

**ADDENDUM NO 1 TO DIRECT GRANT CONTRACT NO
TR0602.08-02/001**

Central Finance and Contracts Unit (“the Contracting Authority”), with its office at Eskişehir Yolu 4.Km. 2.Cad. (Halkbank Kampüsü) No: 63 C-Blok 06580 Söğütözü, Ankara, Turkey, represented for its part by **Mr. Muhsin Altun, PAO-CFCU Director** (“the Contracting Authority”),

of the one part,

and

United Nations Development Programme (UNDP) with its Head office at United Nations Development Programme, One United Nations Plaza, New York, NY 10017 USA (“the Organisation”)

of the other part,

have agreed as follows:

The following provisions of Contract “Technical Assistance for Industrial Restructuring of Şanlıurfa TR0602.08-02/001” concluded between the Contracting Authority and the Organisation on 11/08/2008 (the "Contract") are hereby replaced/completed as follows:

Special Conditions

Article 2 – Entry into force and Implementation Period

2(3) The implementation period of this Agreement, as laid down in Annex I, is *33 months and 20 days*.

Article 4 – Narrative and financial reporting and payment arrangements

4(3) The exchange rate referred to in article 2.7 of Annex II is the UN operational rate of exchange.

In the event of a final surplus balance (of total financing over expenditure) at the financial closure of the project, the surplus balance (holding currency used by the Organization to be specified) in the Organization’s accounts will be converted into Euro using the rate of exchange at the time when the refund is made and the resulting Euro equivalent will be refunded to the Contracting Authority.

In such event, the Organization shall also:

- specify in the final report to be sent to the Contracting Authority the amount of surplus balance (holding currency used by the Organization to be specified) together with the amount in EUR;

- inform the focal point for recoveries at the Commission of the exact amount to be transferred by the Organization and of the date when such amount will be actually refunded to the Contracting Authority.

Article 7 – Other specific conditions applying to Action

Article 7 (1) (2) has been deleted.

Following Article has been added.

7 (2) (3) By derogation from Article 7.3 of the General Conditions, ownership equipment and supplies shall be transferred to the Ministry on Industry and Trade on 10 November 2010. The documentary proof of those transfers shall be kept for verification along with the documents mentioned in article 16.3.



**ADDENDUM NO 1 TO DIRECT GRANT CONTRACT NO
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Annex I: Description of the Action

The new version of Annex I: Description of the Action is attached to this addendum.

Annex III: Budget of the Action

The new version of Annex III: Budget of the Action is attached to this addendum.

All other terms and conditions of the Contract remain unchanged. This addendum shall form an integral part of the Contract and it shall enter into force on the later date of signature by the Parties.

Done in English in three originals, one original being for the Contracting Authority, one original being for the European Commission and one original being for the Consultant.

For the Organisation *Shahid Najam*

Name **Mahmood A. Ayub**

Title Resident Representative

Signature *[Handwritten Signature]*

Date *02/12/2010*

For the Contracting Authority

Name **Muhsin Altun**

Position PAO-CFCU Director

Signature *[Handwritten Signature]*

Date

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24-11-2010

Endorsed for financing by the European Union

Name *Mr* **Marc Pierini**

Title Head of Delegation

Signature *[Handwritten Signature]*

Date **Tibor VARADI**
Deputy Head of EU Delegation to Turkey

2/12/2010

Emine DÖĞER
Senior Contract Manager
Deputy CFCU Director

Description of the Action

1 Description.....	1
1.1 Title.....	1
1.2 Location.....	1
1.3 Cost of the Action.....	1
1.4 Summary.....	1
1.5 Objectives.....	2
1.6 Background and Justification.....	2
1.6.1 Background.....	2
1.6.2 Relevant Donor Activities.....	4
1.7 Detailed description of activities.....	5
1.8 Methodology.....	22
1.8.1 Methods.....	22
1.8.2 Risks and Assumptions.....	23
1.8.3 Technical Assistance Team.....	23
1.8.4 Local Support Staff.....	26
1.8.5 Project Management.....	28
1.8.6 Short Term Experts.....	30
1.9 Management Structure.....	30
1.9.1 Senior Programme Officer (SPO).....	31
1.9.2 Steering Committee.....	31
1.9.3 Provincial Advisory Committee.....	31
1.10 Reporting.....	31
1.10.1 Inception Report.....	32
1.10.2 Monthly Reports.....	32
1.10.3 Quarterly Progress Reports.....	32
1.10.4 Financial Reports.....	32
1.10.5 Final Reports.....	32
1.11 Duration and Action Plan.....	33
2 Expected Results.....	34
2.1 Expected impact on target groups/beneficiaries.....	34
2.2 Concrete outputs.....	34
2.3 Multiplier effects.....	35
2.4 Sustainability.....	35
2.4.1 Institutional Level.....	35
2.4.2 The Financial Aspect.....	36
2.4.3 Policy Level.....	36
2.5 Logical Framework.....	36

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Annex I

2.6 Visibility Actions.....36
2.7 Special Considerations36
 2.7.1 Gender36
 2.7.2 Environment36
3 Budget for the Action38
Log Frame.....39

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Annex I

List of Acronyms, in alphabetical order

ANIMA	Mediterranean Investment Network
CFCU	Central Finance and Contracts Unit
CSO	Civil Society Organisation
EC	European Commission
ECD	Delegation of the European Commission to Turkey
EU	European Union
GAP RDA	Southeast Anatolia Project Regional Development Administration
HPP	Hydraulic Power Plants
IIDP	Integrated Industrial Development Plan
IPA	Instrument for Pre-accession Assistance
KOSGEB	National SME Development Agency
LCP	Local Competitiveness Platform
MIGA	Multilateral Investment Guarantee Agency
MoIT	Ministry of Industry and Trade
NGO	Nongovernmental Organisation
OIZ	Organised Industrial Zone
SME	Small- and Medium-sized Enterprises
SPO	State Planning Organisation or Senior Programme Officer, depending on the context
STE	Short-term Expert
TAT	Technical Assistance Team
TESK	Confederation of Tradesmen and Craftsmen
the Ministry	Refers to the Ministry of Industry and Trade, unless otherwise noted
TOBB	Union of Chambers and Commodity Exchanges
UFT	Undersecretariat for Foreign Trade
UNDP	United Nations Development Organisation

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at.

1 Description

1.1 Title

Industrial Restructuring of Şanlıurfa (Technical Assistance Component)

1.2 Location

Şanlıurfa and Ankara, Turkey

1.3 Cost of the Action

The cost of the "Action" is EUR 2.620.000, all financed by the European Commission

1.4 Summary

Duration	33 months 20 days (11.08.2008 – 30.05.2011)
Objectives	The overall objective of the Project is to reduce regional disparities in Turkey, by contributing to social stability and economic development in the GAP Region. More specifically the Project will identify strategic sectors for Şanlıurfa OIZ and facilitate establishment a favourable operating environment for the enterprises in the OIZ
Partner(s)	Investment Support and Promotion Agency, KOSGEB (National SME Development Agency), GAP RDA (Southeast Anatolia Project Regional Development Administration), Karacadağ Development Agency.
Target group(s)	SMEs and Entrepreneurs, in general, and OIZ incumbent companies, in specific.
Final beneficiaries	Ministry of Industry and Trade (main institutional beneficiary), Şanlıurfa OIZ Management, Şanlıurfa Chamber of Commerce and Industry, Şanlıurfa Commodity Exchange, Karacadağ Development Agency, SMEs and Entrepreneurs
Estimated results	<ul style="list-style-type: none"> - An Integrated Industrial Development Plan developed for Şanlıurfa, - The investment opportunities in the 2nd OIZ promoted, - Incumbents of the 2nd OIZ selected fairly, competitively and transparently, - Capacity of the local enterprises developed, - Capacity of the local and national institutions improved.
Main activities	<ul style="list-style-type: none"> - Development of Integrated Industrial Development Plan - Investment Promotion - Assessment of Applications - Implementation of the Integrated Industrial Development Plan - Capacity Building

1.5 Objectives

The overall objective of the “Technical Assistance to Industrial Restructuring of Şanlıurfa Project” (“the Project”, hereinafter) is “*to reduce regional disparities in Turkey, by contributing to social stability and economic development in the Southeast Anatolia Region*”. More specifically the purpose of the Project is “*to improve the institutional setting and capacities that will foster local economic development in Şanlıurfa*”.

1.6 Background and Justification

1.6.1 Background

The industrial policy (published by SPO in 2003) states that “the main objective of industrial policy in Turkey is to increase competitiveness and productivity of the industry, and to promote and maintain sustainable growth within an outward oriented structure, in the face of increased global competition”.

Organized Industrial Zones (OIZs) are well-established practices of the Turkish industrial policy, and are one of the important means, through which the aforementioned objective of the industrial policy can be achieved. The OIZs are important for a number of reasons: first, they are a means to plan and shape the interactions between urbanization and industrialization; second, they offer considerable opportunities for controlling the negative effects of the industry on environment by providing the incumbent companies with the opportunity to benefit from shared infrastructural facilities, allowing also for easier and less costly production.

General Directorate for Crafts, Industrial Zones and Estates of the Ministry of Industry and Trade (MoIT) is authorized to establish, audit and accredit OIZs and to establish co-ordination with other institutions. Establishment and functioning of Organized Industrial Zones are governed by the “Law on Organized Industrial Zones” dated 15.04.2000 no 4562. The objectives of establishing OIZs can be summarised as follows:

To allow for profit maximisation and to facilitate interactions between companies that are engaged in complementary economic activities (i.e. manufacturing),

- To contribute to better urban planning,
- To promote industry in less developed regions,
- To prevent utilisation of agricultural areas for industrial manufacturing purposes,
- To establish a sound and reliable infrastructure, and common social facilities, from which OIZ incumbents can benefit in a cost efficient manner,
- To prevent environmental pollution via common treatment facilities.

87 OIZs have been completed by 2005 across Turkey and around 30.000 firms have started production in these zones.

Şanlıurfa (TRC21) is one of the least developed regions of Turkey as evidenced by many indicators, including but not limited to the socio-economic development index (2003) that has

Annex I

been published by the State Planning Organisation (SPO). Şanlıurfa is ranked 68th (with an index value of “minus 0.83”) among the 81 provinces in Turkey.

