United Nations Development Programme

Country: Türkiye
Initiation Plan

Project Title:	Digital Villages Initiative for Boosting Inclusive Growth with Digital Value Chains
Expected UNSDCF Outcome(s):	#2.1: By 2025, public institutions and the private sector contribute to more inclusive, sustainable, and innovative industrial and agricultural development, and equal and decent work opportunities for all, in cooperation with the social partners.
Expected CPD Output(s):	Output 2.4: Disadvantaged groups, particularly the rural poor, women and youth, gain access to financial and nonfinancial assets and skill formation to benefit from sustainable livelihoods and jobs
Initiation Plan Start/End Dates:	01.10.2022 – 31.03.2024
Implementing Partner:	UNDP

Brief Description

Despite rapid technological developments enable great social, economic, and environmental opportunities, uneven distribution of digital tools and the skills causes unequal opportunities or the digital divide. As the Covid-19 pandemic increased the utilization of digital tools, the level of the digital divide increased accordingly. Especially, the rural population and the vulnerable groups including women faced this digital divide even more. Regardless of the cause, international and intranational migrations lead to underutilization of agricultural land and lesser production, conservancy of intangible cultural heritages, and rural poverty. As a prominent cause of migration, unemployment rates, especially for the youth, have been increasing.

e-Commerce is rapidly developing and increasing its share within retail sales and in many countries this share has doubled in a few years. In Türkiye, half of the e-commerce activities are taking place in three main metropolises, and national policy documents prioritize expanding volume and increasing inclusiveness of the digital trade.

To respond to the mentioned challenges and get back on track for the 2030 agenda; global, national, and local initiatives are being undertaken and policies are designed and implemented. The Project, "Digital Villages Initiative for Boosting Inclusive Growth with Digital Value Chains", is designed within this framework to reduce inequalities and develop gender-sensitive digitalization in the

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Total resources required:	TRY 6,000,000.00	Programme Period:	2022-2024
Total allocated resources:	TRY 6,000,000.00		
		Atlas Project Number:	00132678
• Regular	_____		
• Other:		Atlas Output ID:	_____
o Donor (Trendyol)	TRY 6,000,000.00		
GMS (8%)	(TRY 440,044.00)	Gender Marker:	GEN 2
o Government	N/A		
Unfunded budget:	N/A		
In-kind Contributions	N/A		

Agreed by UNDP:

Louisa Vinton

I. PURPOSE AND EXPECTED OUTPUT

The negative effects of global challenges have been accelerated during the last few years. Climate change is being perceived as an important factor of extreme heats, increased flooding, loss of agricultural land and forests, water and food scarcity, glacial retreat and increase in sea level, increased diseases, and finally human migration and conflict more than ever and the Covid-19 pandemic caused a considerable decline in the welfare, increased poverty, and widened inequalities. Moreover, wars and conflicts have shown the vulnerability of global value chains apart from losses of lives. Geopolitical, technological, and environmental transformations have led to an increased levels in international and intranational migration.

Rapid technological developments enable great social, economic, and environmental opportunities for the humankind and to the globe. However, uneven distribution of the digital tools and skills causes unequal access of these opportunities, and the digital divide. As the Covid-19 pandemic increased the utilization of digital tools, the level of the digital divide increased accordingly. Especially, the rural population and the vulnerable groups including women faced this digital divide even more. According to UN DESA, most of the 3.8 billion offline people live in rural regions[1]. According to International Telecommunication Union, offline women are 5 percent higher than men[2]. Apart from the individuals, a significant number of businesses that did not utilize digital tools lost their competitiveness and places within value chains due to the Covid-19 pandemic.

Regardless of the cause, rural to urban migrations lead to underutilization of agricultural land and lesser production, conservancy of intangible cultural heritages and rural poverty. As the rural economies shrink, rural unemployment keen to increase and migration from the rural to urban increases.

Apart from global challenges affecting both urban and rural regions, the rural remain disadvantaged in terms of services provision, infrastructure and equality of opportunities. According to the UN DESA, extreme poverty is mainly a rural phenomenon[3]. The World Bank estimates four of every five people living below the international poverty line live in rural regions[4].

