in-depth interviews held in 2010, the views and perceptions of the people of Kavar on education were asked and evaluated. As a result of these interviews, researcher Biehl revealed two important results:

Participants stated that it is very important for both boys and girls to go to school and receive education for the future of the villages. On the other hand, focus group discussions with young girls studying in distance education showed that girls' education is still a problem in the villages. Considering the stories of the girls who succeeded in enrolling in open education, it was seen that it was very difficult for both themselves and the Özyeğin program team to convince their fathers and brothers to enroll. Some girls couldn't be enrolled in open education because they failed to convince their fathers.

"All my dream is to school my children. My father didn't school me. He was not a forward-thinking person. I won the state boarding school exam with the first place when I was a kid, but my father did not send me. My teacher was also my uncle, he tried for two months, but couldn't convince my father. They sent a girl who failed the exam instead of me. This was a big problem for me and I wanted to go to school. He did not send, he did not school my sisters after me. He only taught my brothers, but they did not school either. I wanted open education but could not go due to family problems. I could not go because the family was too crowded. But I still want to go. I love to read. I read world classics such as Gorky and Emile Zola. I have been reading since my childhood. From the day I got married, I said that I will have my children educated after I have children." (Woman, 38, Düzcealan)

In the interviews held in 2014, it was seen that the importance of education, especially the necessity of sending girls and young girls to school, was widely adopted in the basin. Although it is not possible to make generalizations for all fathers living in villages, it was observed that there was a change in the perspective of fathers from Kavar. Undoubtedly, the opening of a school in Kavar and the efforts and sensitivities of the Foundation's field team regarding the schooling of especially girls and young girls played an important role in this change of perception.

*"Before the foundation arrived, I said I could never school the girls. I was against it until the end .... Two of my daughters finished school in the village, I did not send them to boarding school. I haven't sent the older one already. I removed the younger one 10 days before the school. They fined me 900 lira. Because I am not sending. Just then, the Foundation came to the village. It was 10 days left. I said I'll send the child. After that, I saw the child in the second year. She was really successful.*

*and always successful. She studied there for two years. The foundation came and took her to the seminar or something. Her grades are also very good. She's really smart. Her teacher said to me that your daughter is smart, works well, send her to Van, to the music school. I thought, how should I send my child to Van. I'm here, she is there. I haven't sent her again. But I regretted it very much ... My elder daughter finished school in the village. I did not send her to a boarding school. She worked outside, and got a secondary school diploma. She received a high school diploma. Distance Education. She said father, enroll me in training center. I said no. She said: Father, if I were a man, you would have me enrolled. I just thought there. Well, if you're saying that, I said go and enroll. I gave a lot of billions and enrolled her. She is the most successful now. She wasn't like that before. The youngest one is at boarding school this year. She brought commendation. She said, dad, what will you buy for me. I said I'll buy gum. We have changed a thousand times now five years ago. That mentality is removed from us." (Male, Tokaçlı, 2014 Final Evaluation)*

## 1.6 WOMEN'S EMPOWERMENT STUDIES

Empowerment of the economic and social capacities of disadvantaged women in rural areas is one of the most important components of the project. A development project in which women are not empowered will be far from providing social welfare regardless of its economic success. For this purpose, projects have been implemented for five years to empower and support women and girls from Kavar.

The Dere Tepe Rural Women Support Program was implemented in cooperation with the Mother Child Education Foundation (AÇEV) in order to increase the social status of women in the villages and support their efforts to achieve gender equality. Within the scope of this program, video-supported training were organized under the topics such as "communication with children", "environment", "women's health", "child health", "nutrition" and "our rights". In addition to AÇEV training, women from Kavar were given a Women Entrepreneurship Training, and women farmers participated in technical trips outside the province for the first time.



A series of income-generating activities have been initiated in order to ensure that women take a more active role in the production processes, become more economically independent

and thus participate more in household and village decision-making processes. In Kavar, two greenhouses were established for women to earn income by growing ornamental plants, and women were trained on flower cultivation and greenhouse cultivation. The women working together in the

greenhouses they manage both earned income by selling the ornamental plant seedlings they grow to the surrounding municipalities and institutions, and also experienced the experience of doing joint business with other women.

A “Handicraft Project” was carried out in cooperation with Fiba Perakende to support women. As part of the project, women from Kavar contributed to the family income by producing handmade wallets, greeting cards, summer scarves and winter wool scarves for Marks & Spencer and GAP stores.

## Women Beekeepers Project

The most important, long-term and sustainable project initiated by the Özyeğin Foundation Rural Development Project for women from Kavar has been the “Women Beekeepers Project”. The “Women Beekeepers Project”, which started in 2011 with three women and whose number has increased over time, is a product of the search for women in the basin to strengthen their economic capacity through a special fund. The aim is to create a system that simultaneously provides the working capital support and technical training women need while establishing their own businesses. This business fund, which is given on the condition of repayment, is taken back from women in installments appropriate to the content of the business and without interest. The returned fund is used again in the system for new women who want to start their own businesses.



## 1.7 ORGANIZATION AND SUSTAINABILITY STUDIES

### Kavar Cooperative

The survey study and in-depth interviews conducted at the end of the project with the villagers of Kavar, who came together for the first time through the Kavar Cooperative and were a part of a common organization, showed that the Cooperative increased trust, solidarity, cooperation and communication both within and between villages. 63.1% of the individuals living in the project villages stated that their satisfaction with communication and cooperation within the village increased compared to five years ago, while 59.1% stated that their satisfaction with the communication and cooperation between other villages and their villages increased.

The discussions on the cooperative in Kavar villages are now much broader than the discussions about how the cooperative will conduct its economic activities. During the field meetings held by the Foundation for support in recent years, it was expressed that the young people should take a more active role in the functioning of the cooperative, and their voices and opinions should be heard more. Similarly, more active participation of women producers was discussed. For more detailed information about Kavar Cooperative:

<https://www.kavarkooperatifi.org/>



## 2. RAVANDA BASIN RURAL DEVELOPMENT PROJECT (2011-2019)



### 2.1 PROJECT PROCESS

In June 2011, in 8 villages of Kilis province (Gökmusa, Yeşiloba, Dutluca, Sabanlı, Belenözü, Bektaşoğlu, Koçacak, Aşağı Kalecik villages) selected by considering criteria such as poverty, young population presence, the public and the public's ownership potential, "Ravanda Basin Rural Development Project" has been initiated. The project was completed at the end of 2019 as an integrated rural development program consisting of basic components such as increasing economic and social welfare, environment, women empowerment, infrastructure, partnerships, collaborations and organization.

Within the scope of the program, various activities were carried out under 7 main headings in 8 villages between 2011-2019. These main headings can be listed as agriculture, animal husbandry, small-scale infrastructure and superstructure activities, studies to increase social welfare, women-oriented education and capacity building studies, studies to strengthen economic capacity and studies to strengthen environmental awareness.



Among all these activities, Ravanda Women's Association and the activities carried out within the scope of the association have a special place. Ravanda Women's Association has turned in time into an intermediary besides being an output of the project and has become an important place in the way of achieving the goals of women's empowerment in rural areas.

## 2.2 IMPACT ASSESSMENT STUDY

The impact assessment work area of the program, which was completed in 2019, was completed between April and May 2019, and the purpose of the evaluation in the report is mainly to understand the impacts of the Ravanda Basin Rural Development Project on target groups. In the assessment, quantitative and qualitative methods were used together to complement each other.