The present economic performance of Şanlıurfa is far from reflecting its actual potential, which owes much to the Southeast Anatolia Project (GAP, after its Turkish language acronym). The GAP facilitated establishment of dams, hydraulic power plants and irrigation networks. Upon the completion of the GAP, 1.7 million hectares of land will be irrigated, and energy production in the region will reach 27 billion kWh. Şanlıurfa is located at the heart of the GAP Region. The financial difficulties have prevented timely completion of the infrastructural investments of the GAP, however the investments that have been completed thus far is beneficial mostly to Şanlıurfa (i.e. irrigation networks). The establishment of irrigation networks have increased the agricultural output of the Province; however increased agricultural output has not yet contributed to socio-economic development that benefits larger population groups. Most of the agricultural output is either sold domestically or exported as raw materials. Thus the agro-based industry in the Province is presently at the lower levels of the value chain, which impedes socio-economic growth. Non-existence of a second OIZ and the failed attempt to establish a free trade zone in the Province are the two main factors that prevented accelerated economic development in the region. The works component of the present Programme¹ will therefore eliminate an important bottleneck by providing the local economy with the infrastructure that can be used as a springboard to socio-economic development. Although agro-based industry is pre-dominant, other industries (i.e. chemicals, metal, machinery etc.) are also present, although weakly, in the Province.

Şanlıurfa has a strategic location in terms of access to Middle East markets, especially to Iraq and Syria. The international cargo airport, which is the largest of its kind in Turkey, is yet another facility that provides logistical advantages to the companies operating in the Province. In terms of conventional factor endowments (i.e. land and labour), the Province is quite rich, however the contemporary factors endowments, such as qualified labour force, is rather poor.

A major advantage of the Province is its location with respect to access to renewable energy resources (i.e. hydraulic and solar). If utilised strategically, these resources might serve as a sound socio-economic development trajectory for the Province. The recently-launched “Competitiveness Agenda for the GAP Region”, which was developed within the scope of the EC-funded GAP-GIDEM Project, underlines the vital importance of this “hidden” competitive advantage. The said study also highlights the distinctive potential of the Region (and specifically Şanlıurfa) to combine renewable energy with organic production, which will help create immense benefits not only for Şanlıurfa and GAP Region but also for Turkey as a whole.

Although establishment of the 2nd OIZ will eliminate the “spatial” bottleneck for new investments in the Province, it cannot, by itself, mobilise economic and industrial potential of

¹ The Programme refers, hereinafter, to the Industrial Restructuring of Şanlıurfa Programme, which is, in addition to the present technical assistance component, composed of works, supervision and construction of a waste management facility.

Şanlıurfa. The very reason for establishing OIZs is to strategise and shape a sustainable industrial development path. As such, the Technical Assistance component of the IRS Programme will be instrumental for the socio-economic development of Şanlıurfa. This calls for development of integrated industrial development plan, which will form the basis for identification and selection of the incumbent companies of the OIZ and promoting the investment opportunities in a strategic manner so as to attract the types of investments that will contribute most to the economic and industrial development of the Province. Additionally, improvement of national and local capacity is utterly important. The latter will ensure sustaining the positive impact of the intervention (i.e. the Project); whereas the earlier will contribute replication of the intervention in other regions of Turkey.

UNDP (United Nations Development Programme) has been actively involved in local socio-economic development projects in Southeast Anatolia. Among the many projects and programmes, which UNDP managed or co-executed with governmental or international funds (including the EU funds), GAP-GIDEM Project is quite relevant to the present Project both in terms of scope and nature. The Entrepreneurship Support Centres (GIDEMs) was originally established in 1997 within the scope of an umbrella programme co-funded by the GAP Regional Development Administration and UNDP. GIDEMs enjoyed EC's financial support between 2002 and 2007 and delivered business development services and executed local economic development initiatives. UNDP's long-lasting presence in Şanlıurfa also provided the organisation with the opportunity to establish strong working relations with the local actors and develop a strong understanding of socio-economic dynamics of the region.

1.6.2 Relevant Donor Activities

The following projects and/or programmes, which have either been recently launched and/or will be launched soon, are relevant to the Project at hand. UNDP will help technical assistance team establish working relations with these projects and programmes, most of which are headquartered in Ankara.

- **Expansion of the European Turkish Business Centres Network (EU):** The purpose of the programme is to increase the competitiveness of Turkish SMEs by supporting and assisting their general business operations and processes. The project envisages the establishment of equipped, oriented, staffed and sustainable 8 large scale Business Centers (BCs) in Afyon, Çorum, Denizli, Erzurum, Eskişehir, Konya, Kayseri and Malatya Provinces. The BCs will ensure support for economic growth by providing information, advice, training and business advisory services to new and established SMEs. The Beneficiary of the project is TOBB (Union of Chambers and Commodity Exchanges). (not started, as of writing)
- **EU-Support to Women Entrepreneurship Project:** The project aims at developing a national women entrepreneurship policy and establishing training centres for women entrepreneurs. Training centres will be established in 9 provinces: Adana, Ankara, Antalya, Istanbul, Konya, Malatya, Manisa, Nevşehir and Samsun. Additionally 16 relay training

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Annex I

offices will be established in Amasya, Balıkesir, Düzce, Erzurum, Eskisehir, Hatay, Kastamonu, Kırklareli, Mugla, Ordu, Sivas, Tekirdag, Tokat Tunceli, Usak, and Yozgat. The beneficiary of the Project is TESK (Confederation of Tradesmen and Craftsmen). (in progress)

- **EU-Development of a National Clustering Policy:** The overall objective of the programme is to improve competitiveness of Turkey in international markets as well as to exploit the synergies between Turkish and European clusters and thereby contribute to the EU's Lisbon Strategy. The purpose of the project is "to develop a comprehensive and visionary clustering policy that contributes to the sustainable social, environmental and economic development in Turkey". The beneficiary of the project is the UFT (Undersecretariat for Foreign Trade). (in progress)
- **Small Enterprises Loan Programme (Phase II):** The overall objective is to make a contribution to the economic development and employment creation by expanding and strengthening the financial sector and to contribute to the reduction of the regional disparities in Turkey. The purpose of SELP II is to make available to the target group permanent access to loans (particularly long-term loans) to be provided by private commercial banks at close to market conditions in the project locations. Technical assistance activities include, but are not limited to, developing a loan reporting tool or Management Information System (MIS), determining the training needs of the On-Lending Banks (OLBs) and Turkish Development Bank and developing training curricula, strengthening the credit organisations and procedures of the European Fund for Turkey (EFT), capacity building for TKB managing the EFT, helping OLBs to improve their SME lending capacities. (in progress)
- **Technical Assistance for Development of Incubation Centres for Supporting Women Entrepreneurship:** The overall objective of the programme is to support women entrepreneurship and to encourage them to play a more active role in business through the provision of entrepreneurship and management consultancy at four business incubation centres. The technical assistance team will assist the beneficiary organization on provision of entrepreneurship and management consultancy services to accommodated minimum 60 entrepreneurs, businesses at four incubation centres. The beneficiary of the project is KOSGEB (National SME Development Agency). (in progress)

1.7 Detailed description of activities

The Project is composed of 5 main components:

- Component A: Development of an Integrated Industrial Development Plan
- Component B: Investment Promotion
- Component C: Assessment of Applications
- Component D: Implementation of the Integrated Industrial Development Plan
- Component E: Institution Building



Annex I

A sixth complimentary component (Component 0: Establishment of the Project Setting and Management Structure) will ensure efficient and effective implementation of the Project.

The present Description of the Action presents objectives of these components and lists the main activity groups under each component. During the inception phase, the TAT will develop a detailed time plan and resource schedule.

Component 0: Establishment of the Project Setting and Management Structure

C01 Establishment of Project Office: UNDP will identify and rent a project office, preferably at a location close to the Şanlıurfa Chamber of Commerce and Industry (ŞUTSO) facilities. The project office will be furnished and equipped within 30 days of the signature of the Agreement. The project office will be sufficiently large to accommodate the TAT. Ideally the office will be large enough to facilitate accommodation for such fulltime staff and the short-term experts. The project office should also include large meeting room that can be used both for large meetings and presentations.

C02 Development of Project Management Protocols: Protocols defining the working relations between the various constituents of the project will be developed within the inception period, which is expected to be completed within 8 weeks of project launch.

The TAT will make sure that the management protocols to be developed include measures to ensure efficient and effective coordination between the TA, Supervision and Works components of the Programme. The TAT should cooperate especially with the Supervisor to follow the progress of the construction activities.

C03 Development of the Inception Report: Although the present “Description of Action” has been developed after thorough analyses and through a participatory process, an inception period will still be needed for the Technical Assistance Team (TAT) to orient itself to the Project and reflect their collective experiences and best judgements to the specific requirements of the Project.

For that purpose, the TAT will need to consult with the local stakeholders and reflect the feedback to be received from the local stakeholders into the inception report.

The inception period is not expected to last more than 8 weeks, during which the TAT will develop fine-tuned and more detailed activity and resource schedules. Thus the time plans and resources allocated to activity groups mentioned hereinafter are indicative and will be finalised by the TAT during the inception period.

Component A. Development of Integrated Industrial Development Plan

Component A will identify the “strategic sectors” that possess the potential for being competitive nationally and internationally, and analyse the needs of these sectors. Identification of “strategic sectors” is expected to provide a basis for selection of companies and to guide potential

investors. The needs assessment on the other hand will demonstrate the types of actions that need to be taken to improve regional competitiveness of these sectors. Clearly some of these actions might be taken during course of the present Project; however some others will need to be formulated as follow-up actions to be financed by local stakeholders and/or international organisations, including the European Commission.

Although the integrated industrial development plan will primarily target Şanlıurfa as the focus of the analyses, such an exercise cannot be satisfactorily pursued without taking issues related to regional and national competitiveness. To that end, the TAT will take previously conducted studies into account during the development of the said plan for Şanlıurfa. Please see CA.1.1, below, for specific references to the studies and plans that should be taken into account by the TAT.