The UN DESA's report defines digital infrastructure and e-commerce as opportunities for rural people to sell their products to urban consumers as well as international markets. Moreover, bypassing intermediaries is indicated as another benefit of e-commerce platforms. Digitalization in rural settlements is also deemed critical as it brings new opportunities in terms of increased efficiency, social interactions, product and market development as well as generating new fields of entrepreneurship and employment for the rural youth.

To respond to above mentioned challenges and to get back on track for the 2030 agenda; global, national, and local initiatives are being undertaken and policies are designed and implemented. Resources of the private sector are deemed crucial to respond to the challenges and reach the 2030 agenda. The Project, Digital Villages Initiative for Boosting Inclusive Growth with Digital Value Chains, is designed within this framework to develop gender-sensitive digitalization in the rural areas. To do so, the Project focuses on enhancing utilization of e-commerce platforms and developing pilot rural settlements as holistic and sustainable hubs. The pilot rural settlements will be in Adana, İzmir and Diyarbakır Provinces.

Expected Results

The results of the Project will be obtained through 3 outputs and 17 activities. The Project will start with the initiation phase, which will define the workflows and piloting actions.

Inception Phase:

- **IP1. Selection of 3 Digital Villages:** 3 rural settlements will be selected with an integrated approach of quantitative and qualitative criteria. Quantitative criteria will include existence of considerable

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[2] ITU, 2021. https://www.itu.int/itu-d/reports/statistics/2021/11/15/the-gender-digital-divide/

[3] UN DESA, 2022. United Nations Department Economic and Social Affairs, World Social Report 2021. https://www.un.org/development/desa/dspd/world-social-report/2021-2.html

[4] Castañeda et al., 2018, A new profile of the global poor

young population, geographical distribution, critical threshold of production volume, number of products with geographic indication, existing product, and customer network of Trendyol. In terms of qualitative criteria, willingness of the local stakeholders and the local community, opinions of local authorities and development agencies / authorities will be considered.

- **IP2. Selection of 9 Targeted Products:** In each province, 3 pilot local products will be selected. During selection process, 1 agricultural, 1 textile and 1 handicraft product will be selected from each province, which have potential in e-commerce.

- **IP3. Establishment of Project Working Groups**: Upon selection of Digital Villages, 3 local project working groups will be established. Working groups will consist of representatives from project partners, local municipalities and public institutions including district governorate and directorates of trade and national education, representatives of development agencies / administrations, and relevant CSOs. Depending on the local necessities and with the approval of other stakeholders, representatives from other entities including universities and other public institutions will join the working groups. Working groups are planned to gather on a monthly basis both in-place and via telecommunication tools.

- **IP4. Kick-off Meeting and Launch Event**: As the working groups are established, a project kick-off meeting will be held with high level participation. The event will be official launch of the project and the official kick-off meeting will be held at the same time. The launch event is planned to be held in November 2022.

- **IP5. Preparation of Communication Plan:** A communication plan will be prepared to ensure the visibility of project activities, partners, and other stakeholders. The plan will cover the overall visual identity of the project, dissemination activities and methods, key messages for target groups, estimated budgets and schedule. The Plan will be operational upon the agreement of Project partners.

Output 1: Digital Village Models are Designed and Initiated in Rural Regions

1.1. Preparation of Roadmaps for Selected Digital Villages: Since the Project aims to establish Digital Villages as models for the country, a set of criteria will be defined for determining, measuring and monitoring the standards including governance mechanism, infrastructure requirements, rural identity and image, skills and social capital as well as sustainability. The set of criteria will be universal and be applicable for rural settlements not covered within the Project activities. Each Digital Village candidate rural settlement will be evaluated with this set of criteria and Project activities will focus on each settlement with a tailor-made approach to assist them to meet these criteria. At this Project period, 3 rural settlements will be selected as pilot sites of implementation. As the rural settlements are selected, roadmaps will be developed including actions for product development, smart agriculture, e-commerce and e-export, resident engagement, skills development, children's participation, daily care services, establishment of digital infrastructure, tourism potential, networking, and branding. Each roadmap will have a specific focus on ensuring equal opportunities for women and men and responding to environmental sustainability including green production. The necessities for investments will be covered within the roadmaps, and potential investors (public or private sector) will be defined. The following activities will be planned, detailed, and implemented within this phase:

