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# GREEN SOLAR NETWORK STRATEGIC PLAN 2021-2026



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# 1. INTRODUCTION

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## 1. INTRODUCTION

The strategic plan was prepared within the “GREEN SOLAR NETWORK – The Network of Dissemination of The Use of Solar Energy for Mitigating the Climate Change” project funded by the European Commission- Support to Civil Society Networks and Platforms in Turkey program. The project aims to support a new network of Civil Society Organizations (CSOs) among solar energy and other sectors on promoting the use of solar energy to mitigate climate change.

The preparation of Green Solar Network's strategic plan was carried out in 3 main sections, with organizing training for the Study Committee of Green Solar Network.

Survey for Stakeholders

Workshop for Stakeholders

Meeting with Network Management Team



In the strategic plan studies, a survey consisting of 3 sections was conducted to determine the network stakeholders' expectations and needs and increase their participation in the preparation process. As a result of the survey, the "**Stakeholder Survey Report**" was prepared to input the strategic plan.

A workshop was also organized during the strategic plan preparation to receive the stakeholders' opinions and suggestions and plan the future and goals of the Green Solar Network. After that, the "**Workshop Report**" was prepared, and their results were used as input in the strategic plan.

Besides, survey and workshop, a meeting was held with Administration and Communication Team of Green Solar Network for internal environment analysis and results of strategic objectives, activities and performance indicators. The results of the opinions and suggestions of these meetings were used in the strategic plan.

At the same time, "Strategic Plan Trainings" were held for Green Solar Network Study Committee to prepare and update the Strategic Plan activities for the Network.

As a result of these studies, in the strategic plan; 8 strategic goals "Strengthening Cooperation, Technology Development and Know-how Transfer, Policy Development, Capacity Development, Increasing Solar Energy Awareness and Investments, Internationalization, Dissemination Information-Awareness and Promotion and To increase and sustain the competitiveness of the network members" with objectives, activities and performance indicators were finalized.

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## 2. CURRENT SITUATION ANALYSIS

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### 2. CURRENT SITUATION ANALYSIS

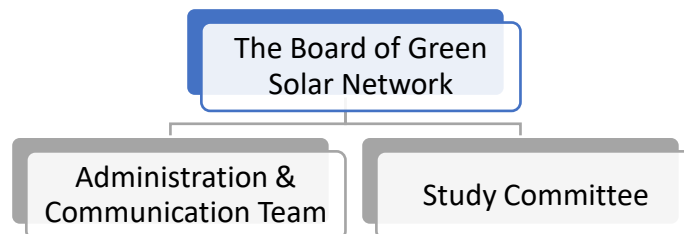
#### 2.1. History and Organizational Structure

Green Solar Network was founded by the initiatives of the Turkish Solar Energy Industry Association (GENSED) and The Association of Women Employers and Industrialists (KAİSDER) within the project that is funded by the European Union and Turkey Delegation of the Organization Structure that the European Union Turkey Civil Society Network Development Grant Program in August 2020. Currently, Green Solar Network has no legal status yet. However, it is stated in the foundation agreement that The Board of Green Solar Network can decide to establish a separate legal entity by a majority vote.

The Green Solar Network aims to strengthen non-governmental organizations operating in the solar energy sector and other sectors by creating a new network that will contribute to the struggle against climate change by encouraging solar energy use.

Green Solar Network's field of activity is Turkey to promote solar energy use and thus aimed at giving support to struggling climate change. Regarding the fulfillment of its activities and achieving its purpose, it can work at local, regional, national and international levels.

The organizational structure of Green Solar Network:



**Network Members:** Honorary, General, Support and Contributing Members

**Figure 1:** The Structure of Green Solar Network

#### ▪ **The Board of Green Solar Network**

The Board of Green Solar Network is the governing body of the Green Solar Network. The Board consists of 4 members, including 1 Chairman, 1 Vice Chairman, 2 Members.

The Board of Green Solar Network is selected by the founder of Green Solar Network, Solar Energy Industrialists and Industry Association (GENSED), among the most active honorary and support members. In the Board of Green Solar Network, there is 1 member selected by the Women Employers and Industrialists Association (KAISDER), which is the founding partner of the Green Solar Network. It serves for three years based on the starting date of the appointment of the Board. The new Board is selected within at least two months before the termination date of the current Board.

The Board of Green Solar Network should be gathered at least two months apart. The meeting date, place and time are determined by the Management and can be organized online. Members are invited to the meeting by notifying the chairman via e-mail at least 15 days in advance. The meeting agenda is stated in the invitation mail.

#### *The responsibilities of The Board of Green Solar Network:*

- The Board carries out general business and represents the Green Solar Network in all conditions. The Board of directors is authorized to deal with all kinds of business.
- The Board presents the Annual Activity Report in August of each year.
- The Board ensures that the Network's goals and objectives are determined in the medium and long term. The strategies applied to reach the targets are reviewed, and corrective actions are taken when necessary.
- The Board ensures that commissions, working groups, and professional employees work harmoniously and constructively to efficiently and effectively achieve the Network's corporate goals and ensure the establishment of the necessary organizational structure.
- The Board creates and executes a communication policy with stakeholders.
- The Board applies the ethical principles of the Network, increases its value and standards.
- The Board determines the compliance of the practices with the legislation and good practice standards.
- The Board guides the development of content development activities within the quality and scope that create value for the stakeholders and control the publications' suitability.
- The Board creates and executes the fundamental principles for developing cooperation.



- **The Study Committee**

The Green Solar Network Study Committee manages and maintains technical information and content creation activities on solar energy and climate change. It works on extending the use of solar energy, drawing attention to climate change problems, and taking part in the Network's technical and scientific activities.

The Green Solar Network Study Committee consists of the Head of Committee, Committee Members and Technical Experts.

- **The Network Management Team**

The Network Management Team consists of 3 people, including a project coordinator, two project experts. The team's primary role is to carry out network activities in line with the activity plan.

## 2.2. The Membership Structure and Related Services

### 2.2.1. The Membership Structure

According to Green Solar Network Foundation Agreement, the Green Solar Network's membership structure will consist of Honorary Members, General Members, Support Members and Contribution Members.

**Honorary Members** consist of institutions, organizations and person. The Green Solar Network Management decides their acceptance, and they have the right to vote.

**General Members** consist of institutions, organizations and person. The General Assembly decides membership acceptance, they do not have the right to vote, but they can express a constructive opinion.

**Support Members** consist of institutions, organizations and person. Members are approved by the Green Solar Network Management and have the right to vote.

**Contributing Members** consist of institutions, organizations and person. The Management accepts members; they do not have the right to vote. They can participate in management meetings, but they can present their knowledge and opinions as a supportive study activity, even if they do not have any decisive influence on the decisions taken and the policies determined.