Component A is expected to produce the following outputs:

- Business development services needs assessment report,
- An integrated industrial development programme for Şanlıurfa,
- A portfolio of sectoral options, demonstrating the strengths and weaknesses of the sectors to be identified and their growth prospects (indicatively addressing 8 to 10 sectors),
- Province-based sectoral needs analyses, and development plans (indicatively addressing 8 to 10 sectors),
- Sectoral Development Roadmaps,
- Project Proposals

CA.1. Assessment of Sector- and Enterprise-level Competitiveness

Assessments will be carried out at two levels: a) sectoral and b) enterprise-level, and will include analysis of (a) competitiveness of sectors (i.e. factor conditions, related and supporting industries, local and international demand conditions etc.), (b) national and global trends (i.e. renewable energy, organic production), (c) national, regional and local value chains, and (d) business development needs of SMEs.

For the purposes of analyses;

- Existing sectors refer to the sectors that are present and mature in Şanlıurfa.
- Emerging sectors refer to the sectors that are present and developing in Şanlıurfa.
- Potential sectors refer to the sectors that presently do not exist, however possess the potential to grow in Şanlıurfa.

CA.1.1. Strategic scan of existing, emerging and potential sectors in the Region

Initially, a “macro-level strategic scan” of existing, emerging and potential sectors in Şanlıurfa will be conducted. This strategic scan will involve statistical analysis with a view to identify “sectoral agglomerations” in terms of number of enterprises and employment.

Although these statistical analyses are expected to provide a clear picture of the current state of play in Şanlıurfa, it is also known that the statistical data will not be sufficient to develop conclusive judgments. As such the quantitative analyses will be complemented by qualitative analyses (i.e. indicatively 20 – 40 semi-structured interviews with local businesspeople, business associations, opinion leaders, representatives of governmental agencies, representatives of civil society organisations).

Furthermore, the TAT, with the support of STEs, will also conduct national and international analyses. These analyses are expected to be carried out at the macro-level, providing guidance for future work and putting the local dynamics into a wider context (i.e. national and international).

Finally, these analyses will be consolidated in a single report (i.e. Strategic Scan Report), which will provide a long-list of sectoral opportunities and cast light on the strategic options for the economic and social development of Şanlıurfa. This report will include several socio-economic development hypotheses, which will be further tested through participatory processes. The advantages and disadvantages of the sectoral opportunities presented will also include environmental and social considerations, such as gender issues with reference to the prospective labour force.

The studies to be carried out will leverage on the previous work undertaken within the scope of previous and ongoing EU-funded SME Development Projects, most notably the GAP-GIDEM Project (i.e. Competitiveness Agenda for the GAP Region) and EU Business Centres Project. This will help TAT take issues related to the regional competitiveness into account. UNDP will provide assistance to the TAT for accessing the working documents and outputs of these projects, and will also transfer its experience and know-how to the TAT in a systematic manner. In addition to the work undertaken within the EU-funded projects, GAP RDA (GAP Regional Development Administration) possesses a “Master Plan” for the Southeast Anatolia Region. The Project will also benefit from GAP RDA’s experience. It should also be noted that the analyses to be carried out during the Technical Assistance Team will take the national plans and policies (i.e. 9th National Development Plan, industrial policy, sector strategies etc.) into account so as to ensure that the outcome of the analyses serve for the national overarching policy goals. Finally, KOSGEB and Ministry of Industry and Trade also possess province-based analytical work, on which the Project should also leverage.

CA.1.2. Assessment of Business Development Needs

Development of an integrated industrial development plan requires development of a full understanding of the enterprise-level needs. TAT, with the support of short-term experts, will develop a business “diagnosis tool” and conduct needs assessment on a group of SMEs that represent the industry in Şanlıurfa. The business development needs assessment will leverage on the outputs of the projects (such as GAP-GIDEM etc.) that had been conducted previously in the Region.

The output of this activity will be the Business Development Services Needs Assessment Report. The outcomes of the analyses will be factored into the IIDP, sectoral development roadmaps, as well as to the implementation of Component D.

CA.2. Development of an Integrated Industrial Development Plan for Şanlıurfa

The objective is to develop a high-level integrated “industrial” development plan (IIDP) for Şanlıurfa. It should be noted that today’s economy enforces greater integration between agriculture, manufacturing and services industries. Accordingly, the said high-level integrated industrial development plan will need to take the growth prospects of other sectors (i.e. agriculture and services) and the linkages between the manufacturing industry and these sectors. However, the main emphasis of the plan will be on manufacturing sector and the report will specifically concentrate on the role of the OIZ within the industrial development (restructuring) process.

The IIDP will leverage on the findings and recommendations of the “Strategic Scan Report” and the “Business Development Services Needs Assessment Report” and will produce a vision and several high-level scenarios, which will be collectively referred to as the “theory of the case.” IIDP will then be the main reference document for the Project and will also contribute to the sustainability of the impact of the Project by providing the local stakeholders with a clear developmental guideline.

CA.2.1. Development of an IIDP

The IIDP will be developed through a participatory process, which will involve organisation of a series of focus group meetings (indicatively 6) and high-level workshops (indicatively 3). The focus group meetings and workshops will be attended not only by the local actors but when necessary by national and international players.

The process will be managed by TAT and the STEs that will be hired to conduct further analyses and moderate the focus group meetings and workshops. The analyses to be conducted include the followings:

- Analysis of the competitiveness of the sectors to be identified: This will involve in-depth analysis, including but not limited to “Diamond Analysis”. The diamond analysis, which is also referred to as the diamond competitiveness, includes an analyses of factor conditions, related and supporting industries, local and international demand conditions, firm strategy and rivalry.
- Prioritisation of sectoral opportunities: Sectoral opportunities will need to be prioritised. The prioritisation strategy and objectives will be identified during the execution of the Project. However, it is anticipated that the prioritisation strategy will be based on a “triple bottom line (TBL)” approach, which implies that the priority sectors be economically feasible, and environmentally and socially sustainable. In this context, the IIDP will also include provisions for OIZ in particular and Şanlıurfa in general to lay the ground for environmentally and socially sustainable sectoral growth that takes into

consideration prospects for women's participation in the labour force and facilities required (e.g. child care) that OIZ may provide.

Once developed, the IIDP will be formally adopted by the Local Competitiveness Platform (please see Component D).

This document will also be used for investment promotion purposes (Component B). Contemporary investment promotion strategies repeatedly highlight the importance of having a "theory of the case (i.e. a vision formulated around strong selling points)", for which potential investors' buy-in is sought. The IIDP will provide the local stakeholders (i.e. OIZ management, chamber etc.) with the opportunity to approach to the potential investors in a professional manner and to present persuasive arguments for making an investment in the Province. As such once developed, the IIDP may be professionally designed and translated into German, French, Spanish, Russian and Arabic. Upon finalisation the IIDP will be uploaded to the Project's website, and to the websites of the local and national stakeholders (in the case of demand from these parties).

CA.2.2. Development of Sectoral Development Roadmaps

IIDP will be supplemented with Sectoral Development Roadmaps. For this purpose, sectoral needs assessment will be carried out in the form of a "Gap Analysis", which will benchmark the current state of affairs (AS-IS) against the desired state (TO-BE). The needs assessment will be leverage on the findings of the Strategic Scan Report and the analyses to be carried out during the development of the IIDP. The needs assessment studies will be developed on a sectoral basis and only for the sectors to be prioritised. These assessments will feed into the "sectoral roadmap development" process.

- **Envisioning Workshops for the Sectors:** Envisioning workshops will be conducted as the initial steps for formation of sectoral development roadmaps. The envisioning workshops will be designed as platforms that facilitate out-of-the-box thinking for drafting out sectoral visions based on the IIDP. These workshops will be attended by international and national guests and experts. The most important feature of these workshops will be the level of discussions and participation.
- **Development of Sectoral Development Roadmaps and Action Plans:** Upon finalisation of the envisioning workshops, the TAT will continue to provide technical assistance for development of sectoral business plans (i.e. roadmaps) and action plans. The action plans will clearly lay out the roles and responsibilities of the local and national actors, and will include a time plan and an "investment bill". The investment bill will be complemented by potential sources of funds, which will be basis of the project proposals to be developed within CA.2.3.

CA.2.3. Development of Project Proposals

The project proposals will be derived from the needs assessment studies, and they will be developed in the form of project fiches, business plans or feasibility studies as per the



Annex I

requirements of the potential funding streams (i.e. IPA, World Bank, European Investment Bank, IFC, Municipal Funds etc.). Once developed, the aforementioned proposals will be presented to the local and/or national stakeholders for their adoption, improvement and submission to the relevant funding streams. Each project proposal will clearly identify which stakeholders (i.e. Ministry of Industry and Trade, Şanlıurfa Chamber of Commerce and Industry, Şanlıurfa Governorate, Şanlıurfa Chamber of Commodity Exchange, Şanlıurfa Municipality etc.) are best positioned to adopt the proposal and pursue the funding opportunities.

Component B. Investment Promotion

One of the objectives of the Project is to attract investments to the Organised Industrial Zone (OIZ). Leveraging on the studies to be conducted within the scope of the Component A, Component B will promote investment opportunities nationally and internationally.

MIGA (Multilateral Investment Guarantee Agency), which is a “member of the World Bank Group”, is one the leading international agency that supports national governments for developing and implementing investment promotion strategies. Although MIGA (through FDI Promotion Centre) concentrates exclusively on foreign direct investment, its guidance is useful for attracting both national and international investors.

As far as formulation of an investment promotion strategy MIGA suggests to take the following steps:

- STEP 1: Assessment of Investment Needs and Potential
- STEP 2: Identification of Target Industries
- STEP 3: Development of the Marketing Strategy

As far as the Project is concerned, the first two steps will be achieved upon completion of Component A (described above). As such Component B will concentrate mainly on development of the marketing strategy and the action plan for the implementation of the strategy. **Marketing Şanlıurfa OIZ is the top priority of the Project.** Activities to be carried out within this component will be pursued in close cooperation and coordination with Karacadağ Development Agency, which has the official mandate to promote investment opportunities and support potential investors.