Before the Ravanda Basin Rural Development Project started in 2011, a very detailed survey was carried out in order to understand the socioeconomic structure of the region and to design the program. While conducting this survey study, since the priority was not impact assessment, the questionnaire was applied only in 8 villages in the Ravanda Basin and in the program intervention group, and no pre-test data were collected for a control village group. This revealed the biggest challenge encountered during the quantitative assessment study conducted in 2019.

Assessment experts met with the Foundation staff to work on how to predict the opposite reality without the control village group. As a result, 56 different interventions applied at different times during the program were identified and households and individuals who benefited and did not benefit from these interventions were determined.

The fieldwork conducted in 2011 before the project started formed the basis of quantitative research. The table below shows the numbers of households and individuals covered by the surveys conducted in 2011 and 2019. As can be seen in the Table below, a survey was conducted in 2011, covering a total of 256 households and 1,279 individuals. In the repetition of the same survey in 2019, a total of 209 households and 998 individuals were included in the survey. It was in the villages during the survey study in 2011, and in 2019, migration, death, etc. 48 households and 435 people who are not in the villages due to reasons are out of the scope of the questionnaire and the quantitative study due to the lack of post-test data. Likewise, in 2011, we were not in the villages, but in 2019 birth, re-migration, etc. 1 household and 154 persons included in the survey were excluded from the survey due to the lack of pre-test data. As a result, the number of individuals included in the analysis was 848 and the number of households was 209.

	Number of Individuals		
	Under the Survey	Out of the Survey	Total
2011	1.279	154	1,433
2019	998	435	1,433
2011 and 2019	848		
	Number of Households		
	Under the Survey	Out of the Survey	Total
2011	256	1	257
2019	209	48	257
2011 and 2019	209		

## 2.3 STUDIES FOR ENHANCING ECONOMIC CAPACITY

**Olive cultivation:** Improving olive production and increasing efficiency in the region is one of the main economic capacity building studies of the project. For this purpose, 6,200 olive saplings were distributed to 81 families in need, in order to create permanent economic income channels in the long term and to bring unused arid lands to agriculture. Training on olive cultivation was provided to all producers whose olive saplings were distributed. Studies have been initiated to shift the habit of carrying olives from sacks to crates in order to maintain quality after harvest. Technical trips were organized to the leading farmers in the basin, olive farmers and successful agricultural cooperatives in Hatay Province and Aegean Region.



**Vetch Production:** Farmers were encouraged to plant forage crops in the basin in order to meet their feed needs locally and to reduce input costs. For the first time in 2012, a total of 10 tons of vetch seeds were distributed to 40 producers in 7 villages and the necessary training and technical support for vetch cultivation was provided.

Certified wheat and barley seed subsidies were widely implemented in order to increase the yield and related income from agricultural products throughout the basin. The product obtained significantly reduced the input costs of the villagers who met their feed needs in livestock.



### Animal Health

Within the scope of fighting diseases in animal husbandry, spraying of 300 shelters in 8 villages was completed every year together with the shelter owners.

Daily veterinary studies were carried out without interruption. During the year, all beneficiaries engaged in animal husbandry were trained at the shelter and technical support was provided. Thanks to the continuous training and technical support, a serious potential has been created in the basin in terms of aquaculture.

Support was given to producers in procuring roughage, which constitutes the biggest input cost of animal husbandry. Within this framework, feed support was provided to almost all animal breeders from the start of the project to 2016, with 75% of the villagers with livestock and 25% of the project contribution. Specialist personnel and producers have determined the ideal rations for the feed, taking into account the animal type and needs of the region, and placed the order accordingly.

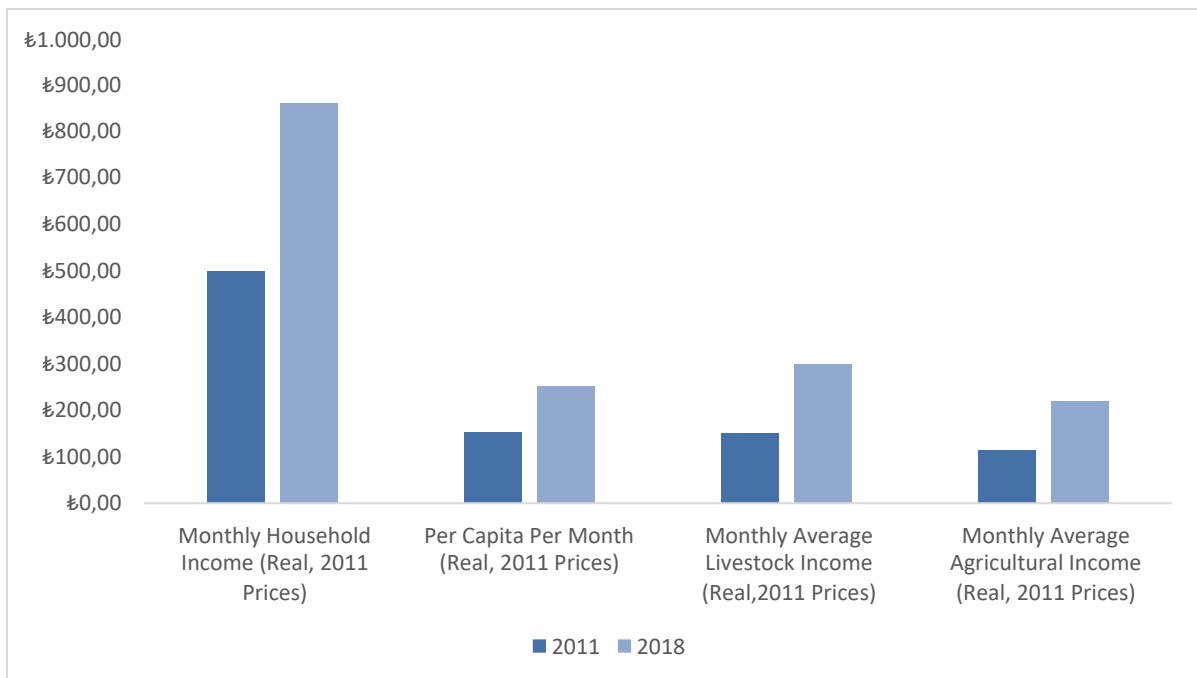
In Ravanda Basin, where sheep and goat breeding is widespread, studies have been implemented to increase productivity and to use goat's milk in better conditions. Regular disinfection works were started in the shelters in the basin by procuring two spraying machines. These pesticides have had a significant effect on the reduction of abortions.

34 barns and barns have been modernized to this day. A total of 130 automatic drinkers were placed in the shelters. Drinkers were built in two villages to meet the water needs of the animals in the pasture. Women were given trainings on milk hygiene, cheese making-application and brucellosis disease. In all project villages, the Foundation's veterinary expert visited the shelters regularly and carried out animal examinations.