### The Rules of Membership:

- Green Solar Network members profile is legal person, profit-making and non-profit institutions/organizations. It consists of stakeholders operating in the solar energy sector and stakeholders representing every sector and segment that will benefit from solar energy in any field.
- The number of members of the Green Solar Network is unlimited. Person, institutions, and organizations specified in the above paragraph can become a Green Solar Network member. The rights and duties of accepted members will be set in internal regulations.
- Person or institutions/organizations who want to become a member can apply to the The Board of Green Solar Network in writing with the membership form. Membership applications are evaluated and accepted by the The Board of Green Solar Network.
- All memberships are free, and membership classification is made according to the The Board of Green Solar Network evaluation after the candidate's application.

### **2.2.2. The Related Services**

The Administration & Communication Team manages the network activities and is responsible for the implementation of the network objectives. The Green Solar Network is based on fairness, responsibility, transparency and accountability in all activities and works it conducts and supports.

### The services of Green Solar Network:

- A close relationship with public and private sector institutions in the solar energy sector and other sectors, universities, municipalities, chambers of industry, OIZs, legal advisors, financial consultants, technology centers and engineers, national and international non-governmental organizations, platforms and networks
- Organize conferences and workshops at the regional, national and international level
- Exchange information with all stakeholders
- Prepare press releases, campaigns, presentations and workshops that will increase awareness of the use of solar energy, renewable energy, climate change, and global warming

- Follow the policies, regulations and procedures in the solar energy sector, provide a continuous flow of up-to-date information to the public and carry out activities that encourage the use of solar energy
- Research, identify and develop solutions for the obstacles to the use of solar energy in all sectors except the solar energy sector
- Conduct activities that encourage the use of solar energy develop programs to facilitate information
- Support activities and coordinate such initiatives and activities regarding the dissemination of the use of solar energy, taking into account ethical and moral values as well as social norms within the scope of legal frameworks
- Contribute to the development of relevant legal regulations
- Represents member institutions and organizations through legal procedures when necessary in line with the benefit of the member organizations
- Communicate directly with all stakeholders in the solar energy sector, official institutions and organizations
- Conduct projects and campaigns to promote or support the use of solar energy
- Create and manage joint institutions and services
- Conduct press campaigns

### 2.3. Policy Framework

The national politics and strategies on renewable energy have been determined in these documents: 11<sup>th</sup> Development Plan (2019-2023), Republic of Turkey Ministry of Energy and Natural Resources Strategic Plan (2019-2023) and Energy Efficiency Strategy Document (2012-2023).

Turkish Government has identified several targets -mentioned below- to strengthen the position of renewable energy to promote localization in the 11<sup>th</sup> Development Plan (2019-2023):

- To increase the share of renewables by 30% by 2023
- To increase the installed geothermal energy capacity to 3,000 MW by 2023
- To increase the installed wind energy capacity to 16,000 MW by 2027
- To increase the solar installed capacity to 16,000 MW by 2027

The Republic of Turkey Ministry of Energy and Natural Resources Strategic Plan (2019 -2023) has also defined to increase electric installed power based on solar energy to 10,000 MW by 2023.

In the Energy Efficiency Strategy Document (2012-2023), the actions to reduce the energy demands and carbon emissions of buildings and disseminate sustainable environmentally buildings using renewable energy sources have been determined.

To reach the desired objectives, three investment models are developed in Turkey; unlicensed, licensed, and the Renewable Energy Zones (YEKA) Program.

According to the support schemes, licensed and unlicensed renewable energy generation investments that are already operational or will be active before December 31, 2020, are subject to benefit from the support tariffs for a maximum 10-year period from the date of operationalization.

*Unlicensed Model:* Individuals or legal entities are allowed to install up to 5 MW of energy renewable energy generating systems without any licensing requirement. With this arrangement, individuals and small businesses are free from bureaucratic hurdles of establishing a company and/or applying for the energy generation licensing. The investors would not need to participate in capacity bidding processes scheduled once a year on specific dates and don't need to have metering data for the projected energy generation site. Together with these simplifications, some small restrictions are slightly insignificant. The installation needs to be on the same grid as the place to be consumed. The power limit would not exceed the contracted power range for the related facility, which means that unlicensed systems can only be installed on rooftops or facades. On the other hand, the public institutions may install ground-mounted renewables on different connector grids apart from the consumption facilities, only with a condition of not exceeding the contracted power of the consumption facilities.

*Licensed Model:* The licensed investment model is applied to the types of renewable energy plants over 5 MW of installed capacity. For the solar and wind power investments, based on the local capacities that will be announced in the first place by the Electricity Transmission Company of Turkey (TEİAŞ), the applicant needs to first apply to Energy Market Regulatory

Authority (EMRA) for the pre-licensing. The licensed renewable energy plant investment model requires the applicants to obtain on-site metering data for at least a year of the period. The applicants who apply to the EMRA for the same grid connections should participate in a bidding process of reverse auction through the YEKDEM tariffs.

YEKDEM is the acronym for “Renewable Energy Resources Support Scheme,” which was set up to support renewable energy production in Turkey. Under the scheme, renewable energy plants such as wind, geothermal, biomass, and solar power qualify for feed-in tariffs. Additional incentives are due if the components of the projected plant are locally produced. The YEKDEM incentive scheme provides lower application fees and guaranteed purchase of the generated electricity based on a fixed price for ten years. As of September 2020, currently, 818 plants are receiving support from the YEKDEM incentives with a total electricity generation capacity of up to 82,500 GWh.

*Renewable Energy Resource Zones (YEKA) Model:* The YEKA Regulation was introduced to present a new investment model to support renewable energy investments and boost local production of renewable energy equipment and technologies. The new YEKA regulation has two support phases in terms of its priorities and objectives; the first one aims to accelerate renewable energy plant investments. The second one is prioritized on promoting the local production of the product and equipment used in the renewable energy industry.

YEKA support mechanism aims to put new renewable energy resources into operation more efficiently and effectively. Through the YEKA scheme, the renewable energy zones on the public, treasury, or private-owned territories will be identified easier to realize the investments faster with fewer hurdles. In this support scheme, the company awarded the tender receives the chance to manage the renewable energy development zone and its power generation capacity utilization rights. The company also has to commit to procuring locally-manufactured equipment and components from Turkish factories. Certain levels of local content ratios are expected in the products, and they are also expected to conform with the national or international standards.

The second phase of the YEKA Program prioritizes the production of renewable energy equipment in Turkey by stipulating the use of locally manufactured equipment and

components with a contribution of R&D activities through technology-transfer. Over the “allocation on the condition of local manufacturing” or “use of locally produced equipment/components” mechanisms, a determined renewable energy resource zone and its power generation capacity utilization rights can be assigned to an eligible entity. The establishment of an R&D center is a must, and at the center, implementation of the predicted activities must be completed within a certain period. The activities should be implemented through pre-determined conditions like quantity and qualifications of the staff and budget plan. In this mechanism, it's also mandatory to procure-use locally-manufactured equipment and components.

# 3. STAKEHOLDER ANALYSIS

## 3. STAKEHOLDER ANALYSIS

Green Solar Network stakeholders have been identified in the workshop as person/group/institution/organization directly or indirectly affected by the activities and services that the Network carries out to achieve its goals.

