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Developing Women Empowerment Models in
Manufacturing Industry Project

PROJECT CLOSURE INTERNATIONAL NETWORKING EVENT

16 - 17 SEPTEMBER
2026



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DRAFT CONCEPT NOTE

Closure and International Networking Event Developing Women Empowerment Models in Manufacturing Industry Project

WomenShapingIndustry: Designing an Equal and Sustainable Future
(WomenShapingIndustry #WomenShapingIndustryTR)

Event at a Glance

Organizer	Developing Women Empowerment Models in Manufacturing Industry Project
Format	2-Day In-Person Event (Project Closure & International Networking)
Potential Venue	Conrad Bosphorus- Istanbul, Türkiye
Target Date	16-17 September 2026
Participants	Approx. 200 participants
Target Audience	Project partners, public institutions, umbrella institutions, private sector representatives, academia, NGOs and INGOs, international institutions, EU institutions, UNDP IRH network stakeholders, EU Week of Regions and Cities partners, study visits' network, project beneficiaries including change agents & operators, mentors, company representatives, key experts.
COP31 Alignment	Green Industrialization (Priority No.7) & Youth & Education (Priority No.6)
Language	English & Turkish (simultaneous interpretation)

1. Background and Context

The Developing Women Empowerment Models in Manufacturing Industry Project (WE Project) aims to showcase pilot transformation cases in manufacturing industry and to establish replicable models for inclusive and sustainable growth, with a specific focus on women's empowerment. The project's objective is to broaden qualified STEM-based employment opportunities for women and provide sustainable partnerships and capacity development solutions in industry by bringing women into traditionally male-dominated sectors and occupations in line with the digital and green transformation requirements of the manufacturing industry.



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The project is implemented in nine pilot provinces in Türkiye — Istanbul, Ankara, Izmir, Manisa, Kocaeli, Tekirdağ, Bursa, Adana, and Gaziantep — all of which are major manufacturing hubs.

The project is driven by a core principle: the green and digital twin transition in manufacturing must be equitable to sustainable. Building human capacity, promoting decent work, and ensuring inclusive access to the benefits of industrial change are essential for long-term resilience. To operationalize this, the project delivers a scalable and replicable model for inclusive industrial development, supported by targeted tools, capacity-building programmes, and strategic partnerships.

Key results to date include:

100	23	488	351	515
Digital Maturity Assessments	Green Maturity Assessments	Women Completed Trainings	Women Placed in Employment	Mentoring Sessions Completed

The project has also produced a flagship knowledge product — the Equality in Twin Transformation Model — which provides a structured, multi-stakeholder policy and implementation framework to support an equitable and future-oriented digital and green transformation of the manufacturing industry. Developed on the basis of field evidence and validated through extensive stakeholder consultations, the Model is designed as a scalable and replicable framework with the potential to be adapted across and beyond Türkiye.

2. Rationale and Strategic Context

The proposed two-day event combines the project's closure with an international networking event. This integrated format serves a dual purpose: it marks the conclusion of the project by bringing together project partners, beneficiaries and key stakeholders to reflect on results and consolidate lessons learned; and it opens those results to a broader international audience to explore avenues for knowledge transfer, replication and continued collaboration for future.

The event also takes place at a moment of strategic relevance. COP31 will be hosted by Türkiye in Antalya between 9–21 November 2026, positioning the country at the centre of global discussions on climate action and just transition. The proposed event is an opportunity to connect the project's experience and proposed Model with international climate and industrial transformation agendas.

Leveraging the extensive national and international networks of project partners will enable the mobilization of specialized expertise and ensure broader stakeholder engagement beyond the project scope.



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3. Alignment with COP31 Priorities

COP31 is expected to place strong emphasis on the implementation of climate commitments and the translation of global policy frameworks into concrete actions and measurable outcomes. Its Action Agenda is structured around ten priority themes, with finance, technology, and capacity building as cross-cutting enablers. The proposed event directly contributes to four of these priority themes:

COP31 Priority Theme	Project Contribution
 Green Industrialization	The project contributes to green industrialization by supporting manufacturing companies integrating sustainability considerations into their transformation processes through green maturity assessments and tailored transformation roadmaps. Beyond technical dimensions, the project demonstrates that industrial transformation can only be sustainable when it is inclusive. The Equality in Twin Transformation Model introduces a structured framework that embeds equality, workforce development, and social inclusion into green and digital transformation efforts. Through pilot implementation in nine manufacturing provinces in digital and green transformation, the project has generated practical evidence and tools that can support policymakers, development partners, and private sector actors in advancing a people-centered approach to industrial transformation.
 Youth and Education	The project invests in the development of a future-ready industrial workforce by equipping young women STEM graduates with competencies required for the green and digital transformation. Through specialized capacity development programmes, mentorship support and employment matching mechanisms, Change Agents have been prepared to take active roles in manufacturing companies undergoing transformation. In parallel, operator-level training programmes have supported workforce adaptation at different levels of the manufacturing ecosystem. The project therefore contributes to building the skills, talent pipelines, and human capital required to support long-term industrial competitiveness while promoting equal access to emerging employment opportunities.