1.1.1. Preparation of Data Management Model: In order to make pilot rural settlements ready for complete digitalization data collection, management and analysis model and systematic will be developed. The model will be designed with data governance approach. The model and systematic will cover data about inputs and outputs of local products, tourist and visitor data, activities and their participants within the hubs and in the villages, energy consumption and waste, transportation etc.

1.1.2. Site Studies and Meetings: Visits to local public administrators, chambers and stock exchanges, relevant stakeholders, CSOs, and local community members will be organized to provide information of the Project, it's purpose and activities.

1.1.3. Drafting, Validation and Negotiation of the Roadmaps: The roadmap will be drafted with the support of experts. During this process, focus group meetings, interviews, surveys and other means of participatory planning processes, benchmarking studies and literature research will be conducted. The roadmaps will cover business plans and outreach activities. The draft roadmaps will be validated through workshops and negotiated with the relevant authorities including investor entities. The final roadmaps will be disseminated, and monitoring and evaluation criteria will be defined.

1.1.4. Developing Digital Village Guideline, Index and Monitoring Mechanism and a White-Paper: Following the preparation and validation of roadmaps, a guideline will be prepared for rural settlements to become digital villages. The guideline will cover conceptual background, criteria including governance, infrastructure, smart rural economy and production, women's empowerment, social inclusion, and capacity development. Based on these criteria, an index will be developed and a nationwide governance model will be designed for decision makers. Moreover, a white paper will be prepared as a policy recommendation tool for the policymakers and other relevant public institutions. The white paper will be translated to English and disseminated.

1.2. Establishment of Hubs as Co-working, Innovation, Design, Socializing and Learning Spaces within Digital Villages and Maximizing Hub Utilization: Hubs will be established in each pilot rural settlement. The hubs will be located within existing suitable establishments by making agreements between the owner and legal entity. The inventory prepared under YER-SİS project[5] will be used for seeking suitable facilities. The furnishing and base equipment of hubs will be provided by the Project. The hubs will be the spatial central points of the Digital Villages and will be the home of Project activities and non-project activities regarding the Digital Village Roadmap. The hubs will be designed as social interaction spaces for local community as well as visitors. The following activities will be planned, detailed, and implemented within this phase:

1.2.1. Location Selection, Capacity Assessment and Design of the Hubs: Among establishments which are not used and inert, exact sites for the establishment of the hubs will be selected. Sites will preferably have both indoor and outdoor spaces. Official arrangements will be conducted for allocation, security, and safety measures. Specific designs will be conducted for hubs to become attraction points.

1.2.2. Furnishing and Equipping the Hubs: In accordance with the design, internal architectural overhaul, purchasing of furniture, installment of IT equipment will be completed in 3 hubs. Each hub will have at least 100 sqm of indoor area and customized spaces in accordance with both the roadmap and the capacity assessment. The facilities will include social spaces, training / meeting hall(s), computer laboratory, co-working studio and spaces for other project activities.

1.2.3. Coordination for Utilization of Hubs: The hubs are planned to be used also for activities other than those which have been defined within the Project. To do so, coordination among other stakeholders such as development agencies /authorities, chambers, stock exchanges, CSOs and local companies will be facilitated. The coordination activities will be organized by field administrators. During the Project period, one staff will be employed for the security and base services of the hubs.