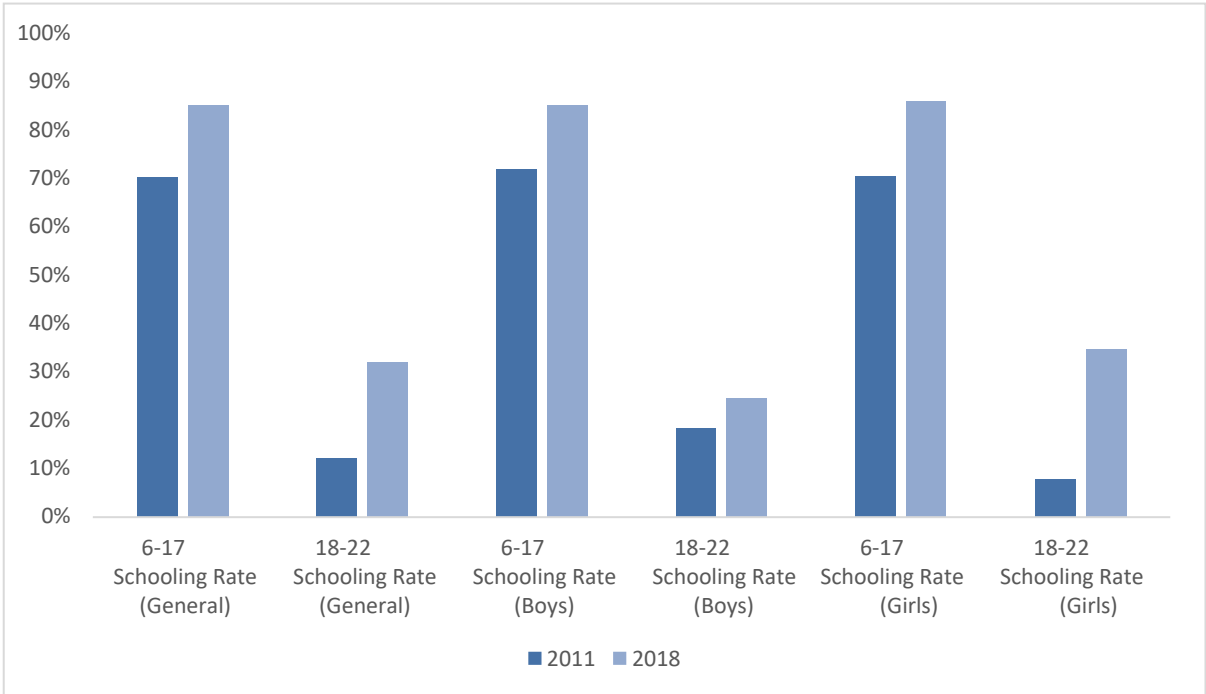
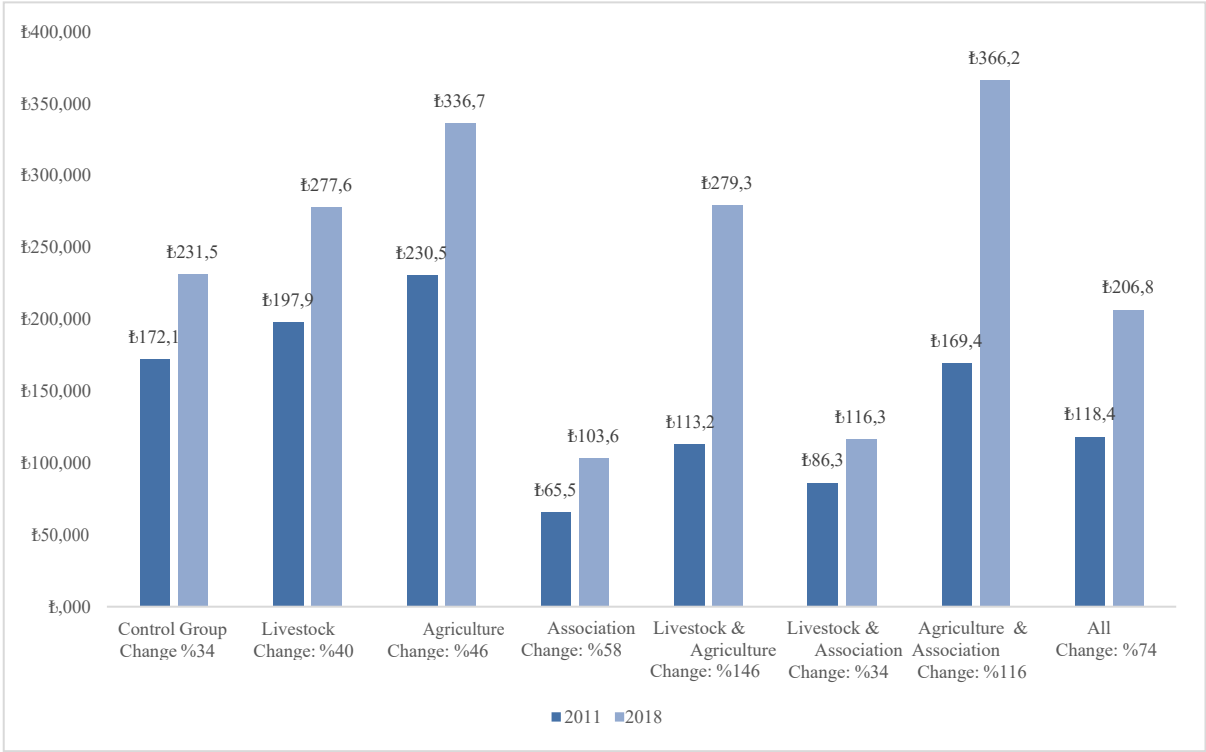
**Feed Processing Unit:** A "feed processing unit" was established in Gökmusa village in order to eliminate the obligation of animal breeders to go outside the basin to prepare feed and thus reduce input costs. An old mill was renovated by a joint venture of the villagers. The Özyeğin Foundation also bought a feed crushing-mixing machine and a grape selection machine. A group of students from the Özyeğin University Young Guru Academy under the sponsorship of Fina Enerji installed solar panels that generate electricity on the roof of the facility in order to meet the majority of the electricity needs of the unit with renewable energy.

## Impact Assessment Results of Studies for Enhancing Economic Capacity

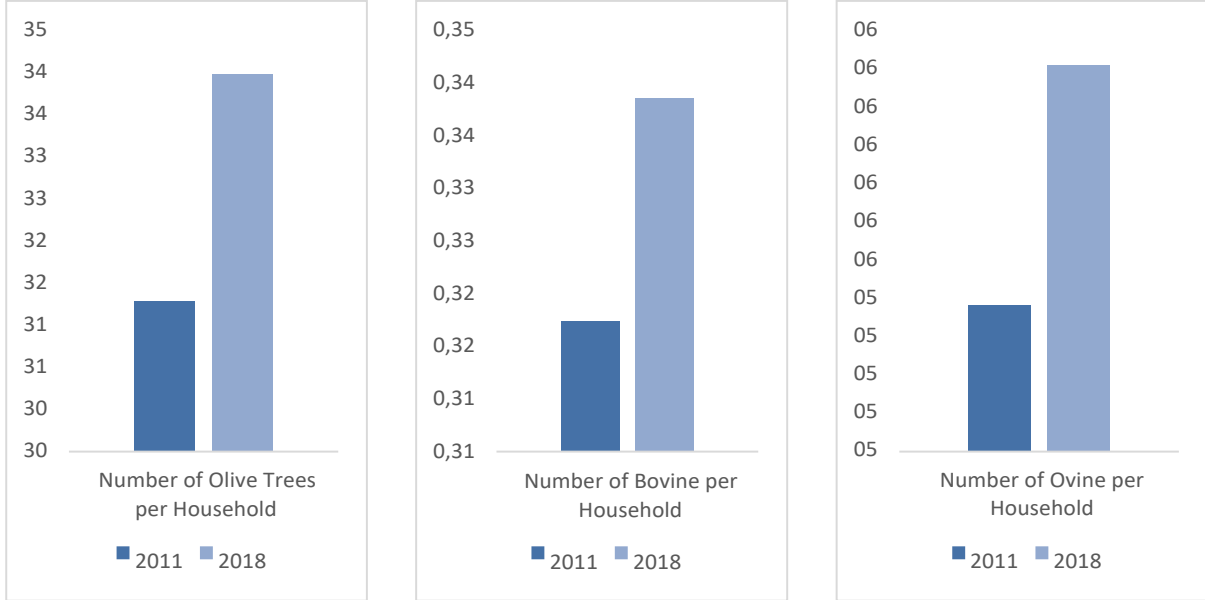
Considering the change of four different income indicators from 2011 to 2018, it is seen that the average monthly real income of the household, monthly real income per capita, average monthly livestock income and monthly average agricultural income for all households living in the project villages have increased significantly.