- **Internal Stakeholder:**

The management members of founding associations, the Turkish Solar Energy Industry Association (GENSED) and The Association of Women Employers and Industrialists (KAİSDER) and the network management team are identified as internal stakeholders.

- **External Stakeholder:**

In the workshop, which was organized during the strategic plan preparation, external stakeholders are identified according to network stakeholders' opinions and suggestions. The external stakeholders are determined in the below table.

Interface Institutions	Public and Financial Institutions	Education Institutions	NGOs	Companies	Individual Stakeholders & Others
<ul style="list-style-type: none"> <li>• Municipalities</li> <li>• Chambers of Industry and Commerce</li> <li>• Development Agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Banks</li> <li>• Credit Institutions</li> <li>• Insurance Institutions</li> <li>• Energy Commission</li> <li>• TUBITAK</li> <li>• Provincial environmental directorates</li> </ul>	<ul style="list-style-type: none"> <li>• Primary and secondary education schools</li> <li>• Universities</li> <li>• Vocational Training Schools</li> </ul>	<ul style="list-style-type: none"> <li>• Women Cooperatives</li> <li>• Environmental Associations</li> <li>• Related Cooperatives</li> <li>• Producer Associations</li> <li>• Social Innovation Centres</li> <li>• Trade Associations</li> </ul>	<ul style="list-style-type: none"> <li>• Industry</li> <li>• Panel Manufacturers</li> <li>• R&amp;D Centres</li> </ul>	<ul style="list-style-type: none"> <li>• Non-agricultural land owners</li> <li>• Individual Investors</li> <li>• Volunteer School Supervisors</li> <li>• Law offices</li> <li>• University Student Clubs</li> <li>• Fair Organizers</li> </ul>

**Figure 2:** External Stakeholders

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# 4. INTERNAL ENVIRONMENT ANALYSIS

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## 4. INTERNAL ENVIRONMENT ANALYSIS

In the internal environment analysis, the meeting was held with the Head of Network Management and expert to analyze the Network's internal structure. At the same time, documents related to Network were used in the analysis.

### 4.1. Structure of the Unit

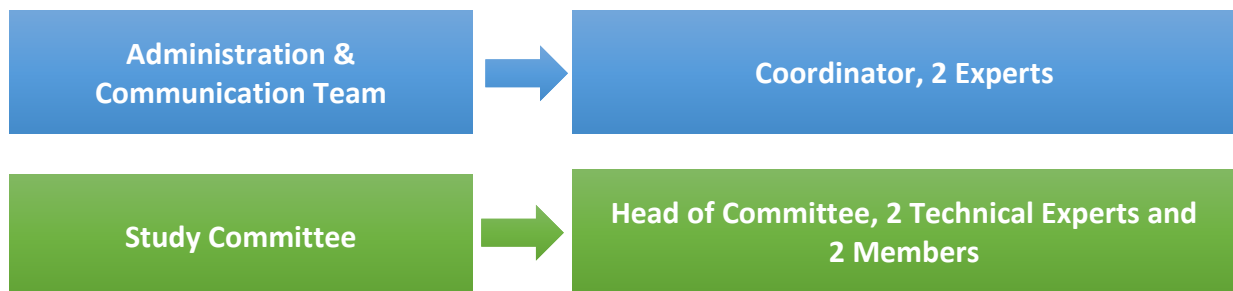
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The structure of Green Solar Network is constituted of two main structures:

- The Administration & Communication Team
- The Study Committee

### 4.2. Human Resources

Human resources of Green Solar Network are constituted in 2 main structures:



**Figure 3:** Human Resources of Green Solar Network



**The Network Management Team** consists of 3 people, including a full-time project coordinator, 2 full-time project experts. The network coordinator has a postgraduate degree and experts have graduate degrees.

**The Study Committee** consists of 5 members, including the head of the committee, two technical experts and two members. GENSED and KAISDER Board of Directors elects committee members.

### **4.3. Physical Resources**

As physical resources, three office areas (160-170 m<sup>2</sup>) are located in GENSED. There are also computers, printers and a meeting room for Green Solar Network.

### **4.4. Corporate Culture**

Green Solar Network, a newly established structure, is creating its corporate structure and corporate culture. With the founding members' past experiences GENSED and KAISDER, efforts are underway to establish a corporate structure.

### **4.5. Technological Structure**

There are office programs and Zoom subscriptions as a technological structure. A backup system network and online application are under development.

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# 5. SWOT ANALYSIS

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## 5. SWOT ANALYSIS

Green Solar Network's strengths and weaknesses and the opportunities and threats in the external environment were determined in the workshop that was held with network stakeholders.

<b>S</b> <b>STRENGTHENS</b>
<ul style="list-style-type: none"><li>• Strong communication with the solar energy industry</li><li>• Having a management team that knows the sector in network management</li><li>• Understanding the needs of the sector</li><li>• Providing accurate and reliable information about the sector</li><li>• Establishing a Network with participatory methods and building strong partnerships</li><li>• Having the leaders of the sector</li><li>• Strong volunteerism in the Network</li><li>• Volunteers have wide business networks and environments that will support the Network</li><li>• Having the competence to bring together and support the sector and its stakeholders</li></ul>

<b>W</b> <b>WEAKNESSES</b>
<ul style="list-style-type: none"><li>• In the current situation, conducting Network studies voluntarily and volunteers have limited time</li><li>• Financial resource needs and sustainability for Network</li><li>• Insufficient level of communication with all stakeholders about the activities</li><li>• Lack of awareness and recognition of the Network</li><li>• The impact of political decision-makers on market size and supply-demand of the sector</li></ul>



**Figure 4:** SWOT Analysis

# 6. SWOT/TOWS MATRIX AND STRATEGIES

## 6. SWOT/TOWS MATRIX AND STRATEGIES

A TOWS analysis is a variant of the SWOT analysis and an acronym for Threats, Opportunities, Weaknesses and Strengths. In the Green Solar Network Strategic Plan preparation, a workshop was carried out with network stakeholders for SWOT analysis. Based on the SWOT analysis, the TOWS matrix and strategies were generated.

<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"><b>Internal Factors</b></div> <div style="width: 50%;"><b>External Factors</b></div> </div>	Strengths	Weaknesses
	<p><b>S1:</b> Strong communication with the solar energy industry</p> <p><b>S2:</b> Having a management team that knows the sector in network management</p> <p><b>S3:</b> Knowing the needs of the sector</p> <p><b>S4:</b> Providing accurate and reliable information about the sector</p> <p><b>S5:</b> Establishing a Network with participatory methods and building strong partnerships</p> <p><b>S6:</b> Having the leaders of the sector</p> <p><b>S7:</b> Strong volunteerism in the Network</p> <p><b>S8:</b> Volunteers have wide business networks and environments that will support the Network</p> <p><b>S9:</b> Having the competence to bring together and support the sector and its stakeholders</p>	<p><b>W1:</b> In the current situation, conducting Network studies on a voluntary basis and volunteers have limited time</p> <p><b>W2:</b> Financial resource needs and sustainability for Network</p> <p><b>W3:</b> Insufficient level of communication with all stakeholders about the activities</p> <p><b>W4:</b> Lack of awareness and recognition of the Network</p> <p><b>W5:</b> The impact of political decision-makers on market size and supply-demand of the sector</p>