It should be noted here that even the best investment promotion strategy will fail to achieve its expected results, if it is not owned by the national and/or local stakeholders. Turkey’s national investment promotion strategy is managed by the “Investment Support and Promotion Agency”, which reports directly to the Office of the Prime Minister. As such establishment of working relations with the said agency, at an early stage of the Project, will be utterly beneficial. At local level, however, the strategy is expected to be owned by the Local Competitiveness Platform.

Component B is expected to produce the following outputs:

Annex I

- A near term investment promotion strategy and action plan,
- An investment promotion kit,
- Working relations with at least 3 organizations,
- An online portal,
- International and national business brokerage events and road-shows.

CB.1. Development of Near Term Investment Promotion Strategy and Action Plan

The first activity of the second component will be to develop a “near term investment promotion strategy”, which would demonstrate, inter alia, (a) the means, through which the investment opportunities will be promoted; (b) the audience to be targeted; and (c) the strategic working relations that need to be developed and maintained both nationally and internationally.

CB.1.1. Development of the Near Term Investment Promotion Strategy

The objective of the near term investment promotion strategy will be to “market” the investment opportunities to potential investors. Development of the strategy will involve identification of means, through which these opportunities will be promoted. The means will include development of an online portal, establishment of national and international working relations and alliances, organisation of partner matching events and organisation of road-shows etc.

CB.1.2. Development of the Near Term Action Plan of the Investment Strategy

The following activity is to develop an action plan based on the strategy to be developed within CB1.1. This action plan will be the basis of the activities to be fulfilled during the execution of the investment promotion strategies.

CB.2. Implementation of the Near Term Investment Strategy Action Plan

Investment promotion tools vary considerably in accordance with the objectives of the investment promotion strategy, for which they serve. Some tools (especially those involving “image building” and/or “branding”) call for significant financial resources, some others (such as web pages, newsletters etc.) are less costly. In terms of utilisation of the costlier investment promotion tools, the Project will support the local stakeholders to establish partnership with national stakeholders, which have dedicated resources to fulfil such activities. Such support will be provided through provision of technical assistance services by TAT and facilitation services by UNDP (Project Management Office). These national stakeholders include, but are not limited to, Investment Support and Promotion Agency, Ministry of Culture and Tourism, and the Office of Prime Minister (i.e. National Promotion Fund). These will be discussed in detail in the investment promotion strategy to be developed within CB.1.

The implementation of the investment strategy will include the following actions:



- Development of promotional materials,
- Establishment of working relations (partnerships)
- Regional, national and international business brokerage and networking events and road-shows.
- Establishment of an online portal for the OIZ,
- Ground Breaking of the OIZ

CB.2.1. Development of promotional materials

Promotional materials will include investors' guide, brochures, booklets, posters, DVDs etc. These will be developed and disseminated within the scope of the investment promotion strategy. Where necessary, such materials might be translated into English and other languages.

CB.2.2. Establishment of working relations (partnerships)

The investment promotion strategy will cast light on the type of partnerships that need to be established. The TAT will help local stakeholders (including the Local Competitiveness Platform) establish and maintain working relations with national and international organisations. These organisations may include, but are not exclusive to Karacadağ Development Agency, the Investment Support and Promotion Agency of Turkey, GAP Regional Development Administration, ANIMA, MIGA, financial institutions etc.

CB.2.3. Business brokerage events and road-shows

Business brokerage events and road-shows will be implemented as a part of the investment and business promotion strategy to be developed. These events are expected to (a) attract investments to the province; (b) connect local investors with the national and international investors; and (c) to analyse international and national best practices with a view to improve the investment environment in Şanlıurfa.

Although the investment promotion strategy will be the basis, on which the abovementioned national and international business brokerage events and road-shows will be executed, budgetary constraints (i.e. Project Budget) will also be an important determinant for organisation and delivery of such events.

The national and international business brokerage events might be organised in the form of (a) participation of investment promotion seminars and fairs, (b) holding meetings with potential investors, and (c) analysing international and national best practices with a view to improve the investment environment in Şanlıurfa.

The local business brokerage events may be organised in the form of hosting international and national missions (composed of potential investors and business brokers) and partner-matching events, which would allow for establishment of joint ventures between local businesses and national and international enterprises.

CB.2.4. Establishment of an online portal

An online portal will be established within the scope of the Project. This portal will initially be utilised to promote the investment opportunities. The portal will be bilingual (English and Turkish). This online portal will be designed in such manner that it continues to operate as a portal promoting local economy and the investment opportunities therein.

CB.2.5. Ground Breaking of the OIZ

At the launch (indicatively May/June 2008) of the infrastructural investments of 2nd OIZ, a high profile event will be organised. This event will be utilised to promote the OIZ nationally and internationally. National and international guests (potential investors and/or investment brokers) will be invited to the Ground Breaking ceremony. Depending on the availability of funds and upon request of the MoIT, CFCU and EUD a ceremony for official inauguration of the OIZ may also be organized.

Component C. Assessment of Applications

Component C concerns collection and assessment of applications of the companies that are willing to make an investment and to operate in the Şanlıurfa OIZ II. This process will be managed transparently, and will aim at selecting the best applications that will improve the competitiveness of the Province and contribute to its socio-economic development.

Component C is expected to produce the following outputs:

- A proposal on the governance structure for the assessment of applications,
- Application forms and manual,
- Helpdesk for the applicants,

CC.1. Development of Governance Structure

Law no 4562 on OIZs includes provisions on sale (Article 15) and allocation (Article 18) of OIZ parcels. Article 15 authorises the management board of OIZ to sell parcels by following the principles set by the entrepreneurs' committee of the OIZ. Article 18, on the other hand, authorises entrepreneurs' committee to allocate parcels to incumbent companies by following the regulations to be developed by the Ministry of Industry and Trade.

This formal governing structure will benefit extensively from the technical assistance and knowledge that the TAT will provide during the evaluation of the applications and selection of the incumbent companies of the 2nd OIZ. The establishment of a consultative governance structure that will interact with the formal OIZ governing body will help ensure that the applications are collected transparently and evaluated fairly. It is envisaged that the management board and entrepreneur's committee will follow the guidance to be provided by the TAT. When and if proposed by the authorised bodies of the Şanlıurfa OIZ, the Ministry will ensure that the zone plan (*imar planı*) be modified in accordance with the outcomes of

the analyses to be carried out within Component A and include the sectors to be identified during the analyses.

This consultative governance structure will be designed as a role model, which can be promoted and replicated by the Ministry of Industry and Trade.

CC.1.1. Establishment of the Governance Structure

The success of the OIZ will hinge heavily on the incumbent companies to operate in the zone. This also implies that the selection process will have a considerable impact on the future of the OIZ. In order to ensure that applications are collected and assessed competitively, transparently and fairly, UNDP (Project Management Office) and TAT will establish a governance structure to manage the process of collection and assessment of applications.

As a part of the governance structure, the TAT will design the application and evaluation procedures, develop application and evaluation documents, and establish the selection committee and procedures for the operations of the selection committee.

CC.1.2. Development of the Selection Criteria

The TAT will develop a set of selection criteria to be used for selection of the incumbent companies. The criteria will be derived from the vision to be presented within the IIDP and will be based on parameters such as size of investment, value added to the local economy, labour absorption capacity, business model etc.

The selection committee is expected to positively discriminate against the women entrepreneurs, and to pay special attention to the environmental impact of the investments.

The selection criteria must be submitted to the Ministry of Industry and Trade, Central Finance and Contracts Unit (CFCU) and the Delegation of the European Commission to Turkey (ECD) for their review and comments prior to adoption by Entrepreneurs' Committee.

CC.2. Launch of the application process and Assessment of Applications

Based on the governance structure to be established the application process will be managed transparently, allowing fair competition among applicants and fair assessment of applications.

CC.2.1. Launch of the application process

The launch of application process will be announced through the Project website, website of stakeholders and national media (i.e. newspapers). The application documents, manual and guideline will be made publicly available. In order to create equal opportunity for the international investors the application materials will be also made available in English, however the applicants will be asked to submit applications in Turkish language.

ESD OS.

CC.2.2. Assistance to applicants

The TAT and the short-term experts to be mobilised will provide assistance to the prospective applicants. For this purposes an independent helpdesk will be established. The helpdesk personnel will be provided with clear guidance on how they should assist the applicants.

CC.2.3. Evaluation of applications

The applications will be evaluated as per the procedures to be established within the scope of the governance structure. Depending on the number of applications a pre-assessment committee may be established to facilitate and expedite the evaluation procedures. The evaluations will be made in accordance with the predefined criteria and methods.

Members of the helpdesk will not be involved in the evaluation process. As such, the evaluation committee will be free of any potential conflict of interest, and will be established in such manner to provide equal opportunity to all applicants.

CC.2.4. Announcement of Decisions

As indicated earlier, 15th and 18th articles of Law no 4562 authorises Management Board and Entrepreneurs' Committee (*Müteşebbis Heyet*) to make the final decisions on sale and allocation of OIZ parcels. As such; technical assistance services will be provided by UNDP (Project Management Office) and TAT, as foreseen within the present Description of the Action, however the ultimate responsibility to follow the recommendation of the Project rests with the Entrepreneurs' Committee. It is envisaged that the management board and entrepreneur's committee will follow the guidance to be provided by the TAT. The Ministry will ensure that the zone plan (*imar planı*) be modified in accordance with the outcomes of the analyses to be carried out within Component A and include the sectors to be identified during the analyses.

UNDP (Project Management Office) will provide the Ministry of Industry and Trade, Central Finance and Contracts Unit (CFCU, the Contracting Authority) and the Delegation of the European Commission to Turkey (ECD) with an evaluation report summarising the entire selection processes and evaluating the final decision of the Entrepreneurs' Committee.

The decisions will be announced and will be made available (internet and media) to the public by the Entrepreneur's Committee.

CC.3. Support to Entrepreneurs' Committee

Upon completion of the 1st round of applications, the TAT will continue to provide the Entrepreneurs' Committee with the technical assistance while collecting and assessing the applications. The TAT will also continue to deliver helpdesk services to the applicants during the lifespan of the Project.