In order to obtain a preliminary information on how the income generating activities implemented within the scope of the project differentiate the income levels of the households, the income generating activities implemented within the scope of the project were determined and these activities were grouped into three main groups. The first group consists of income generating livestock activities. The second group consists of income generating agricultural activities. The third group consists of income generating association activities. Households are divided into eight different groups according to whether they benefit from these activities or not. The main conclusion from this analysis is that, except for the sixth group, which consists of households benefiting from both livestock and association activities, the real income growth of all groups is higher than the households that have not benefited from any income-generating activities. This main result shows us that income generating activities provide an extra increase in per capita real income of households compared to the control group. While the income increase of households benefiting from both livestock and agricultural activities is at the highest level, this group is followed by the group consisting of households benefiting from both agriculture and association activities.



Finally, it would be useful to take a look at the number of olive trees per household, bovine animals per household and ovine animals per household in order to give an idea about the change in agriculture and livestock activities in the period 2011-2018. It is seen that all three indicators show a significant increase from the beginning to the end of the project. For example, it can be said that the increase in the number of olive trees per household is at least partly due to the activities of the Foundation. As is known, the Foundation distributed approximately 4,000 olive saplings to households during the project implementation period.



## 2.4 INFRASTRUCTURE WORKS

Efforts to eliminate the infrastructure and superstructure deficiencies of the Ravanda Basin were carried out jointly with the active contribution of the villagers. Common fountains, toilets and bathing cubicles were built in both villages upon the demand of the people. In eight villages, stops were built with the support of Girişim Faktoring in order to protect students waiting for a school bus from rain in winter and excessive sun in summer. School walls have been repaired.

A building to be used by all basin farmers both as a feed processing unit and as a soap workshop for women producers was repaired, the interior of the building was arranged and equipped. Keystones were laid in Belenözü village by the Special Provincial Administration with the initiative of the foundation. In addition, sewerage construction was completed in three villages by Kilis Special Provincial Administration.

The foundation has completed the construction of an irrigation pool, in cooperation with villagers, to meet the irrigation water needs of a 10-decare area within the borders of Dutluca village. As a result of this activity, 24 households had the opportunity to do irrigated agriculture.

Within the scope of the project, the villagers were provided with the necessary support for the creation of common spaces and rehabilitation of existing ones, which are necessary for the strengthening of communication within the village. In this context, support was given to

Dutluca, Gökmusa, Koçacak and Yeşiloba villages in purchasing tables and chairs. During the negotiations with village headmen and notables, what each village demands; necessary financial support was provided for the construction of wedding and gathering areas and football fields, and it was decided and implemented to meet some of the needed tables and chairs with the villagers and some with the project budget.

## 2.5 STUDIES FOR ENHANCING SOCIAL WELFARE



The effort to increase schooling, which has been continuing uninterruptedly since the beginning of the project, has continued within the scope of Capacity Building Activities for Youth. In this context, open education training of 26 young people was followed in 7 villages. To date, 3 students graduated from open education high school and 3 students from open education primary school.

Clothes for children from Fiba Holding were distributed in the villages in cooperation with mukhtars and teachers.

A photography course was opened for young girls. An exhibition called "Ravanda'da Yaşam (Life in Ravanda)" was opened from the photographs taken during the training. A folk dance team was formed from young girls. Again, for young girls, the "Genç Kızlar Güçleniyor (Girls Are Getting Empowered)" training program, developed by the Özyeğin Foundation, was implemented.

In partnership with Kilis Oral and Dental Health Center, oral and dental health training was given to students in the basin, and dental health kits were distributed.

## Mother Child Education Foundation (AÇEV) Education Works

AÇEV's Elderly Literacy Program for Adults, non-formal education activities jointly by the Early Childhood and Rural Units have been implemented in an increasing manner over the years. All basin villages have benefited from a wide and uninterrupted training program for women, from literacy training, paternity seminars, summer schools to environmental and hygiene training. The annual average number of participants and the distribution by villages of the trainings held between 2014 and 2019 are given in the tables below.

Villages	No. of participants	Realized
A. Kalecik	12	Children's Reading Program and environmental cleaning activity within the scope of this program
Dutluca	12	Children's Reading Program
Gökmusa	10	Children's Reading Program
Bektaşoğlu	7	Children's Reading Program and environmental cleaning activity within the scope of this program

Villages	No. of participants	Realized
Gökmusa	12	Children's Reading Program / Summer Preschool Program
Sabanlı	12	Summer Preschool Program





Villages	No. of participants	Realized
A. Kalecik	9	Introductory Meetings, Newspaper reading activity, Book reading program
Dutluca	9	Introduction Meetings, Newspaper reading activity, Book reading program, watching movies, rights module applications,
Gökmusa	10	Introductory Meetings, Newspaper reading activity, Book reading program, watching movies, rights module applications
Bektaşoğlu	8	Introductory Meetings, Newspaper reading activity, Book reading program, watching movies, rights module applications
Yeşiloba	14	Introductory Meetings, Newspaper reading activity, Book reading program, watching movies, rights module applications
Sabanlı	3	Introductory Meetings, Newspaper reading activity, Book reading program, watching movies, rights module applications

## Ravanda Festival

Ravanda Festival, which was held for the first time in 2012 and which is repeated every year in September, has turned into a traditional celebration for the basin. In the festival, where the surrounding villages and public administrators showed great interest, "The Most Beautiful Kilis Goat" and "The Most Beautiful Kilis Black Grape" competitions were held and art workshops were organized for children.

Ravanda Women's Association started to organize the Ravanda Festival since 2014.