Opportunities	Strengths – Opportunities (SO) Strategies	Weaknesses – Opportunities (WO)
<p><b>O1:</b> Various sources of funds for solar energy and climate change in Europe and the World</p> <p><b>O2:</b> Increasing use of renewable energy</p> <p><b>O3:</b> Mandatory Trade Rules (green energy obligation for export to the EU, etc.)</p> <p><b>O4:</b> Network-based on solar energy that is a sustainable resource</p> <p><b>O5:</b> Network's compliance with policies</p> <p><b>O6:</b> Fossil resources will be depleted</p> <p><b>O7:</b> Increasing the support for solar energy investments, positive regulations in policies and laws</p> <p><b>O8:</b> Having targets that match the EU green deal</p> <p><b>O9:</b> Increasing the usage of electric vehicles</p> <p><b>O10:</b> Establishing new structures for adaptation to climate change in municipalities and increasing the necessary reliable information</p> <p><b>O11:</b> Development of technologies for solar energy</p> <p><b>O12:</b> The absence of other similar structures in Turkey</p>	<p><b>SO1:</b> Focus on the development of technology, new product and services by using funds various sources of funds with cooperation among network stakeholders (S3, S9, O1, O11)</p> <p><b>SO2:</b> Increase services and activities to disseminate the information on renewable energy for all groups (S4, O2)</p> <p><b>SO3:</b> Establish a sustainable structure to support policies on the solar energy sector (S5, S6, O10, O7)</p> <p><b>SO4:</b> Setting up a guarantee infrastructure to support all actors in the solar energy sector (S5, S6, O10, O7)</p>	<p><b>WO1:</b> Benefit from various sources of funds to provide sustainability of the Network (W2, O1)</p> <p><b>WO2:</b> Strengthen collaboration among stakeholders in the solar energy sector (W4, O12)</p> <p><b>WO3:</b> Provide various and innovative services to the stakeholders to get financial gain (W1, W4, O4, O2)</p> <p><b>WO4:</b> Increase the number of experts who work on Network activities (W1, O1, O4)</p>
Threats	Strengths – Threats (ST) Strategies	Weaknesses – Threats (WT) Strategies
<p><b>T1:</b> Lack of supporting systems in measurement and monitoring, security issues</p> <p><b>T2:</b> The impact of the petrol and natural gas lobby</p> <p><b>T3:</b> Lack of institutions for maintenance and repair after solar energy investment</p> <p><b>T4:</b> Media misinformation on renewable energy</p> <p><b>T5:</b> Unsuccessful examples in network structures</p> <p><b>T6:</b> Lack of trained workforce</p> <p><b>T7:</b> Inadequate structures with different focal points to establish similar networks</p> <p><b>T8:</b> Insufficient incentives and legal regulations</p> <p><b>T9:</b> Global economic crises</p> <p><b>T10:</b> Negative situations caused by the Covid-19 pandemic period</p> <p><b>T11:</b> Aesthetic concerns and prejudices against solar panel installation</p> <p><b>T12:</b> Decreasing in volunteer-based work</p> <p><b>T13:</b> Investor expectations, turnaround time according to their income status, energy prices</p> <p><b>T14:</b> Decreasing public support</p>	<p><b>ST1:</b> Continue to provide accurate and reliable information to the stakeholders in the solar energy sector (S3, S4, T4, T14)</p> <p><b>ST2:</b> Use the leverage of a broad business network of Green Solar Network member (S1, S4, T12, T14)</p> <p><b>ST3:</b> Sustain a participatory approach in the Network management (S5, T5, T7)</p>	<p><b>WT1:</b> Increasing awareness and disseminate information on solar energy (W1, T12)</p> <p><b>WT2:</b> Provide services to strengthen the collaboration among stakeholders in the sector (W3, T5, T7)</p> <p><b>WT3:</b> Focus on promotion activities on the solar energy sector and Network management (W4, W5, T4, T10, T14)</p>

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# 7. MISSION-VISION-CORE VALUES

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## 7. MISSION-VISION-CORE VALUES

### 7.1. Mission

To increase the use of solar energy by creating a strong and integrated network between the solar industry and other sectors and all groups of solar energy users.

### 7.2. Vision

Disseminate the use of solar energy in society with a reliable and sustainable structure.

### 7.3. Core Values

- ❖ Independence
- ❖ Be in balance
- ❖ Respect for nature
- ❖ Reliable information
- ❖ Honesty
- ❖ Equality

- ❖ Reliability
- ❖ Sectoral inclusiveness and complementarity
- ❖ Responsibility
- ❖ Sustainability
- ❖ Transparency

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# 8. STRATEGIC GOALS – OBJECTIVES – MEASURES

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## 8. STRATEGIC GOALS – OBJECTIVES – MEASURES

### 8.1. Strategic Goals and Objectives

#### 1. Strengthening Cooperation

- O.1.1. Strengthening cooperation among network stakeholders
- O.1.2. Increasing experience and knowledge sharing among network stakeholders
- O.1.3. Strengthening cooperation with external partners
- O.1.4. Increasing network visibility

#### 2. Technology Development and Know-how Transfer

- O.2.1. Increasing joint products, technologies or services among network participant
- O.2.2. Development of R&D and Innovation projects financed by funding programs
- O.2.3. The increasing level of awareness of the network stakeholders about funding programs and opportunities

#### 3. Policy Development

- O.3.1. Providing policy recommendations regarding legislation and regulations
- O.3.2. Representing the country in national/international working groups
- O.3.3. Ensure sustainability of the feed in tariffs

#### 4. Capacity Development

- O.4.1. Increasing the capacity of human resources of the network coordination office
- O.4.2. Increasing the number of specialized human resources for the network activities
- O.4.3. Identifying training needs of the network stakeholders
- O.4.4. Increasing capacities and capabilities of network stakeholders

## 5. Increasing Solar Energy Awareness and Investments

- O.5.1. Increasing awareness on solar energy use
- O.5.2. Increasing capacities of the blue color workers
- O.5.3. Identifying new business models for different market segments (Roofs, households, cooperatives, etc.)
- O.5.4. Lobbying for developing updated legislation for insurance systems
- O.5.5. Searching for international funds for solar energy investment

## 6. Internationalization

- O.6.1. Development of International R&D projects for network activities
- O.6.2. Development cooperation with other international network and signing international agreements
- O.6.3. Development strategy for international markets
- O.6.4. Increasing visibility of the network in international markets
- O.6.5. Organizing/participating B2B and C2C matching events

## 7. Dissemination Information-Awareness and Promotion

- O.7.1. Providing up-to-date information to the network stakeholders
- O.7.2. Increasing the visibility of network in Turkey