Component D. Implementation of the IIDP

Component D has two main objectives: (a) improving the capacities of local actors, and (b) establishment of local structures and systems that will ensure sustained impact of the Project. The global experience on enterprise development initiatives has repeatedly demonstrated that the success of enterprise development services hinges heavily on the existence of a favourable local context, in which the enterprises can flourish. Thus these two objectives are complimentary.

- Improving capacities of local enterprises: This will be mainly achieved through provision of business development services (i.e. training programmes, advisory services, and information) to the local enterprises.
- Establishment of local structures and systems that will ensure sustained impact of the Project: This is planned to be achieved through adoption of an integrated local economic development approach, which will support establishment of local structures (i.e. competitiveness platform) and systems (i.e. sectoral working groups).

The structures and systems that are going to be established within the Project are not necessarily expected to be formal/official bodies. Local structures, such as competitiveness platforms, and systems, such as sectoral working groups, provide a platform for continuous interaction between the local stakeholders and economic agents. As such, the main objective here is to create “local mechanisms”, which can sustain the impact of the Project over the long term. The actual governance structure and legal status of these mechanisms will need to be elaborated further during the implementation of the Project.

Component D is expected to produce the following outputs:

- Local Competitiveness Platform Business Plan,
- Three business investment feasibility report,
- One investment feasibility report for a joint use facility, Business development services for 20 companies,
- A Business Plan for the 1st and 2nd OIZ

CD.1. Establishment of a Local Competitiveness Platform

The TAT, with the support of UNDP (Project Management Office), will provide technical assistance for establishment of a Local Competitiveness Platform. The local competitiveness platform will be composed of local businessmen, NGO representatives and representatives of the governmental agencies. As such, the Office of Governor, the Office of Mayor, OIZ, Chamber of Commerce and Industry, Chamber of Commodity Exchange, University, Businessmen Associations etc. are expected to be represented at the platform.

The Local Competitiveness Platform will be designed in such a manner to “oversee” the economic development of the Province, and will ensure sustained impact of the Project. This oversight function does not necessarily imply a formal mandate and/or replacement of

existing structures in Şanlıurfa. As mentioned above, “the main objective here is to create ‘local mechanisms’, which can sustain the impact of the Project over the long term. The actual governance structure and legal status of these mechanisms will need to be elaborated further during the implementation of the Project.”

Competitiveness Platforms are a commonly observed local governance practices in many countries. There is no one-size-fits-all solution in terms of the structure, mandate and authority of the competitiveness platforms, as these factors are affected by the local context. In some countries/regions, competitiveness platforms are formally defined and are a part of the national and local governance mechanisms. In some others, they serve as an informal platform for supporting formal decision making mechanisms.

Although there is no one-size-fits-all solution, the best practice competitiveness platforms share some common characteristics:

- A balanced combination of public and private sector,
- A sound governance structure that ensures accountability and transparency,
- Neutrality across sectors, industries and economic agents.
- A bipartisan and participatory management style, motivated to generate a shared vision for socio-economic development and solutions to common problems of their localities.

It should be noted that once established the Şanlıurfa Local Competitiveness Platform will be the first of its kind in Turkey. As such, the process for establishment of the Platform will be pursued diligently by taking, above all, the local context into account. However, as the preceding sections of the present “Description of the Action” demonstrates, the Project will benefit significantly from existence of such a structure. This “Description of the Action” also takes note of the governmental initiatives for establishment and operations of the regional development agencies.

CD.1.1. Development of the Governance Structure of the Platform

The TAT, with the support of short-term experts, will develop a governance structure for the Local Competitiveness Platform. This structure will illustrate the management structure, mandate, decision making procedures and (public) reporting mechanisms of the Platform.

CD.1.2. Identification of Platform Members

The TAT, in cooperation with the local stakeholders and the Ministry of Industry and Trade, will identify the members of the Local Competitiveness Platform. The positions in the platform will be “unpaid” positions.

CD.2. Support to Implementation of the IIDP and Sectoral Roadmaps

TAT will support the LCP for implementation of the IIDP.

CD.2.1. Provision of Business Development Services

Business Development Services will target (a) companies at the 1st OIZ; (b) companies that signed contract with the OIZ management for industrial land at the 2nd OIZ; (c) companies allocated industrial land at the 2nd OIZ (d) incoming investor servicing.

CD.2.2. TA for Joint Initiatives

TAT, with the support of UNDP (Project Management Office), will provide technical assistance for institutionalisation of the Local Competitiveness Platform. The TA to be provided within the scope of institutionalisation will include development of a business plan for the platform.

In addition to providing business development services to individual incumbent companies within C.D.2.1, the TAT will also address the joint needs of the companies in the sectors to be identified. The technical assistance to be provided includes, but is not exclusive to, development of feasibility studies for joint use facilities, development of investment feasibility studies, business plans and formulation and implementation of initiatives in cooperation with local talent providers (i.e. universities, vocational education facilities etc.). Such activities will be determined within the sectoral development roadmaps.

Component E. Institution Building

The final component will seek to improve the institutional capacities and will contribute to the sustainability of the Project. This component will include organization of workshops, training programmes, and national and international study tours for the local actors, business leaders and government officials.

The main rationale behind Component E is to develop the national and local capacities to make the Project a role model for consecutive action of the Ministry and the local stakeholders. As such, development of the institutional capacities will eventually lead to improvement of the business environment, in which the enterprises will operate.

Component E is expected to produce the following outputs:

- At least 5 training programmes during the lifespan of the Project,
- At least 5 int'l study tours during the lifespan of the Project,
- At most 5 national study tours organized during the lifespan of the Project,
- At least 2 supportive tools for the OIZ management and MoIT

CE.1. Institution Building Programmes

The institution building programmes will be designed to improve the national and local capacities, which will disseminate the outputs of the Project, replicate the intervention modality in other regions of Turkey and sustain the impact of the Project over the long-term (i.e. developing and implementing local industrial and economic development initiatives etc.).

The institution building programmes will be primarily composed of training programmes and study tours. Although the contents of the training programmes will be determined after a needs assessment, such programmes are expected concentrate on competitiveness, investment promotion, local economic development, technological development, marketing/exporting quality assurance systems, environmental standards, EU Norms etc. Sustainable development will be considered as a cross-cutting theme and will be incorporated in all training programmes. As such, all training programmes are expected to establish clear linkages with protection of environment, eradication of poverty, empowering women, democratic governance etc.

CE.1.1. Needs Assessment

The needs assessments will be carried out both at the Ministry of Industry and Trade and at the local stakeholders. The needs assessments will demonstrate the skills and the capabilities that the central and local players need to develop in order to provide a better working environment for the businesses. The needs assessment report will include concrete recommendations on the followings:

- Topics and [overall] contents of the training programmes,
- Profiles of participants,
- Duration of training programmes,
- Expected benefits

The needs assessments will also provide recommendations regarding the international and national study tours to be conducted within the scope of the Project (please see CE.1.3 for details).

CE.1.2. Training Programmes

It is anticipated that at least 5 training programmes be implemented. Indicatively, these training programmes will be on competitiveness, investment promotion, local economic development, technological development, marketing/exporting quality assurance systems, environmental standards, EU Norms etc. Each training programme is expected to last for 5 days. Selected training programmes may be recorded and be designed as interactive DVDs, which can be shared with a larger audience.

CE.1.3. International and National Study Tours

The Project's intervention modality is innovative and has been designed not only to achieve short-term results (i.e. development of a provincial integrated industrial development plan, and attraction and section of ideal enterprises to the OIZ), but also to establish local mechanisms that will ensure sustained impact of the Project. Accordingly, during the course of its execution the Project will need to benefit from international and national best practices.



Annex I

Incorporation of the experiences of the international and national best practices into the Project will be predominantly achieved by mobilisation of international and local experts and by transferring UNDP's (and thereby relevant UN agencies) know-how. The Project Management Office to be established at UNDP will facilitate transfer of UNDP's know-how into the Project. However well-designed and implemented international and national study tours have also proven to be an effective tool of transferring international and national know-how and experience and building local capacities.

A group of short-term experts will be identified and mobilised to identify the national and international best practices, from which the local and national stakeholders can learn. This analysis will be the basis of the national and international study tours. The TAT will develop a strategy for the organisation of international and national study tours. This strategy will demonstrate the objectives of the study tours, best practices to be visited etc. The strategy to be developed will also demonstrate which objectives will be sought in national and international study tours. Ideally, an international study will be conducted where the objectives of the tours cannot be met by conducting a national study tour.

A maximum of five (5) national study tours will be organised. The study tours will be participated by Ministry of Industry and Trade, relevant governmental organisations, and local actors, accompanied and supported by the Project Management Team (PMT) and the Technical Assistance Team (TAT).

The PMT and the TAT will also organise 5 international study tours for a total of 35 participants, indicatively. The international study tours are expected to last, on average, one week (excluding international travel days). The study tours will be participated by Ministry of Industry and Trade, relevant governmental organisations (e.g. State Planning Organisation, TUBITAK etc.), and/or local actors (e.g. governorate, University, chamber, municipality, OIZ management, LCP members etc.), depending on the scope and expected outcomes of the study tours. PMT/TAT (2 members) will accompany the delegations. In cases where a clear justification exists, UNDP might also send a representative. Travel and accommodation costs of all participants will be covered from the Project. International study tours should be designed so that the participant profiles closely match with the qualifications and requirements of the delegates.

Short-term experts will accompany the national and international missions. STEs will also ensure that the host organisations are sufficiently informed about the Project and objectives of the study tours. STEs will also develop the time plan, agenda, meeting and site tour schedules for the study tours.

Upon completion of the study tours, a mission report will be developed by the TAT. This mission report should consolidate the achievements obtained by each participant of the study tour. Hence, the participants of the study tours will be asked to provide feedback, preferably in writing (in Turkish).

Although the Project Assistants will help, in case of a need, interpreters might also be hired for international study tours. Dependent on the scope of study tours, the national and international study tours might be recorded (audio and/or visual), and might, later, be professionally deciphered and processed for further utilisation (by the STEs and SC members) and dissemination purposes.