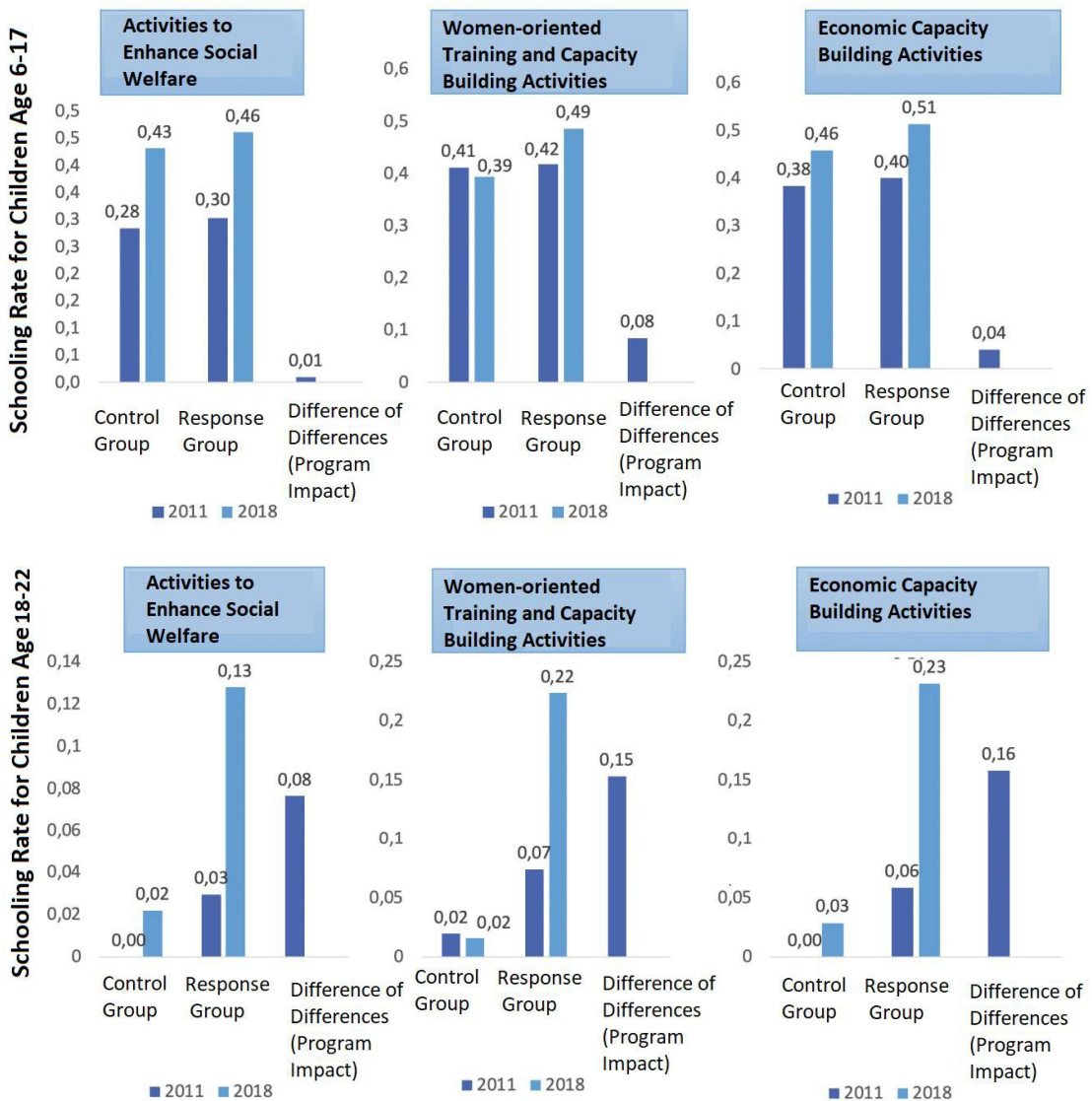
The festival continues to have an important place in strengthening the communication in the village and between the villages, allowing the villagers to present the values they create, and developing relationships with actors outside the village, including the public and private sectors.



## Impact Assessment Results of Studies for Enhancing Social Welfare

Considering the change in the schooling rate of children and young people between the ages of 6-17 and 18-22 from 2011 to 2018, the most striking result is that the schooling rates of young girls between the ages of 18-22 have significantly increased in the project villages. In addition, there is an increase in the schooling rates of girls and boys between the ages of 6-17.

Considering the effect of social welfare enhancing activities, women-oriented education and capacity building activities and studies to strengthen economic capacity on the schooling rate of children and young people, none of these activity groups had a statistically significant effect on the schooling rate of children aged 6-17, but it is seen that the effects of the same activity groups on the schooling rates of the youth between the ages of 18-22 are positive and statistically significant.



One of the biggest gains of the Ravanda Basin Rural Development Project, which was designed primarily to create social impact, is that households change their behaviors through educational activities and income-generating activities and increase the schooling rate of girls aged 18-22.

## 2.6 WOMEN'S EMPOWERMENT AND ORGANIZATION STUDIES



### Ravanda Women's Association

The qualitative part of the study was carried out in three stages: examination of the written documents and reports of the program, face-to-face interviews with the Foundation program team, one-to-one and group interviews with women in the Ravanda Basin. The scope of qualitative evaluation is not limited to the effects of the association on women, but also the effectiveness and sustainability of the association's work and the opportunities and risks associated with it.

Ravanda Women's Association was established in 2014, in the 3rd year of the Özyeğin Foundation Ravanda Basin Rural Development Project. According to the interviews with the foundation staff, the establishment of a women's association was not part of the Project plans at the beginning, but the promotion and facilitation of the establishment of an agricultural cooperative throughout the basin, thus supporting income generating activities across the basin has become one of the important parts of the project planned to be implemented. Putting aside the idea of a cooperative in which mostly rural men will be the target group, and instead the idea of a women's association came up as a result of the Foundation's work, activities and interactions with the communities in the basin in the first two years.

The association has gradually gained weight in the project since its establishment in 2014 and has become the most important part of the project over time.

2019

2018

2017

2016

2015

2014

2013

2012

### Infrastructure Works

Infrastructure works are also a part of building mutual trust in villages. It was planned to absorb over time.

2015- Husbandry is discontinued, feed cultivation continues to decrease.

### Training for Agriculture, Husbandry, Environment

#### Organization Studies

8 villages were gathered and desire whether the cooperative is or is not (man-oriented) was discussed.

Organization potential and desire of women are distinguished during the training and studies with women. The project organization objectives are changed to focus on women.

Women oriented studies initiated. First meeting with women was held with Provincial Directorate of Agriculture. Organization training was provided to women. Women started organization works and researched the correct model for them. Different cooperative establishments were visited for experience exchange.

2014 – Ravanda Women Association Established

Project interventions in other areas are gradually fading, and the activities of Ravanda Women's Association are becoming the main focus of the Foundation in the project.

#### RAVANDA WOMEN'S ASSOCIATION AND RELATED STUDIES

The first president change in the association

2019-January Association presidential and board elections  
2019 March- Local elections (mukhtar elections)

AÇEV support continues over the Association from 2015

#### AÇEV's Dere Tepe Support Program Training with Women / Reading Groups

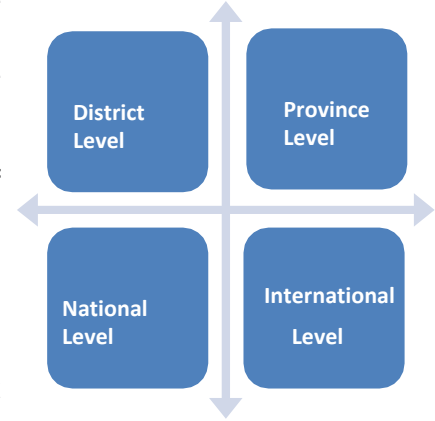
Considering the activities carried out within the framework of the Association with women in the Ravanda Basin since 2014, it is seen that a significant progress has been made and significant gains have been achieved. Considering the starting points of women, it is seen that the results obtained are very important and valuable. In the past five years, the association has become a very important organization both economically, socially and psychologically for the women who are members and their close circles, and has been a source of pride and joy for them. In this process, the association has been an occasion for women of different generations to earn their own money and gain pocket money for the first time in their lives. While previously living a more introverted life, it now offers an environment where they can socialize with other women in their villages and more importantly, a common purpose. It represents a formation that has made women feel safe and has helped them explore both themselves and their own capacities and different opportunities outside. You can follow the association activities of women who are united under the roof of Ravanda Women's Association on their websites;

<http://www.ravandalikadinlar.com/>

### 3. PARTNERSHIPS AND COOPERATIONS

The multifaceted needs and structure of the rural development field necessitate the cooperation of institutions related to this field. Based on this, collaborations have been developed at local, regional, national and international levels for the sustainability, financial and technical capacity of the Kavar and Ravanda Projects, the dissemination and social acceptance of their results. Especially through the Foundation, efforts were made to establish healthy communication and develop cooperation between villagers of Kavar and Ravanda and local public institutions.