## 8. To increase and sustain the competitiveness of the network members

- O.8.1. Setting up a quality guarantee system for the whole value chain



## 8.2. Activities and Measures

Strategic Goal 1: Strengthening Cooperation										
<b>Objectives</b>	<p><b>O.1.1.</b> Strengthening cooperation among network stakeholders  <b>O.1.2.</b> Increasing experience and knowledge sharing among network stakeholders  <b>O.1.3.</b> Strengthening cooperation with external partners  <b>O.1.4.</b> Increasing network visibility</p>									
<b>Activities</b>	<p><b>A.1.1.</b> Internal networking/matching events (workshops, B2B, meetings etc.)  <b>A.1.2.</b> Experience and knowledge sharing services (matchmaking, interviews, news, newsletters etc.)  <b>A.1.3.</b> External networking/matching events (workshops, B2B, meetings etc.)  <b>A.1.4.</b> Identifying complementary institutions/clusters/networks and having the first contact.  <b>A.1.5.</b> Organization/participation in events to promote Network (attending fairs, seminars etc.)</p>									
Measures/ Targets					2021	2022	2023	2024	2025	The Related Stakeholders
M.1.1. Number of organized internal networking/matching events					1	1	2	2	2	GENSED, Companies, Chambers of Industry and Commerce, Development Agencies, Other NGOs
M.1.2. Number of participants to internal networking/matching events					15	20	30	35	35	
M.1.3. Number of provided experience and knowledge sharing services					2	3	5	5	6	
M.1.4. Number of stakeholders that are provided services for experience and knowledge sharing					5	7	10	20	25	
M.1.5. Number of participated in matchmaking/networking events outside the Network					1	2	2	3	3	
M.1.6. Number of institutions/clusters/networks that are contacted					5	7	7	8	8	

Strategic Goal 2: Technology Development and Know-how Transfer						
Objectives	<b>O.2.1.</b> Increasing joint products, technologies or services among network participant <b>O.2.2.</b> Development of R&D and Innovation projects financed by funding programs <b>O.2.3.</b> The increasing level of awareness of the network stakeholders about funding programs and opportunities					
Activities	<b>A.2.1.</b> Technology mapping study for state-of-the-art technologies and services in the solar energy sector <b>A.2.2.</b> Developing an online infrastructure to share networks stakeholders' needs for joint products/services development <b>A.2.3.</b> Information training programs for fund programs <b>A.2.4.</b> Project development training programs for fund programs <b>A.2.5.</b> Distribution of information about fund programs					
Measures/ Targets	2021	2022	2023	2024	2025	The Related Stakeholders
M.2.1. Number of technology mapping report	-	1	1	1	1	Industry, Panel Manufacturers, R&D Centres, NGOs, Municipalities, Chambers of Industry and Commerce Development Agencies, TUBITAK
M.2.2. Developed online infrastructure to share needs of network stakeholders	-	1	1	1	1	
M.2.3. Number of developed joint products, technologies or services among network participants	-	1	2	2	3	
M.2.4. Number of organized information training programs for funding programs	-	1	2	2	3	
M.2.5. Number of participants in information training programs for funding programs from network stakeholders	-	10	20	25	25	
M.2.6. Number of organized project development training programs for funding programs	-	1	1	2	2	
M.2.7. Number of participants in project development training programs for funding programs from network stakeholders	-	10	15	15	20	
M.2.8. Number of information dissemination about funding programs (e-mail, newsletter, one-to-one etc.)	5	10	15	20	20	

Strategic Goal 3: Policy Development						
Objectives	<p><b>O.3.1.</b> Providing policy recommendations regarding legislation and regulations</p> <p><b>O.3.2.</b> Representing the country in national/international working groups</p> <p><b>O.3.3.</b> Ensure sustainability of the feed-in tariffs</p>					
Activities	<p><b>A.3.1.</b> Conducting policy recommendations/strategy development studies (working groups, workshops etc.)</p> <p><b>A.3.2.</b> Presenting policy recommendations to the Ministry of Energy and Natural Resources</p> <p><b>A.3.3.</b> Being an active member of an international network related to the solar energy sector</p>					
Measures/ Targets	2021	2022	2023	2024	2025	The Related Stakeholders
M.3.1. Number of working groups organized to develop policy recommendations	1	2	2	2	2	GENSED, Companies, Municipalities, Public and Financial Institutions, Other related Associations
M.3.2. Number of policy recommendation documents to be presented to the Ministry	1	1	1	1	1	
M.3.3. Number of international network membership	-	1	1	1	1	

**Strategic Goal 4: Capacity Development**

<b>Objectives</b>	<p><b>O.4.1.</b> Increasing the capacity of human resources of the network coordination office</p> <p><b>O.4.2.</b> Increasing the number of specialized human resources for the network activities</p> <p><b>O.4.3.</b> Identifying training needs of the network stakeholders</p> <p><b>O.4.4.</b> Increasing capacities and capabilities of network stakeholders</p>
<b>Activities</b>	<p><b>A.4.1.</b> Participation in specific training programs</p> <p><b>A.4.2.</b> Recruitment of specialized human resources for the network coordination office</p> <p><b>A.4.3.</b> Conducting training needs assessment surveys</p> <p><b>A.4.4.</b> Organizing specific training programs for all network stakeholders</p>

<b>Measures/ Targets</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>The Related Stakeholders</b>
M.4.1. Number of training programs that experts of the Administration & Communication Team participate	1	1	2	2	3	GENSED, KAISDER
M.4.2. Number of recruited experts for the network Administration & Communication Team	2	2	3	4	5	
M.4.3. Annual training needs assessment report	-	1	1	1	1	
M.4.4. Number of training programs that are organized for network stakeholders	-	1	2	2	3	
M.4.5. Number of participants in training programs from network stakeholders	-	10	20	25	25	

Strategic Goal 5: Increasing Solar Energy Awareness and Investments										
<b>Objectives</b>	<p><b>O.5.1.</b> Increasing awareness on solar energy use</p> <p><b>O.5.2.</b> Increasing capacities of the blue color workers</p> <p><b>O.5.3.</b> Identifying new business models for different market segments (Roofs, households, cooperatives, etc.)</p> <p><b>O.5.4.</b> Lobbying for developing updated legislation for insurance systems</p> <p><b>O.5.5.</b> Searching for international funds for solar energy investment</p>									
<b>Activities</b>	<p><b>A.5.1.</b> Dissemination of publications on solar energy, public spot etc.</p> <p><b>A.5.2.</b> Organizing awareness events (competitions, seminars etc.) for different age groups</p> <p><b>A.5.3.</b> Establishing Solar Energy Ambassadors groups</p> <p><b>A.5.4.</b> Developing projects to raise awareness of the students</p> <p><b>A.5.5.</b> Organizing vocational training programs in universities and vocational high schools</p> <p><b>A.5.6.</b> Sharing good practice examples</p> <p><b>A.5.7.</b> Informing about solar panel installation, costs and incentives</p> <p><b>A.5.8.</b> Carrying out activities for organizations that consume high energy (Industry, Shopping Malls etc.)</p> <p><b>A.5.9.</b> Implementing activities for the establishment of the solar energy cooperative infrastructure</p>									
Measures/ Targets					2021	2022	2023	2024	2025	The Related Stakeholders
M.5.1. Number of publications (public spot etc.)					1	2	2	3	3	GENSED, KAISDER, Other Associations, Education Institutions, University Student Clubs, Municipalities, Chambers of Industry and Commerce, Development Agencies, Industry,
M.5.2. Number of awareness events (competitions, seminars etc.) for different age groups					2	3	4	4	4	
M.5.3. Number of people participating in awareness events					60	80	100	100	120	
M.5.4. Number of Solar Energy Ambassadors					5	7	8	8	10	
M.5.5. Number of activities organized for students to develop projects					-	1	2	2	3	