The international and national networking activities (please see CB.2.3), which will be executed as a part of the investment promotion strategy (please see CB.2) are not considered as international or national study tours. Study tours are considered as a tool for improving national and local capacities, the networking activities might also contribute to improvement of national and local capacities, however their main aim will be to achieve the objectives of the investment promotion strategy.

CE.2. Development of Supportive Tools

The needs assessment will identify not only the missing skills but also the capabilities. It is envisaged that the capability-related needs can be addressed through development of tools (i.e. manuals, systems etc.), which can be used both by the Ministry and the local stakeholders with a view to replicate the Project's intervention modality in other regions and to sustain the impact of the Project.

As of writing, such capability-related skills are not clear, and are expected to be identified after the completion of the needs assessment. However, a tool/system to be used by the Ministry of Industry and Trade to monitor and evaluate the performances of the OIZs and to assess their needs on a continuous and systematic manner is expected to be developed within the Project. In addition; cluster development tools and business planning tools for OIZs may also be considered within the scope of the supportive tools to be developed for the replication of the intervention modality of the Project.

1.8 Methodology

1.8.1 Methods

The Project's intervention modality is based on a holistic local economic development approach, which takes into account both short- and long-term needs of the local economy and industry. As such, the Project has been designed in such a manner to achieve success stories in the short-term and to improve the institutional capacities to sustain the impact of the Project.

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1.8.2 Risks and Assumptions

The following table lists the risks and risk mitigation strategies to be deployed.

Risks/Assumptions	Risk Mitigation Strategies
<p>It is assumed that the Entrepreneur's Committee and Management Board of the Şanlıurfa OIZ will follow the recommendations of the Project, especially in terms of evaluating the applications (i.e. the applications to be made by the potential investors to operate in the OIZ).</p>	<p>The Entrepreneur's Committee and Management Board of the Şanlıurfa OIZ have expressed their willingness and commitment to follow the recommendations of the TAT.</p> <p>The TAT will involve the OIZ Management Board and Entrepreneurs Committee, as well as the other local stakeholders, into execution of the Project. This will help local decision makers develop a better understanding of the objectives of the Project and of the potential risks.</p> <p>The awareness-raising and institution building activities, on the other hand, will also contribute to execution of a fair and transparent evaluation process.</p> <p>When and if proposed by the authorised bodies of the Şanlıurfa OIZ, the Ministry will ensure that the sectoral priorities to be identified during the execution of the analysis be reflected in the zone plan (<i>imar planı</i>).</p>
<p>It is assumed that the infrastructural investments will be completed in a timely manner.</p>	<p>The TAT will work in close cooperation with the local stakeholders, closely follow the progress of infrastructural investments, and development and deploy contingency plans to ensure that possible delays in the completion of the infrastructural investments has a minimum affect on the present Project.</p>
<p>It assumed that the OIZ incumbent companies will be willing to cooperate and be ready to benefit from the services of the Project.</p>	<p>The TAT will establish working relations with all the incumbent companies, will diagnose their needs, and will develop business development services that will be attractive to the local enterprises</p>

1.8.3 Technical Assistance Team

Technical Assistance Team will be composed of high-calibre experts with international and local expertise. The TAT will be backstopped by UNDP and supported by short-term experts with international and local expertise.

For the purposes of the present Description of Action;

- International experience is defined as professional/academic experience in an international setting/environment gained at least in 5 years,
- Senior experience is defined as at least 10 years of professional/academic experience.

As such, international and local expertise is not directly attributable to the nationality of an expert.

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1.8.3.1 Chief Technical Advisor (CTA)

Job Description: The day to day implementation and technical assistance responsibility for the project rests with the CTA who reports on a regular basis to the Project Management Office to be established at UNDP in Ankara. In addition to performing coordinative duties, which includes establishment and maintenance of working relations with the local stakeholders, the CTA will all provide substantive inputs on investment promotion activities. The CTA will also lead component E in cooperation with the Competitiveness Expert. Until the elaboration of the IIDP, the CTA will be duty-stationed in Şanlıurfa. Upon finalisation of the IIDP, the CTA will be duty-stationed in Ankara to coordinate the institution building activities to be performed in close cooperation with the MoIT.

General Qualifications:

- University degree in political sciences, administrative sciences (i.e. management, economics etc.), social sciences (i.e. regional development etc.), or relevant field of engineering (i.e. industrial engineering etc.) advance degrees preferred,
- Fluency in English,
- Computer literacy

Professional Experience:

- Minimum 15 years of professional experience relevant to the areas defined in the job description (i.e. project management, SME development, investment promotion, competitiveness etc.)
- Minimum 10 years of international experience relevant to the areas defined in the job description (i.e. project management, SME development, investment promotion, competitiveness etc.),
- In-depth knowledge of investment promotion, experience in agro-based industries is preferred,
- Experience in enterprise and/or private sector development projects and/or programmes, funded by international donor agencies,
- Knowledge of EU's project cycle management

1.8.3.1 Competitiveness Expert (COE)

Job Description: The Competitiveness Expert will lead Component A and will provide support to Business Development Expert for the execution of Component D. Under Component D, the competitiveness expert will mainly focus on development of sectoral development roadmaps. The duty station of the COE is Şanlıurfa.



General Qualifications:

- University degree in political sciences, administrative sciences (i.e. management, economics etc.) or social sciences (i.e. regional development etc.), or relevant field of engineering (i.e. industrial engineering etc.), advance degrees preferred,
- Fluency in English,
- Computer literacy

Professional Experience:

- Minimum 10 years of professional experience relevant to the areas defined in the job description (i.e. competitiveness, clustering, innovation etc.),
- Minimum 5 years of international experience relevant to the areas defined in the job description (i.e. competitiveness, clustering, innovation etc.),
- In-depth knowledge of competitiveness and innovation, experience in agro-based industries is preferred,
- Working knowledge of competitive poles, growth centres, experience in agro-based industries is preferred,
- Experience in enterprise and/or private sector development projects and/or programmes, funded by international donor agencies

1.8.3.2 Business Development Expert (BDE)

Job Description: The Business Development Expert will lead Component D in close cooperation with the Competitiveness Expert. He/she will be responsible primarily for mobilisation of the Local Competitiveness Platform. Business Development Expert will also lead the enterprise-level analyses (i.e. business development needs assessment) to be conducted within Component A. The duty station of the BDE is Şanlıurfa.

General Qualifications:

- University degree in political sciences, administrative sciences (i.e. management, economics etc.) or social sciences (i.e. regional development etc.) or relevant field of engineering (i.e. industrial engineering etc.), advance degrees preferred,
- Fluency in English and Turkish,
- Computer literacy

Professional Experience:

- Minimum 10 years of professional experience relevant to the areas defined in the job description (SME Development, enterprise-level analyses etc.),
- Minimum 2 years of international experience relevant to the areas defined in the job description (SME Development, enterprise-level analyses etc.),
- In-depth knowledge of enterprise development services, experience in agro-based industries is preferred,

- Experience in designing and delivering business development services to SMEs,

1.8.3.3 Investment Analysis Expert (IAE)

Job Description: The investment analysis expert will be primarily responsible for designing and delivering the activities within Component C and Component D.. The IAE is duty-stationed in Şanlıurfa.

General Qualifications:

- University degree in political sciences, administrative sciences (i.e. management, economics etc.) or social sciences (i.e. regional development etc.) or relevant field of engineering (i.e. industrial engineering etc.), advance degrees preferred,
- Fluent in Turkish, and conversant in English
- Computer literacy

Professional Experience:

- Minimum 10 years of professional experience relevant to the areas defined in the job description (i.e. design and management of competitiveness selection processes, SME Development, enterprise-level analyses etc.),
- Minimum 5 years of international experience relevant to the areas defined in the job description (SME Development, enterprise-level analyses etc.),
- Specific experience in designing and managing competitive selection process (relevant to the project's scope) is a must,
- In-depth knowledge of competitiveness and innovation, experience in agro-based industries is preferred,
- Experience in enterprise and/or private sector development projects and/or programmes, funded by international donor agencies,
- Knowledge of industry of the Southeast Anatolia is a plus.

1.8.4 Local Support Staff

1.8.4.1 Project Associate (PAS, Şanlıurfa)

A project associate will be recruited to support the CTA, especially with regards to his/her day-to-day interaction with the local stakeholders and development and monitoring of project work plans. The Project Associate will report to the Project Manager. The Project Associate will also supervise the work of Office Assistant.

The Project Associate should, ideally,

- Have a university degree in political sciences, administrative sciences (i.e. management, economics etc.) or social sciences (i.e. regional development etc.) or relevant field of engineering (i.e. industrial engineering etc.),
- Be fluent in English and Turkish,

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Annex I

- Be an advanced user of computerized office applications (i.e. MS Office etc.)
- Have at least 5 years of professional experience,
- Have experience in working project environments,
- Preferably have worked for an international project,

1.8.4.2 Project Assistant/Interpreter (PAI, Şanlıurfa)

A project assistant (interpreter) will be recruited to support the non-Turkish members of the TAT and non-Turkish short-term experts in their interactions with the local stakeholders. She/he will also translate key project documents (i.e. progress reports etc.) from/to English and Turkish. In addition to providing translation and interpretation services, she/he will also undertake the tasks to be assigned by the CTA.

The Project Assistant should, ideally,

- Have a university degree,
- Be fluent in English and Turkish,
- Be an advanced user of computerized office applications (i.e. MS Office etc.)
- Have 5 years of professional experience,
- Have experience in working project environments,
- Have experience in undertaking interpretational duties, involving sequential interpretation during meetings and translation of documents (English – Turkish)
- Preferably have worked for an international project,

1.8.4.3 Office Assistant (OFA, Şanlıurfa)

The Office Assistant will report to the PAS on a daily basis and will be responsible for maintenance of office accounts, including office maintenance and will provide overall executive secretarial assistance to the local Project staff. He/she will respond to all queries and instructions of the Project Manager on an ad hoc basis for sound financial reporting purposes. She/he will also provide logistical, operational and administrative support to meeting/seminar organisation, including accommodation and transportation arrangements of local Project staff and short-term experts.

