I. [1]UNITED NATIONS DEVELOPMENT PROGRAMME

Country: Türkiye
Initiation Plan

Project Title: From Field to Thread: A Sustainable Fashion Initiative Grown by Women's Hands

UNSDCF Outcome 2.1. By 2030, Türkiye has an accelerated green, resilient and inclusive economic transformation that provides skills, decent work and livelihood opportunities for all, enhancing human development, and welfare in urban and rural settings.

Output 2.1: Capacities at national and sub-national levels supported and innovative solutions for sustainable value chains scaled-up to promote economic development

Output 2.2: Capacities of ecosystem actors supported, awareness raised, and opportunities created for women's socioeconomic empowerment

Initiation Plan Start Date: 9 February 2026
Initiation Plan End Date: 9 August 2027
Implementing Partner: UNDP

Brief Description

This project aims to economically and socially empower women by upcycling agricultural waste, specifically barley straw, into high-quality sustainable products. It focuses on enhancing the design and production capacities of women and their NGOs/cooperatives, while introducing these eco-friendly products to niche markets. Strategic partnerships with high-segment brands will further boost market access and global visibility.

Building on the longstanding partnership between UNDP and Anadolu Efes, the initiative places women's labor and creativity at its core, promoting equality between women and men and fostering inclusive, resilient communities. By blending traditional crafts with modern production techniques, the project supports sustainable economic growth, preserves local culture, and advances environmental sustainability.

The Initiation Plan contributes directly to the UN Sustainable Goals;

SDG#5 Equality between women and men (***Target 5.5****: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life);*

SDG#8 Decent work and economic growth (***Target 8.3:*** *Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises;*

SDG#12 Responsible consumption and production (***Target 12.5****: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse) and*

SDG#17 Revitalize the global partnership for sustainable development ***(Target 17.17****: Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships).*

Programme Period:	2026-2030
Quantum Project Number:	
Gender Marker*:	3

Total Resources Required:	USD 175,500
Total Allocated Project Resources:	USD 175,500
• Regular	
• Other:	
○ Anadolu EFES	USD 110,500
○ Kuwait Government	USD 65,000

*The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender equality). The Government of Türkiye interprets the term 'gender' as referring to women and men throughout this document.

Agreed by UNDP: Miodrag Dragisic
Deputy Resident Representative
Officer in Charge
Date: 4 February 2026
Signature:

United Nations Development Programme Resident Representative in Turkey

II. PURPOSE

This project aims to economically and socially empower women by upcycling agricultural waste—specifically barley straw—into high-quality, sustainable products. It focuses on enhancing the design and production capacities of women and their NGOs/cooperatives, while introducing these eco-friendly products to niche markets. Strategic partnerships with high-segment brands will further boost market access and global visibility.

This initiative focuses on introducing upcycled products made by women and/or women NGOs/cooperatives to high-end markets and aims to improve the design and production skills of these women, significantly increasing their economic opportunities. By developing strategies to penetrate new markets and partnering with high segment brands, the project seeks to raise the visibility of these eco-friendly products both in Türkiye and globally.

Building on the longstanding partnership between UNDP and Anadolu Efes, the initiative places women's labor and creativity at its core, promoting equality between women and men and fostering inclusive, resilient communities. By blending traditional crafts with modern production techniques, the project supports sustainable economic growth, preserves local culture, and advances environmental sustainability within the industry. This approach not only supports equality between women and men but also enhances local economies, aligning with broader sustainable development goals.

The main objectives of this Initiation Plan are as follows:

Economic Objectives:

- Strengthen women's NGOs/cooperatives in the pilot regions to enhance their production and business capabilities.
- Achieve local, national, and international market penetration for the products created from upcycled agricultural waste, thus increasing the income levels of the participating women.

Environmental Objectives:

- Utilize agricultural waste to contribute to the circular economy, demonstrating how sustainable practices can be integrated into the production.
- Adopt and promote sustainable production methods that not only reduce the carbon footprint but also emphasize the environmental benefits of upcycling agricultural residues.

Social Objectives:

- Enhance women's handicraft and design skills by incorporating advanced production techniques that align with contemporary market demands.
- Develop women's competencies in digital sales and marketing channels to enable them to effectively reach broader markets.
- Support equality between women and men by empowering women through economic independence and leadership roles within their communities.
- Preserve and promote local culture by incorporating traditional crafts into the design of sustainable products, thus ensuring that these cultural expressions contribute to economic development.