Cooperations were made with Food, Agriculture and Livestock Directorates, Public Education Directorates, Municipalities, Chambers of Commerce and Industry and Health Directorates at the provincial and district level.



#### 3.1 COOPERATION AREAS WITH THE PUBLIC

Creating development models that are holistic, people-oriented, with measurable goals, prioritizing women and grassroots organizations and ensuring the use of these models, especially by the public and international institutions, has been one of the Foundation's main goals in the long run. The program has significant concrete outcomes in this area.

"Hope in Rural: The Kavar Basin Experience's Book as a Sustainable Rural Development Model" and the "Dissemination Report of the Eastern Anatolia Development Agency to the Provinces of Responsibility", co-created with the Eastern Anatolia Development Agency, were the first public acceptance of the Foundation's effort to become a model.

6 years after 2013, when the expansion plans were made, DAKA has invited the Foundation to use its "field", committing that it will meet a significant part of its financing this time. A similar proposal came from the GAP Regional Development Administration, and they made a concrete declaration of will to open the field of 3 districts to the Özyeğin Foundation, which they trust, do their job well and define them as a strong structure. Although the foundation chooses not to use this area offered to it due to its given conditions and vision, it has created a working culture for both public and non-governmental organizations on how to move forward together.

Our effort to reveal a model from our rural development practice, has been recognized in the public eye, as in examples like our inclusion in the preparations of the 11th Development Plan, we were invited to prepare Hasankeyf, Harran, Besni, Ömerli district investment plans.

The program has been followed and accepted by international actors in the field of development. We were given the responsibility of representing the country in the field of rural development with developments such as our invitation to the European Union Rural Parliament and the opportunity to convey our work at the Toronto Rural Sociology Congress.

Another important issue in this area is the role of the Foundation within the EU-Instrument for Pre-Accession Assistance for Rural Development(IPARD) Monitoring Mission. Turkey Belgium-based unit of the IPARD program, is the opinion of the Foundation with formal and informal way before any critical decisions to be taken and received.

- **DAP Administration:** Irrigation Water Rehabilitation Project was completed in Kavar Basin villages.
- **GAP Administration:**
  - ▶ Consultancy support was provided in the selection of Kilis / Ravanda Basin.
  - ▶ Local and Rural Development Education Certificate Program was organized for the employees of the "Project Implementation Unit" for 30 people working locally in the GAP Administration.



- **Eastern Anatolia Development Agency - DAKA:**
  - ▶ A research study on "Kavar Basin Project Experience, Proposing as a Model and Expansion Potential in DAKA Provinces" was conducted.
  - ▶ **Local and Rural Development Specialization Training Certificate Program for the employees of relevant public institutions in DAKA provinces:** "Rural Development Specialization Training Certificate Program" was organized between 12-22 August 2014 with the joint initiative of DAKA, DAP Administration, OzU and the Foundation.



► **Use of the Technical Support fund for S.S. Bolalan, Düzcelaan, Dibekli, Yassica, Kolbaşı Villages Agricultural Development Cooperative training:** Within the scope of cooperation with DAKA, young people were provided with training on project writing, product supply to women, sales, marketing, organization and growth to the cooperative board of directors.

► **Beekeeping Project Support for 3 Women:** An application was made and accepted to the Small Entrepreneurship Support Grant Program for 3 members of the Kavar Cooperative partners.

- The Rural Development Initiative, consisting of representatives of non-governmental organizations working in rural and local development areas, managers of farmer organizations and academicians, held the 2014 workshop in Kavar with the theme of "Small Family Farming".

**İpekyolu Development Agency:** Use of Technical Support Fund for Ravanda Women's Association capacity building training: An application was made and accepted for the İpekyolu Development Agency Technical Assistance Project on behalf of the Ravanda Women's Association. Within the scope of the program, 5 women who are members of the board of directors of Ravanda Women's Association received 3 days of computer and internet usage training, 2 days of sales, marketing, pre-accounting and record keeping. Vakıflı Village Cooperative in Hatay Samandağı was visited with 8 women members of the association.



- **Ministry of Food, Agriculture and Livestock:** Provided training, rural development investments, machinery and equipment support resources, and logistic support in field studies through local organizations of the Ministry.
- **Bitlis and Kilis Governorships, District Governorships, Special Provincial Administrations:** Support for small-scale infrastructure and superstructure constructions, motivational visits of local administrators to project villages and encouragement of local people were provided.
- **Hakkari Provincial Directorate of Agriculture Rural Development Training:** Upon the training request of the Hakkari Provincial Directorate of Agriculture, the "Rural Development Specialization Training Certificate Program" was held in Hakkari on 23-26 April 2015. The training that the budget covered by DAKA, included both theoretical knowledge, such as rural situation in Turkey, the basis for sustainable rural development, rural organization, communication, gender, and studies such as creating project and business plan workshops. The training was conducted by Prof. Dr. Bülent Gülçubuk from Ankara University, Assoc. Prof. Nuran Acur from Ozyegin University, Murat Bayramoğlu and Ezgi Özkök from Özyeğin Foundation. More than 40 agricultural organization personnel, including agricultural engineers, veterinarians and sociologists, participated in the training.
- **Hasankeyf and Harran District Governorship Investment Plan:** Upon the request from Hasankeyf and Harran District Governorships at different times of the year, a team of experts and academicians made the Hasankeyf and Harran Rural Investment Plans and prepared a report within the scope of the GAP Investment Plan.
- **IPARD National Monitoring Committee Membership:** IPARD Monitoring Committee membership has been continuing since 2015.





### 3.2 CAPACITY ENHANCEMENT IN RURAL DEVELOPMENT

By bringing together the theoretical knowledge produced by the academy with practical knowledge gained from development projects has been one of the strategic goals undertaken by the Foundation over time. In this framework, the Foundation aimed to have academic knowledge that corresponds to the needs of the rural and to create channels that will enable the academy to get closer to the field. Thus, it was attempted to provide institutionalization which is seen as a reference pointer in the field of rural and local development through creating a bridge between the rural and the academy.

In this trust relationship gained in academic circles, the method followed and the way it was used in field practices were effective. The preparations of district investment plans, certificate programs and the book of Local and Rural Development from the Sustainability Window, which is the product of these programs, are the products of this climate.

The book, which is the product of certificate programs, has made a significant contribution to the literature in the field of local and rural development, filling the gap in the field. The fact that the book, in which the articles of the most competent academicians and non-governmental organizations were compiled, was published by ÖzÜ Publications, strengthened the recognition and prestige of our publishing house and our university in this field. Rural Development Projects have been the subject of doctoral and master's theses and academic papers. Efforts have been made to continuously interact with Özyeğin University students through internships, volunteering activities and experience trips.

- **Development Conference:** At the “Hope in Rural: Experiences and New Approaches in Rural Development Conference” held on November 17, 2011, representatives from all relevant ministries, especially the Minister of Food, Agriculture and Livestock, non-governmental organizations, universities and the private sector were brought together, problems and solutions with rural development in Turkey were discussed.