M.5.6. Number of students participating in vocational training programs	-	10	20	30	40	Public and Financial Institutions
M.5.7. Number of training in universities and vocational high schools	-	1	2	2	3	
M.5.8. Number of publications about good practices examples	2	4	4	6	6	
M.5.9. Number of publications/news/events on solar panel installation, costs and incentives	1	1	3	4	4	
M.5.10. Number of organizations that are started to use the solar panel	1	1	2	3	4	
M.5.11. Number of initiatives to establish the solar energy cooperative infrastructure	-	1	1	1	1	
M.5.12. Number of reports on new business models for different market segments	-	1	1	1	1	
M.5.13. Number of lobbying activities for the updated legislation of insurance systems	1	1	1	1	1	
M.5.14. Number of identified investment funds	2	3	4	5	5	
M.5.15. A Network web application	1	1	1	1	1	

**Strategic Goal 6: Internationalization**

<b>Objectives</b>	<p><b>O.6.1.</b> Development of International R&amp;D projects for network activities  <b>O.6.2.</b> Development cooperation with other international Network and signing international agreements  <b>O.6.3.</b> Development strategy for international markets  <b>O.6.4.</b> Increasing visibility of the Network in international markets  <b>O.6.5.</b> Organizing/participating B2B and C2C matching events</p>									
<b>Activities</b>	<p><b>A.6.1.</b> Regularly monitoring funding programs in which the Network can participate  <b>A.6.2.</b> Development of human resources capacity to develop International R&amp;D projects for network activities  <b>A.6.3.</b> Contacting with a related international network and developing concrete cooperation.  <b>A.6.4.</b> Preparation strategy specifically for international markets  <b>A.6.5.</b> Participation in international events for the promotion of network stakeholders</p>									
<b>Measures/ Targets</b>					<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>The Related Stakeholders</b>
M.6.1. Number of the identified project calls that the Network can participate in					2	3	4	4	4	GENSED, KAISDER, Companies
M.6.2. Number of training programs for project development					-	1	1	2	2	
M.6.3. Number of consultancy services for project development					-	1	1	1	1	
M.6.4. Number of the contacted international Network or cluster					2	2	2	3	3	
M.6.5. Number of the international cooperation agreements					-	1	1	2	2	
M.6.6. Number of the strategy document for international markets					-	1	1	1	1	
M.6.7. Number of international trade fairs/conferences/seminars that are participated for promotion of network stakeholders					1	1	2	2	2	
M.6.8. Number of B2B/C2C matching events participated/organized					-	1	2	2	3	

**Strategic Goal 7: Dissemination Information-Awareness and Promotion**

<b>Objectives</b>	<p><b>O.7.1.</b> Providing up-to-date information to the network stakeholders  <b>O.7.2.</b> Increasing the visibility of Network in Turkey</p>									
<b>Activities</b>	<p><b>A.7.1.</b> Updating social media accounts  <b>A.7.2.</b> Updating Network website in Turkish/English  <b>A.7.3.</b> Development of Network mobile application  <b>A.7.4.</b> Publishing announcement and news/press-releases for network activities and stakeholders</p>									
<b>Measures/ Targets</b>					<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>The Related Stakeholders</b>
M.7.1. Awareness and visibility evaluation report including feedbacks of network stakeholders					1	1	1	1	1	GENSED
M.7.2. Number of announcements and news/press releases published					12	15	15	20	20	



Strategic Goal 8: To increase and sustain the competitiveness of the network members						
Objectives	O.8.1. Setting up a quality guarantee system for the whole value chain					
Activities	A.8.1. Identification of process steps in solar investments A.8.2. Identification of critical control points for process steps A.8.3. Preparation of quality guideline for the system A.8.4. Development of the quality guarantee label audit process A.8.5. Establishing external audit infrastructure for the system. A.8.6. Development of the superior brand for the system A.8.7. Promotion of the superior brand					
Measures/ Targets	2021	2022	2023	2024	2025	The Related Stakeholders
M.8.1. Quality guarantee system guideline	-	1	1	1	1	GENSED, Companies, Public and Financial Institutions, Municipalities
M.8.2. Quality guarantee system registered superior brand	-	1	1	1	1	
M.8.3. Quality guarantee label audit process	-	1	1	1	1	
M.8.4. External audit infrastructure	-	1	1	1	1	
M.8.5. Number of promotion activities	-	2	4	5	8	

# 9. BUDGET

## 9. BUDGET

Estimated Budget Table (TL)

Goal and Objectives	2021	2022	2023	2024	2025	Total
<b>Strategic Goal 1: Strengthening Cooperation</b>	<b>54.500</b>	<b>85.800</b>	<b>91.800</b>	<b>96.750</b>	<b>97.850</b>	<b>426.700</b>
<b>O.1.1.</b> Strengthening cooperation among network stakeholders	12.500	16.500	16.500	19.250	19.250	84.000
<b>O.1.2.</b> Increasing experience and knowledge sharing among network stakeholders	2.000	3.300	3.300	5.500	6.600	20.700
<b>O.1.3.</b> Strengthening cooperation with external partners	20.000	33.000	36.000	36.000	36.000	161.000
<b>O.1.4.</b> Increasing network visibility	20.000	33.000	36.000	36.000	36.000	161.000
<b>Strategic Goal 2: Technology Development and Know-how Transfer</b>	<b>5.000</b>	<b>59.000</b>	<b>70.800</b>	<b>84.960</b>	<b>84.960</b>	<b>261.760</b>
<b>O.2.1.</b> Increasing joint products, technologies or services among network participant	0	20.000	24.000	28.800	34.560	107.360
<b>O.2.2.</b> Development of R&D and Innovation projects financed by funding programs	0	10.000	20.000	24.000	28.800	82.800
<b>O.2.3.</b> The increasing level of awareness of the network stakeholders about funding programs and opportunities	5.000	12.000	15.000	18.000	21.600	71.600