4. Objectives of the Event

The proposed event aims to:

- **Mark the conclusion of the project** by bringing together project partners, beneficiaries and related stakeholders to reflect results, celebrate achievements, and consolidate lessons learned across nine pilot provinces.



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- **Share project outcomes** and demonstrate the tangible impact achieved, including through the Model and key knowledge products.
- **Disseminate knowledge products** — in particular the Equality in Twin Transformation Model and its intervention tools — to an international audience of development partners, policymakers, and industry actors.
- **Discuss the developed model in greater depth** with development partners, exploring avenues for adaptation, replication, and scale-up in other countries and regions.
- **Strengthen networking and potential collaboration** among related projects and initiatives in the region, including EU, UNDP-led programmes in the Europe and Central Asia (ECA-region), as well as networks established through study visits and the EU Week of Regions and Cities partnership.
- **Increase the visibility of the project** in the lead-up to COP31, positioning the project's approach as a concrete contribution to the global just transition agenda.

5. Target Participants

The event will convene approximately 200 participants across two days, with the composition of each day reflecting its distinct purpose:

- **Project partners and implementing stakeholders:** representatives of institutions and organizations directly involved in the implementation and governance of the project.
- **Project beneficiaries:** Change Agents and Operators who participated in the project's capacity development programmes, together with mentors who supported the mentorship component.
- **Public institutions:** representatives of national and local public institutions responsible for industry, employment, skills development, digital transformation, sustainability, and related policy areas.
- **Umbrella institutions and business support organizations:** chambers, employer organizations, sectoral associations, and intermediary institutions supporting industrial development and workforce transformation.
- **Private sector representatives:** manufacturing companies, project company representatives and industry leaders engaged in digital and green transformation processes.
- **Academia and research institutions:** academics, researchers, and experts working on industrial transformation, workforce development, sustainability, women's empowerment and equality.
- **NGOs and INGOs:** civil society and international non-governmental organizations promoting inclusive economic development, women's empowerment, and sustainable industrial transformation.
- **International institutions and development partners:** representatives of international organizations, development agencies, international financial institutions and regional initiatives.



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- **EU institutions and networks:** representatives of EU institutions and partner organizations, including stakeholders engaged through the EU Week of Regions and Cities partnership.
- **UNDP network stakeholders:** relevant partners and initiatives connected to the UNDP in country, regional and global scale.
- **Study visits and international networking partners:** organizations and institutions engaged through the project's international study visits and collaboration activities, such as EU Week of Regions and Cities.
- **Key experts:** national and international experts contributing to discussions on inclusive industrial transformation, twin transition, workforce development, and just transition.

6. Draft Programme

The event spans two days. *Day 1* is dedicated to the official project closure: it convenes project partners, beneficiaries and key national stakeholders to reflect on results, share experiences, and formally present the project's knowledge products. *Day 2* is oriented toward international networking: it opens the project's model and outcomes to a broader audience of development partners, EU institutions, international organizations, and regional initiatives, and facilitates structured dialogue on replication and collaboration.

DAY 1 — PROJECT CLOSURE		
09:00–09:30	<i>Registration</i>	Welcome and Registration
09:30–10:30	<i>Opening Plenary</i>	Opening: Three Years, Nine Provinces, One Model <i>Formal opening by representatives of the EU Delegation to Türkiye, UNDP Türkiye, TİSK, Ministry of Industry and Technology.</i> • Welcome remarks and overview of the project's journey • Key results and milestones: a three -year retrospective
10:30–10:45	<i>Coffee Break</i>	Coffee Break
10:45–11:15	<i>Keynote Speaker</i>	Blueprint for Equality: Pioneering Women Empowerment Models in Manufacturing Industry
11:15–12:00	<i>Achievements and Lessons Learned</i>	Achievements and Lessons Learned and the Road Ahead: Sustaining the Impact <i>Starting with the screening of the Project Video</i> <i>Followed by a dedicated presentation of the project achievement and project's flagship knowledge product</i>