- **Özyeğin University & Rural and Local Development Certificate Program:** The Local and Rural Development Certificate Program, which started in 2014 in cooperation with Özyeğin University, continues every year without interruption. Development agencies from nearly 20 different provinces, municipalities, provincial directorates of agriculture, private sector and universities have actively participated in the training organized with the ÖzÜ Continuing Education Academy. In the six-day program in Özyeğin University Çekmeköy Campus, the current and global views in rural development, the structural transformation of rural Turkey, ecology, new development approaches on gender and sustainability axis, the strategic planning in local development and social entrepreneurship topics were discussed. The courses in the certificate programs were given by faculty members from various universities, especially Boğaziçi, Ankara, Hacettepe, Kırklareli, Artuklu and Özyeğin Universities.

Panel discussions were also arranged about topics such as Turkey's experiences in rural development programs, organizational experiences in rural areas strategic planning and development approaches in local authorities. Panels, attended by academics with expertise and



experience in their fields, directors of farmers' organizations and mayors, were platforms that enabled experience sharing. To date, more than 200 developers have participated in the certificate programs and the seventh of which was held online in 2020 due to the Covid 19 pandemic. 72% of the participants are employees of development agencies and regional development administrations. In other words, the public, which manages the field and determines the policies, saw our certification programs as its own internal training. In addition to Özyeğin University, the

most competent academicians from the most distinguished universities of our country were included in our programs. Certificate programs also contribute to the development of the country in terms of creating channels, for the academy and the public, for listening, meeting and discussing with each other in the context of the local and rural development problem.

- Kavar Basin Rural Development Project was selected as one of 25 innovative local development projects in Europe by "Reinventing Europe Through Local Initiative". The program was introduced in Brussels in EP.
- With the EFSE - Finance in Motion (Germany) fund formed by the world's leading asset managers, organization, good agricultural practices and marketing training were organized in the project villages.

## CONCLUSION

Özyeğin Foundation's 12-year-journey of rural development in Turkey was carried out with an approach that pioneered to studies in this area. The Rural Development Program, designed with a holistic approach, is a first in its field with its program strategy and implementation areas.

One of the most important achievements of the program is that it avoids a strict approach while shaping field projects. The projects implemented in both fields are designed to adapt to the needs of the basins.

Another distinctive feature of the program is the presence of field workers who gained the trust of the basin residents where the projects were implemented and who could establish sincere and functional relationships with them. The fieldworkers, who took care of the needs of the inhabitants of the basin, took the role of facilitation / crisis solving when necessary, and acted as a bridge between the Foundation head office employees and the field, enabled to develop a program suitable for the needs.

Özyeğin Foundation has long been defending the view that small producer villagers should come together in formal structures in order to be able to hold on to where they live, which the public emphasized in the 11th Development Plan. In this context, Kavar Agricultural Development Cooperative and Ravanda Women's Association took their place in the rural organization experience in the country.

For the first time in the field of rural development, a program has designed success indicators as measurable and rateable. Instead of indicators that need to be questioned, such as the number of people reached as an indicator of success, individual success examples, the Foundation considers the results of the quantitative and qualitative impact analysis using scientific methods as priority data. This difference is one of the important contributions made to the field of rural and local development.

Our women-oriented activities such as the Ravanda Women's Association and the Beekeeper Women Project have been areas where we attribute special meaning to women's empowerment in rural areas.

Our development program has contributed to the social peace of the country and the re-establishment of citizen-state relations. The relations of the villagers living in our project villages with local and central public authorities have changed, especially after establishing their formal structures such as cooperatives and associations. The perception of citizens of the villagers, who became the directors and members of the producer organizations that were invited, consulted, visited, and news subject, also transformed.

Unlike their counterparts, the Cooperative and the Association, without enormous public support, only with the support of the Foundation and their own strength, reached the capacity to sell their products with corporate brands in channels such as the Kadıköy Consumption Cooperative, the Yerdeniz Consumption Cooperative, hepsiburada.com and good4trust.

The foundation continues to share its field experiences with the public, academia, private sector and other non-governmental organizations.

We would like to thank the central office and field personnel who worked in the Özyeğin Foundation Rural Development Program between 2008-2020...

Nurcan Baysal

Murat Bayramođlu

Şengül Bingöl Alev

Sahar Caniř

Rıza Çađatay

Sıla Sezge Çınar

Yasemin Dut

Elif Fidanođlu Güdemek

Hakan Kolçak

Melek Kanbađlı

Ebru Kutlualp

Engin Metin

Gökben Meydancı

Yasemin Özer

Ezgi Özkök

Hayriye Öztürk

Enis Öztürk

Çiđdem Sarısaltık

Mehmet Şahin

Levent Taner

Aycan Taylan

Kemal Uyanık

Bade Uysaler

Mehmet Uzun



## ANNEX 1

### RURAL DEVELOPMENT PROGRAM SUMMARY

<b>2005</b>	The first step for the Rural Development Program started with a personal sensitivity that Ayşen Özyeğin showed against the negative effects of the avian flu epidemic in rural areas.
<b>2006</b>	A "Strategy Document" was prepared in order to establish the rural development understanding and principles of the Foundation by taking the opinions of public institutions, NGOs and universities.
<b>2007</b>	The area was entered for the first time by supporting a rural development program conducted in Eğil district of Diyarbakır.
<b>2008</b>	A field scan was made to determine the area where the first field treatment will be started.
<b>2009</b>	"Kavar Basın Rural Development Project" was initiated.
	A field team was established for the Kavar Project and a project office was opened in Tatvan. Base-line surveys were conducted in the project and control villages within the scope of impact assessment studies.
<b>2010</b>	Kavar field activities started.
	Kavar-Chicago Bridge Pen Friendship Project was initiated.
	The Minister of Agriculture of the period Mehdi Eker and Hüsnü Özyeğin visited the villages of Kavar.
	"Hope in Rural Conference" was held. The conference became a platform where representatives from politics, business world, civil society, producer organizations and academia discussed the problems of the rural.
	Kavar Agricultural Development Cooperative was established and started its activities.
	The pilot implementation of the Beekeeper Women Project was launched.
	The foundation management decided to open a rural development program in a second area.
	A field scan was made to determine the area where the second field implementation will be started.
	"Ravanda Basin Rural Development Project" was initiated. Base-line surveys were conducted in the last months of the same year, a 5-year program was created, a field team was established and a field office was opened.
Support was given to the victims of the Van earthquake.	
<b>2012</b>	Participation in the jury panel of graduate scholarship in rural development field of Henrich Boell Stiftung Association, which is still ongoing.
	The first of the Ravanda Festival, which will continue in the following years, was held.
	Inauguration of the "Kavar Basin Living Conditions Improvement Center" was held, supported by the Japanese Embassy.