The Administrative Assistant should, ideally, have

- At least a technical school certification.
- Good command of office maintenance and operational matters pertaining to financial management of internationally funded projects.
- Professional experience in administrative backstopping of internationally funded projects is an asset.
- Strong communication skills and full command of MS Word, Excel etc



1.8.4.4 Driver/Messenger (ODM, Şanlıurfa)

The Driver/Messenger will also report directly to the PAS. He/she will fulfil logistical duties notably in regards to delivery of documentation and official carrier services as well as for driving the designated car for official duty travel. The Driver/Messenger also delivers office tasks related to office maintenance and ad hoc small cleaning and servicing works.

Qualifications The Driver/Messenger is expected to have a certification of literacy. He/she should have a valid drivers' license. S/he is expected to know the local road conditions and directions very well so as not to need any assistance.

1.8.5 Project Management

The Project Management Office (PMO) to be established at UNDP premises in Ankara will be composed of 2 part-time and 1 full-time members..

In addition to managing contractual relations with the CFCU and maintaining working relations with the Ministry of Industry and Trade, the PMO will be actively engaged in Project activities. The PMO will ensure that UNDP's and relevant UN Agencies (i.e. UNIDO, ILO etc.) previous experience in the Region and in the areas, which fall into the scope of the Project) are transferred to the Project. The PMO will also facilitate establishment of working relations with national stakeholders, named in the present DoA.

Although the PMO will take active role in all component of the Project, its role will be more eminent within Component E (institution building).

1.8.5.1 Project Director (PD, Ankara)

The Project Director will work on a part-time basis (1/4, on average) during the entire lifespan of the Project. She/he will be in charge of the high-level planning, coordination with EU-funded projects and related UN agencies, and managing relations with the beneficiary, contracting authority and the ECD. He/she bears the responsibility for controlling the quality of the contractual (i.e. narrative and financial) reports. He/she will be working at the UNDP premises. He/she will report the programme manager to be assigned and seconded by UNDP.

General Qualifications:

- University degree in political sciences, administrative sciences (i.e. management, economics etc.) or social sciences (i.e. regional development etc.), advance degrees preferred,
- Fluency in English and Turkish,
- Computer literacy

Professional Experience:

- Minimum 10 years of professional experience,
- Minimum 5 years of international experience,

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Annex I

- Experience in enterprise and/or private sector development projects and/or programmes, funded by international donor agencies,
- Experience in working with public agencies and knowledge of the Turkish public system and roles and responsibilities of the public agencies,
- Working knowledge of EU's project cycle management approach and FAFA (Financial and Administrative Framework Agreement between EC and UNDP),
- Working knowledge of UNDP's rules and regulations regarding project management,
- Knowledge of industry of the Southeast Anatolia is a plus.

1.8.5.2 Project Manager (PM, Ankara)

Project Manager will also be assigned on a part-time (1/2, on average) basis, during the entire lifespan of the Project. He/she will maintain daily contact with the local project office and will report regularly to the Project Directors. He/she will be in charge of mobilising the international and national consultants to be identified by the TAT. He/she will work in close cooperation with the assigned staff of the Ministry. He/she will also be responsible for the organisation of the project activities in Ankara. He/she will be working at the UNDP premises.

General Qualifications:

- University degree in political sciences, administrative sciences (i.e. management, economics etc.) or social sciences (i.e. regional development etc.), advance degrees preferred,
- Fluency in English and Turkish,
- Computer literacy

Professional Experience:

- Minimum 5 years of professional experience,
- Minimum 2 years of international experience,
- Experience in enterprise and/or private sector development projects and/or programmes, funded by international donor agencies,
- Experience in working with public agencies and knowledge of the Turkish public system and roles and responsibilities of the public agencies,
- Knowledge of industry of the Southeast Anatolia is a plus.

1.8.5.3 Procurement and Finance Associate (PFA, Ankara)

The Procurement and Finance Associate is stationed in Ankara at the UNDP premises. He/she will be responsible for keeping the accounts and doing the financial reporting of all Project activities in coordination with the PD and PM. The PFA will work during the entire lifespan of the Project. The incumbent's duties include:

- Keep the accounts and maintain adequate records for all expenditures incurred.
- Develop regular expenditure reports and update the PD on the financial standing of the Project



Annex I

- Facilitate project-based internal and external financial assessment(s),
- Liaise with the UNDP Procurement Associate for certain purchases under the project, and develop and submit annual procurement plans.
- Liaise with the UNDP Programme Manager and HR Associate for contracting of short-term experts.
- He/she should have a university degree, and at least 2 years of specialised experience in the related field. He/she should possess excellent computer skills including Word, Excel. Knowledge of functioning of online ERP systems is an asset.

1.8.6 Short Term Experts

A total of 2590 working/days of short-term expertise will be mobilised for a number of activities. Three short-term expert categories have been identified and are presented below for ease of reference and consistency.

	Senior STE with Int'l Experience	Senior STE w/ Local Experience	Junior STEs
Overall professional experience (years)	Min. 10	Min. 10	Min. 3
International experience (years)	Min. 5	n.a.	n.a.
Man/days	900	1390	300

Average duration of a short-term assignment is 10 (ten) man/days, however might vary in accordance with the specific requirements of the relevant assignment. A detailed resource schedule will be developed by the Technical Assistance Team during the inception period.

1.9 Management Structure

The management structure of the Project is composed of the following bodies/units:

- Steering Committee: The steering committee will provide a high-level coordination and collaboration mechanism (please see 1.9.2).
- Provincial Advisory Committee: The provincial advisory committee will ensure province level coordination and cooperation between the local stakeholders (please see 1.9.3).
- Project Implementation Unit: The Project Implementation Unit is defined in the Project Fiche. The TAT will carry out the secretarial duties for proper functioning of the PIU. This will also help TAT maintain working relations with the contractors of the Supervision and Works components of the Programme.

In addition, the Ministry, CFCU, ECD and UNDP will meet regularly (once a month) to monitor the progress of the Project.

The roles, responsibilities and working relations of these bodies will be further detailed during the inception phase. The following sections of the present Description of the Action lay the ground for further studies, and define the overall roles and responsibilities.

1.9.1 Senior Programme Officer (SPO)

Senior Programme Officer will be assigned by the Ministry of Industry and Trade, and will oversee the management of the Project.

1.9.2 Steering Committee

The MoIT will facilitate establishment of a Project Steering Committee (PSC), which will review progress, provide macro-level inputs for successful realization of the Project, and act as platform for promoting inter-agency cooperation and collaboration.

The PSC will be called and chaired by the Senior Programme Officer (Deputy General Director at the MoIT and will consist of Ministry officials, KOSGEB, National Productivity Centre, Investment Support and Promotion Agency, GAP Regional Development Administration, State Planning Organisation, Karacadağ Development Agency, EUSG, CFCU, ECD and UNDP/TAT. Other organisations might be invited to the PSC Meetings if there appears a need to do so. The Committee will meet twice a year, and more often if need be. The PSC will monitor and evaluate the progress of the Project and make strategic recommendations. The secretarial work of the Steering Committee will be carried out by the PIU, and meetings are planned to be held at the MoIT premises in Ankara; however some PSC meetings might be held in Şanlıurfa, as well.

1.9.3 Provincial Advisory Committee

Provincial Advisory Committee (PAC) will be composed of local stakeholders, and will meet every quarter, and more often if need be. PAC will be chaired by the Governor. Members of the PAC are the Municipality, OIZ Management, Chamber of Commerce and Industry, Chamber of Commodity Exchange, KOSGEB-ISGEM, GAP RDA Regional Directorate, the University and Businessmen Associations. In addition to these institutions, local directorates of central agencies (i.e. provincial directorates of industry and trade, national education etc.) will also be invited to the PAC meetings.

UNDP/TAT will also participate to all PAC meetings, and will update the local stakeholders on the progress of the Project. Ideally, PAC meetings will be held before the Steering Committee Meetings, so that the discussions in the PAC meetings are reflected in the Steering Committee Meetings. Upon its establishment; the Local Competitiveness Platform will meet on a regular basis and will bear the responsibilities of the Provincial Advisory Committee.

1.10 Reporting

In general the following principles apply to all reports:

- All reporting will be done in English, to the extent possible all critical reports (i.e. inception, progress reports) will be translated into Turkish, as well.
- UNDP will submit the final drafts of all reports to the Ministry, CFCU and ECD at the same time, all addressees will respond at most in 10 working days in writing (i.e. e-mails etc.)

- The final versions of the reports will be submitted in 7 copies (3 copies to the Ministry, 3 copies to CFCU and 1 copy to ECD), including the soft copies to be provided in CDs or DVDs.

1.10.1 Inception Report

Within 8 weeks of commencement of the Project, UNDP will prepare and submit for approval an inception report to the CFCU and the Ministry including a copy to the ECD, outlining the general approach, methodology and timetable for preparation and implementation of all activities funded under the Project. The inception report will include a work plan for the first year's activities and expenditures and a detailed work plan for the next 6 months. The addressees of the inception report will comment on or approve/clear the inception report in 2 weeks in writing.

1.10.2 Monthly Reports

UNDP/TAT will prepare brief monthly reports to be discussed at the Monthly Management Meetings, described above. The monthly progress reports will elaborate on the technical aspects of the project and be informative enough to allow readers to monitor progress. Monthly progress reports are to be produced for information purposes, not necessarily for clearance and/approval.

1.10.3 Quarterly Progress Reports

UNDP/TAT will prepare and submit for approval quarterly progress reports to the CFCU and the Ministry including a copy to the ECD. Each report will include a detailed narrative discussion of the progress achieved in the reporting period and a detailed work plan for the following reporting period. These reports will be the basis of discussions at the Steering Committee, described above.

1.10.4 Financial Reports

Financial reports will be prepared and submitted by UNDP to the CFCU including a copy to the Ministry and the ECD at the time of requests for payment for further pre-financing as defined in Special Conditions.

This program activity will be assessed by an independent team in terms of efficiency and effectiveness of delivery at the end of the project duration. Associated costs are incorporated into the 5th heading of the budget for the action (Annex III).

1.10.5 Final Reports

The final report will be submitted in accordance with the principles defined above and as per the applicable clauses of Annex II.



2 Expected Results

2.1 Expected impact on target groups/beneficiaries

The Project has been designed to have long-lasting impact on the target groups and beneficiaries.