<b>Strategic Goal 3: Policy Development</b>	<b>20.000</b>	<b>24.000</b>	<b>28.800</b>	<b>34.560</b>	<b>41.473</b>	<b>148.833</b>
<b>O.3.1.</b> Providing policy recommendations regarding legislation and regulations	1.000	1.200	1.440	1.728	2.074	7.442
<b>O.3.2.</b> Representing the country in national/international working groups	18.000	21.600	25.920	31.104	37.325	133.949
<b>O.3.3.</b> Ensure sustainability of the feed-in tariffs	1.000	1.200	1.440	1.728	2.074	7.442
<b>Strategic Goal 4: Capacity Development</b>	<b>121.000</b>	<b>146.000</b>	<b>192.000</b>	<b>212.000</b>	<b>258.000</b>	<b>929.000</b>
<b>O.4.1.</b> Increasing the capacity of human resources of the network coordination office	1.000	1.000	2.000	2.000	3.000	9.000
<b>O.4.2.</b> Increasing the number of specialized human resources for the network activities	120.000	140.000	180.000	200.000	240.000	880.000
<b>O.4.3.</b> Identifying training needs of the network stakeholders	0	0	0	0	0	0
<b>O.4.4.</b> Increasing capacities and capabilities of network stakeholders	0	5.000	10.000	10.000	15.000	40.000
<b>Strategic Goal 5: Increasing Solar Energy Awareness and Investments</b>	<b>65.000</b>	<b>137.000</b>	<b>163.400</b>	<b>195.080</b>	<b>233.096</b>	<b>793.576</b>
<b>O.5.1.</b> Increasing awareness on solar energy use	60.000	72.000	86.400	103.680	124.416	446.496
<b>O.5.2.</b> Increasing capacities of the blue color workers	0	24.000	28.800	34.560	41.472	128.832
<b>O.5.3.</b> Identifying new business models for different market segments (Roofs, households, cooperatives, etc.)	0	36.000	43.200	51.840	62.208	193.248
<b>O.5.4.</b> Lobbying for developing updated legislation for insurance systems	0	0	0	0	0	0
<b>O.5.5.</b> Searching for international funds for solar energy investment	5.000	5.000	5.000	5.000	5.000	25.000

<b>Strategic Goal 6: Internationalization</b>	<b>28.000</b>	<b>136.000</b>	<b>163.200</b>	<b>195.840</b>	<b>235.008</b>	<b>758.048</b>
<b>O.6.1.</b> Development of International R&D projects for network activities	0	36.000	43.200	51.840	62.208	193.248
<b>O.6.2.</b> Development cooperation with other international network and signing international agreements	8.000	12.000	14.400	17.280	20.736	72.416
<b>O.6.3.</b> Development strategy for international markets	0	24.000	28.800	34.560	41.472	128.832
<b>O.6.4.</b> Increasing visibility of the Network in international markets	20.000	24.000	28.800	34.560	41.472	148.832
<b>O.6.5.</b> Organizing/participating B2B and C2C matching events	0	40.000	48.000	57.600	69.120	214.720
<b>Strategic Goal 7: Dissemination Information-Awareness and Promotion</b>	<b>25.000</b>	<b>30.000</b>	<b>36.000</b>	<b>43.200</b>	<b>51.840</b>	<b>186.040</b>
<b>O.7.1.</b> Providing up-to-date information to the network stakeholders	20.000	24.000	28.800	34.560	41.472	148.832
<b>O.7.2.</b> Increasing the visibility of Network in Turkey	5.000	6.000	7.200	8.640	10.368	37.208
<b>Strategic Goal 8: To increase and sustain the competitiveness of the network members</b>	<b>0</b>	<b>46.000</b>	<b>55.200</b>	<b>66.240</b>	<b>66.240</b>	<b>197.440</b>
<b>O.8.1.</b> Setting up a quality guarantee system for the whole value chain	0	30.000	46.000	55.200	66.240	197.440
<b>Total</b>	<b>318.500,00</b>	<b>663.800,00</b>	<b>801.200,00</b>	<b>928.630,00</b>	<b>1.068.467,00</b>	<b>3.701.397,00</b>

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# 10. MONITORING & EVALUATION

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## 10. MONITORING & EVALUATION

An establishing a robust Monitoring and Evaluation (M&E) system is important to monitor the implementation of the strategic plan. The main aim of the M&E is to track the progress towards the achievement of Green Solar Network's goals and objectives and identify any bottlenecks.

The Working Committee of Green Solar Network, which was established for responsible for the business plan processes and implementation of the activities, will monitor and evaluate the strategic plan based on M&E procedures. The Monitoring and Evaluation system will be implemented according to the below procedure:

No	Realization Source	Frequency	Source Type
1	Activity-based proof documents	End of each activity	Report, participant list, picture, guideline, event program, agreement etc.
2	The Working Committee of Green Solar Network	Each 6 month	Meeting result report, participant list
3	The Evaluation Survey of Network Stakeholder	Annually	Survey, Result report
4	Green Solar Network Annual Report	Annually	Report

**Figure 5:** The Monitoring and Evaluation System

The results matrix provides measures and performance indicators for Green Solar Network activities. The result matrix is stated in the below table:

## Results Matrix

Goals	Objectives	Activities	Measures / Performance Indicators	2021	2022	2023	2024	2025
<b>1. Strengthening Cooperation</b>	O.1.1. Strengthening cooperation among network stakeholders O.1.2. Increasing experience and knowledge sharing among network stakeholders O.1.3. Strengthening cooperation with external partners O.1.4. Increasing network visibility	A.1.1. Internal networking/matching events (workshop, B2B, meeting, seminar etc.)	M.1.1. Number of organized internal networking/matching events	1	1	2	2	2
			M.1.2. Number of participants to internal networking/matching events	15	20	30	35	35
		A.1.2. Experience and knowledge sharing services (matchmaking, interviews, news, newsletters etc.)	M.1.3. Number of provided experience and knowledge sharing services	2	3	5	5	6
		A.1.3. External networking/matching events (workshop, B2B, meetings etc.)	M.1.4. Number of stakeholders that are provided services for experience and knowledge sharing	5	7	10	20	25
		A.1.4. Identifying complementary institutions/clusters/networks and having the first contact.	M.1.5. Number of participated in matchmaking/networking events outside the Network	1	2	2	3	3
		A.1.5. Organization/participation in events to promote Network (attending fairs, seminars etc.)	M.1.6. Number of institutions/clusters/networks that are contacted	5	7	7	8	8
<b>2. Technology Development and Know-how Transfer</b>	O.2.1. Increasing joint products, technologies or services among network participants O.2.2. Development of R&D and Innovation projects financed by funding programs O.2.3. The increasing level of awareness of the network stakeholders about funding programs and opportunities	A.2.1. Technology mapping study for state-of-the-art technologies and services in the solar energy sector	M.2.1. Number of technology mapping report	-	1	1	1	1
		A.2.2. Developing an online infrastructure to share networks stakeholders' needs for joint products/services development	M.2.2. Developed online infrastructure to share needs of network stakeholders	-	1	1	1	1
		A.2.3. Information training programs for fund programs	M.2.3. Number of developed joint products, technologies or services among network participants	-	1	2	2	3
		A.2.4. Project development training programs for fund programs	M.2.4. Number of organized information training programs for funding programs	-	1	2	2	3
			M.2.5. Number of participants in information training programs for funding programs from network stakeholders	-	10	20	25	25