III. EXPECTED OUTPUT

OUTCOME 1: ENHANCED SOCIO-ECONOMIC EMPOWERMENT AND ENVIRONMENTAL SUSTAINABILITY THROUGH AGRICULTURAL WASTE UPCYCLE

The following activities will be conducted to achieve this output:

OUTPUT 1: Selecting the Project Field and Designing Partnership Strategy

- **Selection of the Project Field in EQ Region**: Identify and select the project site by evaluating the agricultural production capacity through field surveys and/or stakeholder consultations, focusing on regions where agricultural by-products are most suitable for upcycling.
- **Selection of NGOs/women cooperatives in the Pilot Region:** Identify women's cooperatives in the project area through field surveys and/or stakeholder consultations that can contribute effectively to the sustainable production process.
- **Stakeholder Analysis and Partnerships:** Determine all relevant stakeholders and establish collaboration protocols (where needed) to support the project's goals effectively.

OUTPUT 2: Implementing Strategies for Sustainable Product Development, Branding, and Market Integration

- **Sustainable Product Development:**
  - **Development of a Sustainable Production, Branding and Marketing Model:** Leverage the experience of established cooperatives to guide sustainable production, with a demand-driven

approach. Product design will be shaped by market research and brand collaborations to align with current trends and consumer needs.

- **Innovative Products:** Design various products in collaboration with women's NGOs/cooperatives. Natural fibers derived from agricultural waste can be utilized in the production of these items, which may include apparel, accessories, and home textiles.
- **Blending Modern and Traditional Designs:** Combine local craftsmanship traditions with contemporary designs to create products that appeal to both traditional and/or modern markets.
- **Testing Processes:** Develop prototypes for selected products and conduct testing to ensure quality and market viability.
- **Design Collaborations and Collection Creation:** Identify potential institutions and organizations/private sector companies for collaboration. Collaborate with brands to enhance the marketability of the products and create special collections that align with consumer demands.
- **Provision of Necessary Machinery and Equipment:** Providing machinery and equipment to the NGOs/women cooperatives to produce high-quality sustainable products.

- **Marketing and Sales:** Develop e-marketing and branding strategies based on fair trade principles, identify target markets, and implement effective marketing campaigns.
  - **Brand Creation:** Establish a strong brand identity for the products and market the brand across various platforms.
  - **Sales Channels:** Utilize online platforms, physical stores, and events organized by business partners to sell the products.
  - **Marketing Strategies:** Use digital marketing, social media, and content marketing to promote the products and engage with customers.
  - **Customer Relationship and Feedback Management:** Measure customer satisfaction and integrate feedback into product development processes.
  - **Storytelling and Content Marketing:** Communicate the stories behind the products, highlighting the contributions of the cooperatives and the social impact of the project.

OUTPUT 3: Organizing Capacity Building and Awareness Raising Activities

- **Capacity Building in Production, Management, and Marketing:**
  - **Training Programs:** Conduct training sessions for women to enhance their skills in sustainable production, business management, marketing, etc. These training programs will include practical workshops on modern production technologies and digital marketing techniques to reach broader markets.
  - Where feasible, training activities will be documented in visual and audio formats to improve accessibility, extend outreach beyond in-person participants and potentially support the sustainability and wider use of project results.

  - **Resource Allocation:** Provide women NGOs/cooperatives with essential resources such as modern equipment for production, software tools for business management, and access to online marketing platforms. This support is aimed at ensuring that the selected NGOs/cooperatives are well-equipped to handle increased production demands and can effectively manage their operations and sales in a competitive market.

- **Awareness Raising Activities:**
  - **Community Engagement:** Organize community meetings and workshops to raise awareness about the importance of sustainable production and the benefits it brings to local economies and the environment. These activities will also focus on promoting equality between women and men and the empowerment of women.
  - **Youth–Women Interaction:** Awareness-raising activities may also bring together women involved in production activities with young women university students studying in relevant fields. These exchanges may create opportunities for students to gain practice-based learning experience, support women producers in developing more demand-driven and quality-oriented production, and help inspire girls and young women in the region by strengthening awareness of sustainable production and emerging employment opportunities.
  - **Other Awareness Raising Initiatives:** Implement additional awareness-raising initiatives with local and national media to feature stories about the project. These efforts aim to broaden understanding and support for sustainable development and women's empowerment across various sectors of society.

Expected Outcomes:

- Increased economic benefit from transforming agricultural by-products into value-added products and new income sources generated for women in earthquake-affected areas.
- Increased adoption of eco-friendly production processes, promoting environmental sustainability and reducing waste.
- Enhanced interaction and mutual learning between women producers and young women students, contributing to awareness of sustainable production and emerging employment opportunities.

IV. MANAGEMENT ARRANGEMENTS

UNDP Türkiye Country Office will be managing the Project in cooperation with the key national and local stakeholders. UNDP Türkiye Country Office will manage the project and relations with the local public authorities as well as municipalities and NGOs.