1.3. Conducting Trainings and Demonstrations of e-Commerce, Climate-Smart Agriculture, STEAM and Digitalization: Within the scope of Digital Village Roadmaps, trainings and presentations will be conducted as initial steps of becoming digital hubs. Climate-smart agriculture will be introduced to the residents and relevant public institutions and presentations will be made where possible. e-Commerce will be introduced in detail to each willing resident of the rural settlements. Digitalization trainings will be delivered to local entrepreneurs with a broad agenda including digital operation, finance, marketing, and management. The young, women and persons with disabilities will be given priority in trainings. In collaboration with the Provincial and District Directorates of National Education, STEAM courses will be organized for the children in selected rural settlements including the logic of algorithms, basic coding, innovation, design, robotics and engineering. The following activities will be planned, detailed, and implemented within this phase:

1.3.1. Climate-Smart Agriculture Demonstrations: Climate-smart agriculture is an approach that helps guide actions to transform agri-food systems towards green and climate-resilient practices[6]. To increase awareness of climate change and green transition, demonstrations will be made in the field where selected local agricultural products are being farmed. Data collection and analysis actions will be conducted, carbon reduction measures will be taken, and opportunities for automation will be assessed within this scope.

1.3.2. e-Commerce and Digitalization Trainings for Digital Village Community and Entrepreneurs: In order to make Digital Villages focal points for e-commerce, interested members of the local community will be detailly trained in e-commerce and digitalization. The young, women and persons with disabilities will be given priority

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[5] Within the YER-SİS Project of the MoIT, inactive and unutilized establishment database was prepared.

[6] FAO, 2022. Climate-Smart Agriculture | Food and Agriculture Organization of the United Nations (fao.org)

in trainings. A total number of 400 people are targeted to be trained, at least 50% of which will be women, young between ages 18 and 29 and persons with disabilities.

1.3.3. Organization of STEAM Workshops: The children in the secondary school will be targeted to attend the workshops. It is expected that a total number of 200 students will attend these workshops. The contents of the workshops will include the logic of algorithms, basic coding, innovation, design, robotics, and engineering. To ensure security, safety and pedagogical necessities, workshops will be organised in collaboration with Provincial and District Directorates of National Education.

Output 2: Digital Agenda and Inclusive Models are Designed and Implemented for e-Commerce

2.1. Developing Roadmaps for Agricultural, Textile and Handicraft Products for e-Commerce: Roadmaps for selected products will be prepared including market potential, marketing techniques, determination of customer profiles, and alternative products. 1 agricultural product, 1 textile product and 1 handicraft product are planned to be determined from each pilot province, making a total number of 9 products. Depending on the characteristic of the products, this distribution can be varied. The following activities will be planned, detailed, and implemented within this phase:

2.1.1. Preparation of e-Commerce Roadmaps for Local Products: Roadmaps will be prepared taking market potential, alternative markets, farm-to-fork opportunities, export potential, optimum marketing techniques, communication language, benchmarking, and sustainable and green production methods into consideration.

2.1.2. Dissemination of the Recommendations to Producers: Depending on the results of the roadmaps, recommendations will be provided to producers and marketeers via meetings and dissemination materials.

2.2. Initiation of Brand Management and Visual Identity Processes of Products, Promotion Campaigns and Networking Activities for Increasing Market Shares of the Local Products: Brand values are crucial in the marketing of local products. With the assistance of professional designers, the visual identities of the products will be enhanced. Moreover, communication channels of Project implementers and stakeholders will be utilized for marketing purposes.

2.2.1. Brand Positioning and Design of Visual Identities of Local Products: To enhance the market share of the selected 9 local products, visual identities including logos, logotypes, and package designs will be prepared by professional designers. According to the details in the roadmaps including target markets and groups, designs will be varied.

2.2.2. Promotion Campaigns: To increase the market shares of selected 9 local products, the communication channels of Trendyol and UNDP Türkiye will be utilized. To promote products to direct consumers and intermediary bodies, showroom activities, short videos as well as social media promotions will be conducted.

Output 3: Awareness is Raised, and Capacities are Developed for Institutionalization, Sustainable Product Development and Digital Marketing

3.1. Awareness Raising Actions for Digital Marketing in Pilot Provinces: Apart from the Digital Villages and Pilot Products, awareness regarding e-commerce and digital means of marketing will be increased via dialogue events.

3.1.1. Organization of e-Commerce Dialogue Events: Dialogue events regarding generic information and success stories on e-commerce will be delivered in pilot provinces. The events will also be considered as Project dissemination activities and will be organized in 3 pilot provinces and will be open to the public. The events will be organized in collaboration with development agencies or administrations, provincial directorates of trade, municipalities, chambers, and stock exchanges.