		A.2.5. Distribution of information about fund programs	M.2.6. Number of organized project development training programs for funding programs	-	1	1	2	2
			M.2.7. Number of participants in project development training programs for funding programs from network stakeholders	-	10	15	15	20
			M.2.8. Number of information dissemination about funding programs (e-mail, newsletter, one-to-one etc.)	5	10	15	20	20
<b>3. Policy Development</b>	O.3.1. Providing policy recommendations regarding legislation and regulations	A.3.1. Conducting policy recommendations/strategy development studies (working groups, workshops etc.)	M.3.1. Number of working groups organized to develop policy recommendations	1	2	2	2	2
	O.3.2. Representing the country in national/international working groups	A.3.2. Presenting policy recommendations to the Ministry of Energy and Natural Resources	M.3.2. Number of policy recommendation documents to be presented to the Ministry	1	1	1	1	1
	O.3.2. Ensure sustainability of the feed-in tariffs	A.3.3. Being an active member of an international network related to the solar energy sector	M.3.3. Number of international network membership	-	1	1	1	1
<b>4. Capacity Development</b>	O.4.1. Increasing the capacity of human resources of the network coordination office	A.4.1. Participation in specific training programs	M.4.1. Number of training programs that experts of the Administration & Communication Team participate	1	1	2	2	3
	O.4.2. Increasing the number of specialized human resources for the network activities	A.4.2. Recruitment of specialized human resources for the network coordination office	M.4.2. Number of recruited experts for the network Administration & Communication Team	2	2	3	4	5
	O.4.3. Identifying training needs of the network stakeholders	A.4.3. Conducting training needs assessment surveys	M.4.3. Annual training needs assessment report	-	1	1	1	1
	O.4.4. Increasing capacities and capabilities of network stakeholders	A.4.4. Organizing specific training programs for all network stakeholders	M.4.4. Number of training programs that are organized for network stakeholders	-	1	2	2	3
			M.4.5. Number of participants in training programs from network stakeholders	-	10	20	25	25

<b>5. Increasing Solar Energy Awareness and Investments</b>	<p>O.5.1. Increasing awareness on solar energy use</p> <p>O.5.2. Increasing capacities of the blue color workers</p> <p>O.5.3. Identifying new business models for different market segments (Roofs, households, cooperatives, etc.)</p> <p>O.5.4. Lobbying for developing updated legislation for insurance systems</p> <p>O.5.5. Searching for international funds for solar energy investments</p>	<p>A.5.1. Dissemination of publications on solar energy, public spot etc.</p> <p>A.5.2. Organizing awareness events (competitions, seminars etc.) for different age groups</p> <p>A.5.3. Establishing Solar Energy Ambassadors groups</p> <p>A.5.4. Developing projects to raise awareness of the students</p> <p>A.5.5. Organizing vocational training programs in universities and vocational high schools</p> <p>A.5.6. Sharing good practice examples</p> <p>A.5.7. Informing about solar panel installation, costs and incentives</p> <p>A.5.8. Carrying out activities for organizations that consume high energy (Industry, Shopping Malls etc.)</p> <p>A.5.9. Implementing activities for the establishment of the solar energy cooperative infrastructure</p>	M.5.1. Number of publications (public spot etc.)	1	2	2	3	3
			M.5.2. Number of awareness events (competitions, seminars etc.) for different age groups	2	3	4	4	4
			M.5.3. Number of people participating in awareness events	60	80	100	100	120
			M.5.4. Number of Solar Energy Ambassadors	5	7	8	8	10
			M.5.5. Number of activities organized for students to develop projects	-	1	2	2	3
			M.5.6. Number of students participating in vocational training programs	-	10	20	30	40
			M.5.7. Number of training in universities and vocational high schools	-	1	2	2	3
			M.5.8. Number of publications about good practices examples	2	4	4	6	6
			M.5.9. Number of publications/news/events on solar panel installation, costs and incentives	1	1	3	4	4
			M.5.10. Number of organizations that are started to use the solar panel	1	1	2	3	4
			M.5.11. Number of initiatives to establish the solar energy cooperative infrastructure	-	1	1	1	1
			M.5.12. Number of reports on new business models for different market segments	-	1	1	1	1
			M.5.13. Number of lobbying activities for the updated legislation of insurance systems	1	1	1	1	1
			M.5.14. Number of identified investment funds	2	3	4	5	5
			M.5.15. A Network web application	1	1	1	1	1



<b>6. Internationalization</b>	<p>O.6.1. Development of International R&amp;D projects for network activities</p> <p>O.6.2. Development cooperation with other international Network and signing international agreements</p> <p>O.6.3. Development strategy for international markets</p> <p>O.6.4. Increasing visibility of the Network in international markets</p> <p>O.6.5. Organizing/participating B2B and C2C matching events</p>	<p>A.6.1. Regularly monitoring funding programs in which the Network can participate</p> <p>A.6.2. Development of human resources capacity to develop International R&amp;D projects for network activities</p> <p>A.6.3. Contacting with a related international network and developing concrete cooperation.</p> <p>A.6.4. Preparation strategy specifically for international markets</p> <p>A.6.5. Participation in international events for the promotion of network stakeholders</p>	M.6.1. Number of the identified project calls that the Network can participate in	2	3	4	4	4
			M.6.2. Number of training programs for project development	-	1	1	2	2
			M.6.3. Number of consultancy services for project development	-	1	1	1	1
			M.6.4. Number of the contacted international Network or cluster	2	2	2	3	3
			M.6.5. Number of the international cooperation agreements	-	1	1	2	2
			M.6.6. Number of the strategy document for international markets	-	1	1	1	1
			M.6.7. Number of international trade fairs/conferences/seminars that are participated for promotion of network stakeholders	1	1	2	2	2
			M.6.8. Number of B2B/C2C matching events participated/organized	-	1	2	2	3
<b>7. Dissemination Information-Awareness and Promotion</b>	<p>O.7.1. Providing up to date information to the network stakeholders</p> <p>O.7.2. Increasing the visibility of Network in Turkey</p>	<p>A.7.1. Updating social media accounts</p> <p>A.7.2. Updating Network website in Turkish/English</p> <p>A.7.3. Development of Network mobile application</p> <p>A.7.4. Publishing announcement and news/press-releases for network activities and stakeholders</p>	M.7.1. Awareness and visibility evaluation report including feedbacks of network stakeholders	1	1	1	1	1
			M.7.2. Number of announcements and news/press releases published	12	15	15	20	20

<b>8. To increase and sustain the competitiveness of the network members</b>	O.8.1. Setting up a quality guarantee system for the whole value chain.	A.8.1. Identification of process steps in solar investments	M.8.1. Quality guarantee system guideline	-	1	1	1	1
		A.8.2. Identification of critical control points for process steps	M.8.2. Quality guarantee system registered superior brand	-	1	1	1	1
		A.8.3. Preparation of quality guideline for the system	M.8.3. Quality guarantee label audit process	-	1	1	1	1
		A.8.4. Development of the quality guarantee label audit process	M.8.4. External audit infrastructure	-	1	1	1	1
		A.8.5. Establishing external audit infrastructure for the system.	M.8.5. Number of promotion activities	-	2	4	5	8
		A.8.6. Development of the superior brand for the system						
		A.8.7. Promotion of the superior brand						