A Project Board (PB) with representation from the Presidency of Strategy and Budget, the Ministry of Foreign Affairs and UNDP Türkiye CO will be set up to guide and oversee the implementation of the project. All stakeholders that are listed above may be invited to the Project Board Meeting, as needed.

The Project Board is the group responsible for making by consensus management decisions for an initiation plan when guidance is required by the Project Manager (PM) including recommendation for UNDP/National Implementing Partner approval of plans and revisions. The Project Board is chaired by the UNDP Türkiye CO. From the UNDP Türkiye CO side, the Deputy Resident Representative (DRR) chairs the PB meetings as the Head of the CO programme from UNDP.

To ensure UNDP's ultimate accountability, Project Board decisions should be made following standards that shall ensure the best value for money, fairness, integrity, transparency and effective international competition. Reviews by this group are made at designated decision points during the running of the development project/initiation plan, or as necessary when raised by the PM.

Based on the approved annual work plan (AWP), the Project Board may review and approve the annual plans when required and authorize any major deviation from these agreed quarterly plans. It is the authority that signs off on the completion of the annual plan. It ensures that required resources are committed and arbitrates on any conflicts within the development project/initiation plan or negotiates a solution to any problems between the Project Management Unit (PMU) and external bodies. In addition, it approves the appointment and responsibilities of the PMU and any delegation of its Project Assurance responsibilities.

Specific responsibilities of the Project Board:

- Review and approve the Work Plan
- Agree on Project Manager's responsibilities, as well as the responsibilities of the other members of the Project Management team;
- Delegate any Project Assurance function as appropriate;
- Review the Progress Report for the project;
- Review and appraise detailed AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log, M&E and communication plan.
- Provide overall guidance and direction to the project implementation, ensuring it remains within any specified constraints;
- Address issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances in the Annual Work Plan when required;
- Conduct regular meetings and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Review and approve end technical reports, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assure that all deliverables have been produced satisfactorily;
- Review and approve the Final Review Report, including Lessons-learned.

Senior Supplier/Project Executive (UNDP)
The Senior Supplier represents the interests of the parties which provide 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 project are made available
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure the resolution of, any supplier priority or resource conflicts
- Facilitate the dialogue with national and local actors, building on the experiences and contacts at the local level.
- Engage with relevant local, national and international actors to identify priority areas and needs in provision of strategic guidance.

- Bring in relevant international experience on tourism development for local economic development, with significant focus on local partners
- Provide communication support through UNDP's national and international channels.

UNDP will provide direct country office support services (including for the functions of procurement, human resources, finance, resource management, administrative services, communication), 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), for the acknowledgement that the funds are used for project purposes. UNDP will mobilize the Project team in line with its rules and procedures.

Presidency of Republic of Türkiye, Presidency of Strategy and Budget & Ministry of Foreign Affairs:
These two offices are natural members of the Project Board. The Presidency of Strategy and Budget is the Government coordinating agency of the UNDP in Türkiye and ensures that all UNDP programmes are designed/implemented in line with national priorities.

The Ministry of Foreign Affairs (MoFA) gives final approval to UNDP-implemented projects and signs the project document on behalf of the Government. MoFA has an overall oversight function under each project.

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 Management Unit therefore, the Project Board cannot delegate any of its assurance responsibilities to the Project Manager and Projects Coordinator. At UNDP, Project Assurance function belongs to DRR/Quality Assurance Unit, Portfolio Manager and M&E and Knowledge Management 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.

Project Management Unit
The PMU will assist and support to the Senior Executive in performing its role as an implementing partner. PMU members will be closely collaborating with Senior Executive leaders and members. PMU also includes any technical expert /consultants hired for the successful implementation of the project. PMU will be responsible for close surveillance of the performance of technical experts if any. The PMU will be preparing all activity-related ToRs, Communication and Visibility Materials, Reports, Annual Work Plans and critical documents.

i. Project Manager and Team
The Project Manager recruited by UNDP has the authority to run the project on a day-to-day basis on behalf of the UNDP within the constraints laid down by the Project Board. 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 Project Manager will report to UNDP Türkiye Economic Growth and Competitiveness Portfolio Manager. The Project Manager 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 Project Manager will also closely coordinate project activities with relevant Government institutions (if applicable) and hold regular consultations with other project stakeholders and partners. In addition, the Communications Team will support all communication-related activities. The Project Associate and Assistant (where applicable) will be responsible for administrative, financial and technical issues and will get support from UNDP CO administration.

ii. Project Support
The Project Support roles provide administrative and operational support to the Project Manager as required by project needs. The provision of any Project Support on a formal basis is optional. In most projects, project support includes HR, finance, admin, procurement, communication and Program Service Center (PSC) services.

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.