3.1.2. Organizing Events on e-Export: To enable the export of local products via e-commerce channels, awareness raising, and training events will be organized in pilot provinces.

3.2. Delivering Consultancy Services for Sustainable Product Development and e-Commerce:

3.2.1. One-on-one consultancies for Environment Responsive Product Development and Certification: To increase e-market share of local products, direct consultancies will be delivered to relevant entities including local authorities, chambers, and stock exchanges.

3.2.2. Providing e-Commerce Consultancy Services for Cooperatives and Producer Organizations: one-on-one consultancy services will be delivered to a total number of 9 cooperatives and producer organizations in the

pilot provinces. The context of the consultancy service will cover institutional management, digital marketing, sustainable product development, financial and operational management.

3.3. Delivering Applied Trainings Regarding Digital Value Chains to the Young, Women and Persons with Disabilities

3.3.1. Trainings on Product Development, Branding, Product Photography, Finance Management, Quality Management, Certification, Hygiene, Stock and Shipping: Face-to-face trainings will be organized, preferably in hubs at Digital Villages on important aspects of digital value chains including product development, branding, product photography, finance management, quality management, certification, hygiene, stock and shipping. Specific sessions on women's role in e-commerce will be delivered to ecosystem actors. A total number of 1,400 persons are targeted to attend trainings, at least 50% being young, women between ages 18 and 29 and persons with disabilities.

II. MANAGEMENT ARRANGEMENTS

UNDP Türkiye Country Office will be managing the Project in collaboration with the Donor. For this project, UNDP will avail the capacities of Portfolio Manager, Project Manager, Project Assistant, Field Administrators and relevant administrative and operational support staff including Gender Analyst, Monitoring and Evaluation Officer, Communication Specialist.

A Project Management Team will be established to ensure consistency and practicality of the activities. The board will be evaluating and assessing project activities in advance and during the implementation process. It will be consisted of representatives from Trendyol; Portfolio Manager, LED Projects Manager, Project Team, Gender Analyst, Communication Specialist and M/E Officer from UNDP. The Team will be chaired by UNDP ARR-P.

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

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

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

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

Senior Supplier (UNDP)

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

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

- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected output(s) from the point of view of supplier management
- Ensure that the supplier resources required for the initiation plan are made available
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

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

Donor (Trendyol)

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

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

Project Assurance

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

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

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

Coordination and Local Partnerships

The Project will be implemented with strong coordination with the Ministry of Industry and Technology and the Ministry of Trade at the national level. At the local level, partnerships will be developed with the provincial and district governorates, metropolitan and district municipalities, chambers, stock exchanges, CSOs, universities and relevant private entities. In terms of establishing digital hubs, written commitments of relevant public entities will be ensured.

i. Project Manager (PM) and Team

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

ii. Project Support

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

The Project oversight will be managed by the UNDP ISG-PPI Portfolio Manager. In addition, the Project will be led by a Project Manager who will be responsible for the day-to-day management of project implementation

including administration and project finance. The Project Manager will be responsible for overall team management and supervision in both Ankara and field locations in coordination with Trendyol. The PM and Field Administrator and local stakeholders will be in close coordination in day-to-day supervision of the staff work at the local level. The Project Manager will be the first responsible for project level reporting and support project specific donor engagement.

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

Project personnel	Duty Station(s)*
Project Manager	Ankara
Field Administrators (3 – part time)	Adana, İzmir, Diyarbakır
Project Assistant	Ankara
A project contact point will be mobilised by Trendyol	İstanbul

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

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

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

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

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

III. MONITORING

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

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Annually	Slower than expected progress will be addressed by project management.		-
Monitor and Manage Risk	Identify specific risks that may threaten the achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance	Annually	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		-

	with UNDP's audit policy to manage financial risk.				
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At the end of the Project	Relevant lessons are captured by the project team and used to inform management decisions.		-
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least once a year	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		-
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually and at the end of the project (final report)	Progress report will be prepared by project team and cleared by the M&E Officer. Final report will be cleared by M&E Analyst.		-
Project Review (Project Management Unit)	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Annually	Slower than expected progress will be addressed by project management.		-