<b>2013</b>	The first of the Local and Rural Development Certificate Program was held in cooperation with DAKA and DAP.
	Household-based end-line surveys were completed within the scope of the final impact assessment studies of the Kavar Rural Development Project.
	Rural Development Initiative's Small Family Farming Workshop was held in Tatvan.
	"Hope in Rural, Rural Experience of the Kavar Basin as a Development Model" and "The Report of Disseminating the Kavar Basin Experience in DAKA Responsibility Provinces as a Sustainable Rural Development Model" was completed with DAKA.
<b>2014</b>	The Kavar Project was chosen as one of the 25 innovative local development projects in Europe by the "Reinventing Europe Through Local Initiative".
	The quantitative and qualitative impact assessment report of the Kavar Project has been completed.
	Official establishment of Ravanda Women's Association took place.
	Ravanda Women's Association and Kavar Cooperative started the "Hope in Rural" New Year packages project.
<b>2015</b>	The Foundation has been selected as a member of the Monitoring Committee of the EU Pre-Accession Assistance Rural Development Component IPARD.
	Harran District Investment Plan was prepared by the invitation of the Hasankeyf District Governorship.
	Rural development training was given to the employees of the institution with the invitation of Hakkari Provincial Directorate of Agriculture.
	Local and Rural Development Certificate Program was realized with the participation of 40 people.
	DAKA Technical Support Project of Kavar Cooperative was accepted. Capacity building training were provided within the scope of the project.
<b>2016</b>	Two certificate programs for GAP and Development Agencies employees were held with the participation of 69 people.
	Harran District Investment Plan was prepared with the invitation of Harran District Governorship.
<b>2017</b>	The Foundation was invited to the TBMM Sub-Committee Meeting on Empowering Women in Rural Areas and Supporting Women Entrepreneurship in Rural Areas.
	The Foundation was invited to the European Union Rural Parliament meeting.
	The Foundation was invited to the Ministry of Development's 11th Development Plan Preparation Rural Development Workshop.
	Local and Rural Development Certificate Program was realized with the participation of 45 people.

<b>2018</b>	The book “Local and Rural Development from the Sustainable Living Perspective” was published by Özyeğin University Publications.
	“NGOs and Rural Development” sections of the Rural Development Report prepared within the scope of the 11th Five-Year Development Plan of the Ministry of Development were written by us.
	Investment plans for Ömerli / Mardin, Besni / Adıyaman, Ravanda / Kilis were prepared in collaboration with the GAP Regional Development Administration, Özyeğin Foundation and University.
	The project application made to the Finance in Motion fund institution on behalf of the Ravanda Women's Association and the Kavar Cooperative was accepted. A series of training were organized within the scope of the project
<b>2019</b>	Local and Rural Development Certificate Program was realized with the participation of 43 people.
	Online sales channels were created for the cooperative and the association.
	Ravanda Basin project ended. Surveys and group interviews were conducted to provide a basis for quantitative and qualitative impact assessment reports, and the field office was closed.
<b>2020</b>	Local and Rural Development Certificate Program was realized with the participation of 46 people.
	Consultancy and technical support continues to be given to Ravanda Women's Association and Kavar Cooperative by the head office.
	The Foundation continues to be a member of the Monitoring Committee of the EU Pre-Accession Assistance Rural Development Component IPARD.
	The Local and Rural Development Certificate Program continues to be organized in cooperation with Özyeğin University.
	The Rural Development Program aims to transfer its field experiences to the academy through projects to be created jointly with Özyeğin University.

## ANNEX 2

### List of Cooperated Institutions and Organizations

- Ministry of Agriculture and Forestry
- Ministry of Education
- Ministry of Industry and Technology
- GAP Administration and ÇATOM
- DAP-Irrigation Water Project
- Fiba Group Companies (Fiba Faktoring, Fiba Perakende, Fiba Girişim Faktoring, Fiba Banka)
- Development Agencies
- Özyeğin University
- Mother Child Education Foundation
- Marks and Spencer
- GAP/Banana Republic
- Shell
- SÜTAŞ
- Embassy of Japan
- Finance in Motion
- Young Guru Academy
- Aralık Association
- Bitlis Education and Promotion Foundation
- Nar Gourmet
- The Marmara Hotels
- Istanbul Technical University
- Technical University of Munich
- EU Prepare Network
- IPARD (TKDK)
- Development Foundation of Turkey
- Local Governments
- AEIDL (The European Association for Information on Local Development)



## ANNEX 3

## Hüsnü M. Özyeğin Foundation Rural Development Program Publications

Doc. Name	Type	L.	Author	Year
Hüsnü M. Özyeğin Foundation Rural Development Program	Report	TR	Sıla Sezge Çınar	2020
Ravanda Basin Impact Assessment Report	Report	TR	Dr. Beyza Polat&Zeynep Başer	2019
Growing by Transforming	Report	TR	Murat Bayramoğlu	2019
HMOF (Hüsnü M. Özyeğin Foundation) Rural Development Program	Report	EN	HMÖV	2019
Ravanda Basin Rural Development Project	Report	TR	HMÖV	2019
Certificate Programs Evaluation Reports	Report	TR	Program Employees and Interns	2019-2014
On the Road to the Sustainable Development Goals: Successful Examples from the World and Hüsnü M. Özyeğin Foundation's Rural Development Model	Report	TR	Sıla Sezge Çınar	2018
Finance in Motion Project Final Report	Report	EN	Sıla Sezge Çınar	2018
Besni District Rural Development Program-GAP Reports	Report	TR	Prof. Dr. Bülent Gülçubuk, Dr. Dilek Eroğlu, Mustafa Bektaş, Tefik Fikret Cengiz, Alayça Erözçelik, Assoc.Prof. Asiye Kumru, Murat Bayramoğlu, Kemal Uyanık, Hayriye Öztürk, Orhan Yaşar, Şakir Titiz	2018
Ömerli District Rural Development Program-GAP Reports	Report	TR	Prof. Dr. Bülent Gülçubuk, Dr. Dilek Eroğlu, Mustafa Bektaş, Tefik Fikret Cengiz, Alayça Erözçelik, Assoc.Prof. Asiye Kumru, Murat Bayramoğlu, Kemal Uyanık, Hayriye Öztürk, Orhan Yaşar, Şakir Titiz	2018

Ravanda District Rural Development Program-GAP Reports	Report	TR	Prof. Dr. Bülent Gülçubuk, Dr. Dilek Eroğlu, Mustafa Bektaş, Tefik Fikret Cengiz, Alayça Erözçelik, Assoc.Prof. Asiye Kumru, Murat Bayramoğlu, Kemal Uyanık, Hayriye Öztürk, Orhan Yaşar, Şakir Titiz	2018
Executive Summary-GAP Reports	Report	TR	Prof. Dr. Bülent Gülçubuk, Dr. Dilek Eroğlu, Mustafa Bektaş, Tefik Fikret Cengiz, Alayça Erözçelik, Assoc.Prof. Asiye Kumru, Murat Bayramoğlu, Kemal Uyanık, Hayriye Öztürk, Orhan Yaşar, Şakir Titiz	2018
Local and Rural Development from the Sustainable Living Perspective	Book	TR	Faik Gür, Murat Bayramoğlu	2018
Özyeğin Foundation Rural Development Program Report	Report	TR	Murat Bayramoğlu	2017
Project for Women Empowerment in Rural Activity Report in Cooperation between AÇEV and HMÖV / July- August period	Report	TR	HMÖV-AÇEV	2016
Hope in Rural: The Rural Development Story of the Kavar Basin	Report	TR	Murat Bayramoğlu, Ezgi Özkök	2015
Hüsnü M. Özyeğin Foundation Rural Development Program Bitlis Kavar Pilot	Report	EN	Meltem Aran, Kriesten Biehl, Yasemin Özer	2014
The Kavar Basin Experience as a Sustainable Rural Development Model	Book	TR	HMÖV-DAKA-KAVAR Cooperative	2013
HMÖV-EU PREPARE Rural Development Handbook	Book	TR	Training notes provided by Marta Marcsiz and Sandor Koles	2012-2013





HÜSNÜ M.ÖZYEGİN  
— FOUNDATION —

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