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12:00–13:30		Lunch
13:30–14:40	Panel Session	The Equality in Twin Transformation: Implementation Experience <i>Starting with the screening of the Project Compendium</i> <i>Followed by a facilitated discussion with project beneficiaries; Change Agents, Mentors, Operators and Company Representatives</i>
14:40–15:00		Coffee Break
15:00–16:00	Panel Session	Policy Coordination, Competitiveness and the Road Ahead: Scaling Inclusive Industrial Transformation in Türkiye <i>A high-level policy dialogue examining how coordinated action across public institutions, the private sector, and international partners can accelerate inclusive industrial transformation in Türkiye — and sustain its impact beyond the project.</i> How can Türkiye scale women's participation in manufacturing through coordinated public policy, private sector commitment and international cooperation?
16:00–17:00	Panel Session ()	The Employer Perspective: Driving Inclusive Transformation Across Industries <i>A dialogue with employer associations from key manufacturing sectors on the practical realities of inclusive twin transformation — what companies are experiencing on the ground, what incentives and barriers shape their decisions, and how employer-led action can accelerate equitable change across industry.</i> - Twin transformation from the employer's perspective: opportunities and operational challenges at sector level - Workforce development and decent work as drivers of competitiveness: the employer case - What policy and financing frameworks would make inclusive transformation easier to scale?
17:00–17:15	Closure	Closing Remarks and Group Photo <i>A collective moment to commemorate the project's closure and the shared journey of the past three years.</i>
19:30–21:30	Reception	Gala Dinner <i>Dinner reception for speakers and panelists from Day 1 and Day 2, providing space for informal exchange and relationship-building ahead of Day 2.</i>
DAY 2 — INTERNATIONAL NETWORKING		
09:00–09:30	Registration	Registration



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09:30–10:15	Opening Plenary	From Türkiye to the Region: Inclusive Twin Transformation as a Replicable Model Scene Setting/Keynote Speech: The global and regional policy context: twin transformation, just transition, and COP31
10:15–11:15	Panel Session	Inclusive and Equitable Transformation: EU, National, and Regional Perspectives <i>A panel examining how the EU and national governments are designing and implementing frameworks for equitable and inclusive transformation — drawing on good practices, multi-stakeholder partnership models, and sustainable financing mechanisms.</i> - Policy frameworks for inclusive and equitable transformation: how the EU and partner countries are structuring their approaches - From policy to practice: good practices and lessons from implementation at company and sector level - Multi-stakeholder collaboration in action: how public institutions, the private sector, and civil society are working together to drive equitable transformation - Financing inclusive transformation: incentive mechanisms, blended finance, and sustainable funding models
11:15–11:30		Coffee Break
11:30–12:30	Regional Experience Exchange: Thematic Sessions	Regional Experience Exchange: Thematic Panel Series: Advancing Inclusive Twin Transformation <i>A series of short thematic panels featuring representatives from regional projects and initiatives, including relevant UNDP IRH portfolio initiatives and initiatives of international networks, that demonstrate practical experiences, lessons learned, and innovative approaches that contribute to more inclusive and sustainable industrial transformation.</i> Dialogue on progress, gaps, and good practices in inclusive industrial transformation across - Cross-country transferability of workforce development and company maturity assessment models - Synergies with ongoing regional initiatives - Shared policy priorities and partnership opportunities on the road to COP31
12:30–14:00	Lunch	Lunch
14:00–14:45	Regional Experience Exchange: Thematic Sessions	Regional Experience Exchange: Thematic Panel Series: Advancing Inclusive Twin Transformation Panel 2: Inclusive Workplaces - Equal workplace practices - Company-level experiences and good practices



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14:45–15:30	<i>Regional Experience Exchange:</i> <i>Thematic Sessions</i>	Regional Experience Exchange: Thematic Panel Series: Advancing Inclusive Twin Transformation Panel 3: Private Sector Leadership in Twin Transformation - Company experiences in green and digital transformation - Embedding equality into business strategies - The business case for inclusive transformation - Partnerships between companies and development actors
15:30–15:45		Coffee Break
15:45–16:30	<i>Regional Experience Exchange:</i> <i>Thematic Sessions</i>	Regional Experience Exchange: Thematic Panel Series: Advancing Inclusive Twin Transformation Panel 4: Policy and Governance - National and regional policy approaches - Mainstreaming equality into industrial and climate policies - Governance mechanisms for just transition - Lessons for replication and scale-up
16:30–17:00	<i>Closing</i>	Towards COP31: Partnerships and Commitments for Inclusive Industrial Transformation - Summary of key messages and emerging recommendations from both days - Announcement of partnership and collaboration commitments - Closing remarks
17:00–18:30	<i>Reception</i>	Networking Reception <i>An informal evening reception bringing together participants from both days to celebrate the project's journey, sustain connections made throughout the event, and look ahead to continued collaboration.</i>

7. Expected Outcomes

- **Formal closure of the project**, with achievements recognized and lessons documented through a post-event closure report.
- **Wide dissemination of project knowledge products**, including the IDE Model and its tools, to an international audience of policymakers, IFI representatives, and development partners.
- **Partnership commitments** — letters of intent, expressions of interest, or collaborative research and policy agreements between participating organizations.
- **A post-event summary report** consolidating key messages and recommendations for submission to the COP31 thematic process.
- **Strengthened regional network** connecting the WE Project with relevant initiatives in the ECA region, EU member states, and international organizations.
- **Increased international visibility** of the project and of Türkiye's experience in inclusive industrial transformation, in the lead-up to COP31.



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- **Consolidated stakeholder feedback and recommendations** to support the operationalization of the Equality in Twin Transformation Model and shape future programming, including a potential second phase of the project.