IV.   WORK PLAN

Period[7]: 1 October 2022 – 31 March 2024 (18 months)

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME						RESPONSIBLE PARTY	PLANNED BUDGET			
And baseline, indicators including annual targets	List activity results and associated actions	Q1	Q2	Q3	Q4	Q5	Q6		Funding Source	Budget Description	Amount (TRY)	Amount (Indicative - USD[8])
Output 1: *Digital Village Models are Designed and Initiated in Rural Regions* *Gender marker: GEN2* *Baseline: No Digital Village Model* *Indicator 1: Number of roadmap reports including validation and negotiation sections* *Target: 3* *Indicator 2: Number of hubs operational (hosting social gatherings and project activities)* *Target: 3*	**Activity 1.1:** Preparation of Roadmaps for Selected Digital Villages **Actions:** 1.1.1. Preparation of Data Management Model 1.1.2. Site Studies and Meetings 1.1.3. Drafting, Validation and Negotiation of the Roadmaps 1.1.4. Developing Digital Village Guideline, Index and Monitoring Mechanism and a White-Paper	X	X	X				UNDP	14064 Trendyol	71100 ALD Employee Costs/Support Staff	TRY 200,000.00	USD 11,010.18
									14064 Trendyol	71300 Local Consultants	TRY 250,000.00	USD 13,762.73
									14064 Trendyol	71200 International Consultants	TRY 150,000.00	USD 8,257.63
									14064 Trendyol	71600 Travel	TRY 30,000.00	USD 1,651.52
	Activity 1.2: *Establishment of Hubs as Co-working, Innovation, Design, Socializing and Learning Spaces within Digital Villages and Maximizing Hub Utilization* **Actions:**		X	X	X	X		UNDP	14064 Trendyol	71100 ALD Employee Costs/Support Staff	TRY 200,000.00	USD 11,010.18
									14064 Trendyol	71600 Travel	TRY 30,000.00	USD 1,651.52
									14064 Trendyol	72100 Contractual Services - Companies	TRY 525,000.00	USD 28,901.73

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[7] Maximum 18 months

[8] Indicative USD, calculated with UNORE September 2022 Exchange Rate

Indicator 3: Number of people trained on digitalization and e-commerce *Target: 400 (at least 50% of which will be women, young and persons with disabilities)* *Indicator 4: Number of secondary school students attended to STEAM workshops* *Target: 200* *Indicator 5: Number of* Climate-Smart Agriculture Demonstrations organized *Target: Will be defined in the roadmap* *Related CP outcome: #2.1*	1.2.1. Location Selection, Capacity Assessment and Design of the Hubs 1.2.2. Furnishing and Equipping the Hubs 1.2.3. Coordination for Utilization of Hubs								14064 Trendyol	72800 Information Technology Equipment	TRY 700,000.00	USD 38,535.64
	Activity 1.3: Conducting Trainings and Demonstrations of e-Commerce, Climate-Smart Agriculture, STEAM and Digitalization **Actions:** 1.3.1. Climate-Smart Agriculture Demonstrations 1.3.2. e-Commerce and Digitalization Trainings for Digital Village Community and Entrepreneurs 1.3.3. e-Commerce and Digitalization Trainings for Digital Village Community and Entrepreneurs	X	X	X			UNDP		14064 Trendyol	71100 ALD Employee Costs/Support Staff	TRY 200,000.00	USD 11,010.18
									14064 Trendyol	71300 Local Consultants	TRY 350,000.00	USD 19,267.82
									14064 Trendyol	71600 Travel	TRY 30,000.00	USD 1,651.52
Output 2: *Digital Agenda and Inclusive Models are Designed and Implemented for e-Commerce* *Gender marker: GEN2* *Baseline: No inclusive model for e-commerce*	**Activity 2.1:** Developing Roadmaps for Agricultural, Textile and Handicraft Products for e-Commerce **Actions:** 2.1.1. Preparation of e-Commerce Roadmaps 2.1.2. Dissemination of the Recommendations						UNDP		14064 Trendyol	71100 ALD Employee Costs/Support Staff	TRY 300,000.00	USD 16,515.27
									14064 Trendyol	71300 Local Consultants	TRY 150,000.00	USD 8,257.63