V. MONITORING

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

Monitoring Activity	Purpose	Frequency	Expected Action
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.	Semi-annually for each indicator.	Slower than expected progress will be addressed by project management.
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Semi-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.
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Annually	Relevant lessons are captured by the project team and used to inform management decisions.
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.
Project Report	A final 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 project	
Project Board	The project's governance mechanism (i.e., project board) will hold regular project review to assess the performance of the project and review the Work Plan to ensure realistic budgeting over the life of the project. Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least once annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.

The project monitoring will rely on the final narrative reporting, semi-annual log frame tracking and periodical risk review, which will be based on the verification of data provided by implementation partner institutions. This will be complemented by usual monitoring activities, including supervision and field missions from both M&E and management staff of UNDP CO in Ankara, as well as monitoring visits of the donor.

The Project will collect disaggregated data on the applicants and beneficiaries of the project to capture intersectionalities including geographical location, disability, gender, age, migratory status, parental status, employment, education etc.

VI. WORK PLAN

Period: 18 months

Year: 2026/2027

Initiation plan work plan with given timeframe and planned budget is committed to implement activities only under primary output.

EXPECTED OUTCOMES	PLANNED OUTPUTS		Planned Budget by Year							RESPONSIBLE PARTY	FUNDING SOURCE	Budget Inputs (Major budget inputs are listed below. Not all budget inputs are applicable for each output or activity)	Planned Budget by Year		
			2026				2027								
			Q1	Q2	Q3	Q4	Q1	Q2	Q3				2026	2027	TOTAL
Outcome 1: ENHANCED SOCIO-ECONOMIC EMPOWERMENT AND ENVIRONMENTAL SUSTAINABILITY THROUGH AGRICULTURAL WASTE UPCYCLE Indicators: 1.1 Number of trainings /awareness-raising activities organized Baseline: 0, Target: 8 1.2 Number of private sector partnerships established for marketing of the products Baseline: 0, Target: 1 1.3 Number of products designed using upcycling methods Baseline:0, Target:2	**Output 1**	Output 1: Selecting the Project Field and Designing Partnership Strategy								UNDP	AEFES	71300 - Local Consultants	$17,000	$12,396	$29,396
			x	x						UNDP	AEFES	71400 - Contractual Services - Individual (NPSA)	$22,000	$12,000	$34,000
										UNDP	AEFES	71600 - Travel	$5,000	$5,000	$10,000
										UNDP	AEFES	72200 - Equipment and Furniture	$5,000	$3,000	$8,000
										UNDP	AEFES	74200 - Audio Visual & Print Prod Costs	$1,000		$1,000
	Output 2	Output 2: Implementing Strategies for Sustainable Product Development, Branding, and Market Integration								UNDP	AEFES	74500 - Miscellaneous Expenses	$1,000		$1,000
					x	x	x	x	x	UNDP	AEFES	74596 - Delivery Enabling Services	$3,906		$3,906
										UNDP	AEFES	75700 - Training, Workshops and Conference	$4,000	$2,000	$6,000
										UNDP	GOV. KUWAIT	71300 - Local Consultants	$12,000	$5,085	$17,085
										UNDP	GOV. KUWAIT	71400 - Contractual Services - Individual (NPSA)	$16,000	$6,000	$22,000
										UNDP	GOV. KUWAIT	71600 - Travel	$3,000	$2,000	$5,000
	Output 3	Output 3: Organizing								UNDP	GOV. KUWAIT	72200 - Equipment and Furniture	$6,000	$3,000	$9,000

1.4 Number of women from marginalized groups (e.g., earthquake-affected, disabled, rural) participating in project activities. Baseline: 0, Target: 15 1.5 Number of women accessing new national or international markets. Baseline: 0, Target:10 by project end		Capacity Building and Awareness Raising Activities								UNDP	GOV. KUWAIT	74200 - Audio Visual & Print Prod Costs	$1,500	$500	$2,000
										UNDP	GOV. KUWAIT	74500 - Miscellaneous Expenses	$500	$500	$1000
			x	x	x	x	x	x		UNDP	GOV. KUWAIT	74596 - Delivery Enabling Services	$6,100		$6,100
										UNDP	GOV. KUWAIT	75700 - Training, Workshops and Conference	$6,000		$6,000
	Sub-total												**$105,006**	**$42,481**	**$161,487**
	General Management Support (GMS) - %7											75100 - Facilities & Administration	$8,400	$3,398	$12,919
	Total Direct Cost														**$174,406**
	UN Coordination Levy - %1 (ANADOLU EFES)												$0	$0	$1,094
	Total Donor(s) Contribution														**$175,500**
** Anadolu EFES $110,500 / Gov. Kuwait $65,000*															