									Party	Fund	Budget Account	TRY	USD
Indicator 1: Increase in e-commerce share of selected products Targets: +20% *Indicator 2: Number of roadmaps developed for e-commerce* Targets: 9 reports (1 report per each specific product) *Related CP outcome: #2.1*	**Activity 2.2:** Initiation of Brand Management and Visual Identity Processes of Products, Promotion Campaigns and Networking Activities for Increasing Market Shares of the Local Products **Actions:** 2.2.1. Brand Positioning and Design of Visual Identities of Local Products 2.2.2. Promotion Campaigns	X	X	X					UNDP	14064 Trendyol	71100 ALD Employee Costs/Support Staff	TRY 300,000.00	USD 16,515.27
										14064 Trendyol	71600 Travel	TRY 60,000.00	USD 3,303.05
										14064 Trendyol	72100 Contractual Services - Companies	TRY 200,000.00	USD 11,010.18
Output 3: *Awareness is Raised, and Capacities are Developed for Institutionalization, Sustainable Product Development and Digital Marketing* *Gender marker: GEN2* *Baseline: N* *Indicator 1: New e-commerce entrepreneur rate in pilot provinces* Targets: +20% *Indicator 2: Number of e-commerce dialogue events per pilot province* Target: 1	Activity 3.1: Awareness Raising Actions for Digital Marketing in Pilot Provinces **Actions:** 3.1.1. Organization of e-Commerce Dialogue Events 3.1.2. Organizing Events on e-Export	X	X	X	X				UNDP	14064 Trendyol	71100 ALD Employee Costs/Support Staff	TRY 200,000.00	USD 11,010.18
										14064 Trendyol	71600 Travel	TRY 60,000.00	USD 3,303.05
										14064 Trendyol	75700 Training, Workshops and Confer	TRY 300,000.00	USD 16,515.27
	Activity 3.2: *Delivering Consultancy Services for Sustainable Product Development and e-Commerce* **Actions**: 3.2.1. One-on-one consultancies for Environment Responsive Product Dev. and Certification 3.2.2. Providing e-Commerce Consultancy Services for Coop. and Producer Organizations				X	X			UNDP	14064 Trendyol	71100 ALD Employee Costs/Support Staff	TRY 200,000.00	USD 11,010.18
										14064 Trendyol	71300 Local Consultants	TRY 300,000.00	USD 16,515.27

Indicator 3: Number of cooperatives and producer organizations received consultancy on e-commerce Target: 9 *Indicator 4: Number of persons received applied trainings on digital value chains Target: A total number of 1,400 persons are targeted to attend trainings, at least 50% being women, young between ages 18 and 29 and persons with disabilities.* *Related CP outcome: #2.1*	**Activity 3.3:** Delivering Applied Trainings Regarding Digital Value Chains to the Young, Women and Persons with Disabilities **Action:** 3.3.1. Trainings on Product Development, Branding, Product Photography, Finance Management, Stock and Shipping									14064 Trendyol	71100 ALD Employee Costs/Support Staff	TRY 200,000.00	USD 11,010.18
					X	X	X	UNDP		14064 Trendyol	71300 Local Consultants	TRY 330,000.00	USD 18,166.80
										14064 Trendyol	71600 Travel	TRY 60,000.00	USD 3,303.05
UNDP Programme Operation Staff Cost											74596 Delivery Enabling Services	TRY 175,550.00	USD 9,664.18
Programme Budget												TRY 5,500,550.00	USD 302,810.34
General Management Support (8%)												TRY 440,044.00	USD 24,224.82
Total (w/GMS)												TRY 5,940,594.00	USD 327,035.17
RC Coordination Levy (1%)												TRY 59,406.00	USD 3,270.35
TOTAL												**TRY 6,000,000.00**	USD 330,305.53