First of all, by analysing and identifying the competitive sectors, and attracting investment in these sectors, the Project will contribute to the economic development in the Province. The impact on this front will be further improved by provision of business development services to the local enterprises, especially to those located in the OIZ.

Secondly, the Project will develop local mechanisms, which will sustain the impact of the Project. The tools and plans that will be developed within the Project will assist these local mechanisms in pursuing their socio-economic development goals, and making local industries more competitive.

Thirdly, the Project will improve the capacities of local and national institutions by providing training programmes and organising international and national study tours to best practices.

Fourthly, the Project's intervention modality places special emphasis on sustainable development. This will be achieved mainly by development of plans and roadmaps that are environmentally and socially sustainable and economically viable.

2.2 Concrete outputs

The following outputs will be achieved

- Business development services needs assessment report
- Integrated Industrial Development Plan for Şanlıurfa,
- Sectoral development roadmaps and action plans
- Project proposals
- Near Term Investment Promotion Strategy and Action Plan,
- An investment promotion toolkit,
- Regional, national and international business brokerage and networking events and roadshows
- An online portal,
- A proposal for the governance structure for the assessment of applications
- Application forms, manuals, and evaluation grids,
- Helpdesk for the applicants
- A proposal for the establishment of a Local Competitiveness Platform
- Local Competitiveness Platform Business Plan
- Three (3) business investment feasibility report
- One (1) investment feasibility report for a joint use facility
- Business development services for 20 companies



Annex I

- A Business Plan for the 1st and 2nd OIZ
- At least five (5) training programmes for local and national institutions, At most five (5) national study tours for local institutions and MoIT
- At least five (5) international study tours
- At least two (2) supportive tools for the OIZ management and the MoIT

2.3 Multiplier effects

A number of elements have been embedded in the Project design to improve the prospects for achieving multiplier effects, which will be observed mainly by improved capacity of the Ministry to disseminate the outputs of the Project and replicate the intervention modality in other regions of Turkey.

2.4 Sustainability

The Project's intervention modality addresses all three levels (i.e. financial, institutional and political) of sustainability; however due to the sui generis nature of the Project, institutional sustainability has been prioritised. In other words, the progress to be achieved at the institutional level is expected to trigger financial and political sustainability.

At a different yet relevant level, the Project has been designed to develop environmentally and socially sustainable and economically viable development path for the Province.

2.4.1 Institutional Level

The Project will establish and/or strengthen local mechanisms to sustain the impact of the Project after the completion of the external funding (i.e. EU's financial contribution). The present design of the Project includes establishment of a local competitiveness platform (LCP), which will oversee the implementation of the Integrated Industrial Development Plan that will be prepared within the Project.

Although implementation of the IIDP (Component A and D) can be pursued through a semi-formal structure, such as the LCP, sustained impact of certain Project outcomes and outputs can only be secured by securing commitment of designated institutions, with sufficient institutional capabilities and authorities. As such, the Karacadağ Development Agency is expected to play a key role in sustaining project's impact with respect to Component B (Investment Promotion). Securing sustained impact of Component C will rest locally with the Entrepreneurs' Committee, and nationally with the Ministry of Industry and Trade.

Furthermore, the Project includes specific measures to improve the local and national capacities. These measures include training programmes, study tours and development of supportive tools. The supportive tools are expected to be utilized by the Ministry of Industry and Trade to replicate the Project's outputs in other regions and provinces of Turkey.

2.4.2 The Financial Aspect

The Project's sustained impact requires financial resources, which will be used to take the steps to achieve the targets of the Integrated Industrial Development Plan that will be prepared within the Project. The Project will also develop project proposals that can be submitted to donor organisations.

2.4.3 Policy Level

The policy-level sustainability of the Project will be achieved by providing the Ministry of Industry and Trade with the required tools and capacity to develop policy-level measures for replicating the intervention modality in other regions of Turkey.

2.5 Logical Framework

See attached log-frame.

2.6 Visibility Actions

The Budget of the Action includes a sizable amount of funds for actions related to the visibility of the Project and its outcomes. All visibility actions will be carried out in accordance with the General Conditions (i.e. ANNEX II - General Conditions applicable to European Community contribution agreements with international organisations, Article 6).

2.7 Special Considerations

2.7.1 Gender

The restructuring of industrial production as foreseen in this project is based primarily on promoting both regional competitiveness and the competitiveness of the sectors which will benefit directly from project assistance. Experience from other regional development programmes indicates that integration with markets and promotion of competitiveness often favours women's integration in labour markets. Technical assistance team will provide brief gender analysis of the industrial development strategy proposed (Component 1) as well as brief gender analysis of the sectors proposed for integration in the OIZ (Components 1 & 3). The issue of gender analysis will be incorporated into the terms of references of the short term experts assigned to these tasks. Such gender analysis will be indicative and can provide insights into the final choices with regard to OIZ related decision making by the authorities. In addition, the Technical Assistance team will provide recommendations for OIZ governance that take into consideration the specific needs of women in labour force, e.g. transportation, lighting of municipal road connections and facilities for child care.

2.7.2 Environment

The policy of OIZ is in and of itself a policy tool for minimizing negative environmental impacts of unplanned industrial development. As such the project is at the outset supportive of

Annex I

environmental protection goals. However, as mentioned in the Background section, competitiveness of regions and sectors is increasingly related to the demands of a growing international market demand for environmentally friendly products. As such, the Industrial Development Strategy for Şanlıurfa and the sectoral recommendations for OIZ placement will also include brief environmental analysis and indicative information with regard to carbon footprint of the manufacturing enterprises that will benefit from project inputs.

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3 Budget for the Action

The total cost of the Action is EUR 2,620,000.00 all financed by the European Commission.
Please see attached budget (annex III) for details.

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Attachment 1: Logical Framework

Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Risks and Assumptions
Overall Objective(s) To reduce regional disparities in Turkey, by contributing to social stability and economic development in the GAP Region.	Objectively Verifiable Indicators - Saniurfa registers a positive value in SPO's socio-economic development index by 2015 - The provincial GDP per capita of Saniurfa increases to national average by 2015 - Unemployment decreases to below 10% by 2015	Sources of Verification - State Planning Organization - TURKSTAT	Risks and Assumptions
Purpose To identify strategic sectors for Saniurfa OIZ and establish an operating environment for the enterprises in the OIZ, in which such enterprises can operate competitively.	Objectively Verifiable Indicators - The IIDP (v.1.0) developed by the 14 th month of the Project, - The IIDP (v.2.0) developed by the 19 th month of the Project, - At least 3 sectors identified as priority sectors with competitive advantages by the 14 th month of the Project, - A near term investment promotion strategy developed by the 18 th month of the Project, - At least 3 business investment feasibility report have been prepared for the strategic business ideas by the 30 th month of the Project - A governance structure established for the selection of applications by the 14 th month of Project, - Business development services delivered to 20 businesses during the lifespan of the Project, - At least 5 training programmes delivered to national and local bodies during the lifespan of the Project, - A Business Plan developed for the 1 st and 2 nd OIZ by the 29 th month of the Project - An investment feasibility report for a joint use facility has been prepared by the 32 th month of the Project	Sources of Verification - Integrated Industrial Development Plan, - Near term investment promotion strategy document, - Progress reports - Training participation lists, - Feasibility reports	Risks and Assumptions - Entrepreneur's Committee and Management Board of the Saniurfa OIZ will follow the recommendations of the Project, in terms of evaluating the applications to be made by the potential investors to operate in the OIZ - Infrastructural investments will be completed in a timely manner. - OIZ incumbent companies will be willing to cooperate and be ready to benefit from the Project.
Expected Results 1. An Integrated Industrial Development Plan developed for Saniurfa.	Objectively Verifiable Indicators - The IIDP (v.1.0) developed by the 14 th month of the Project, - The IIDP (v.2.0) developed by the 19 th month of the Project, - At least 3 sectors identified as priority sectors with competitive advantages by the 14 th month of the Project, - At least 3 project proposals developed by the 19 th month of the Project to support IIDP	Sources of Verification - Integrated Industrial Development Plan, - Progress reports	Risks and Assumptions -

Attachment 1: Logical Framework

<p>2. The investment opportunities in the 2nd OIZ promoted.</p>	<ul style="list-style-type: none"> - A near term investment promotion strategy developed by the 18th month of the Project. - An investment promotion kit developed by the 20th month of the Project. - Working relations established with at least 3 organizations by the 16th month of the Project. - An online portal developed by the 30th month of the Project. - 5 national or int'l networking activities organized during the lifespan of the Project 	<ul style="list-style-type: none"> - Near term investment promotion strategy document. - Progress reports - Online portal 	<ul style="list-style-type: none"> - The OIZ Management Board and Entrepreneur' Committee are willing to allocate sufficient resources for sustainability of the online portal.
<p>3. Incumbents of the 2nd OIZ selected fairly, competitively and transparently,</p>	<ul style="list-style-type: none"> - Governance structure established by the 14th month of Project. - Selection criteria identified by the 14th month of the Project - Decisions announced by the 18th month of the Project 	<ul style="list-style-type: none"> - Application documents and manuals, - Application evaluation guidelines - Progress reports 	<ul style="list-style-type: none"> - Entrepreneur's Committee will follow the recommendations of the Project, especially in terms of evaluating the applications to be made by the potential investors to operate in the OIZ
<p>4. Capacity of the local enterprises developed.</p>	<ul style="list-style-type: none"> - A proposal for the establishment of a Local Competitiveness Platform developed by the 14th month of the Project - Business development services delivered to at least 20 companies during the lifespan of the Project. - At least 3 sectoral development roadmaps developed by the 18th month of the project - At least 3 business investment feasibility report have been prepared for the strategic business ideas by the 30th month of the Project - An investment feasibility report for a joint use facility has been prepared by the 32th month of the Project 	<ul style="list-style-type: none"> - Progress Reports - Progress reports, - Sectoral development roadmaps - Feasibility Studies - Joint Use Facility Feasibility Report 	<ul style="list-style-type: none"> - OIZ incumbent companies will be willing to cooperate and be ready to benefit from the services of the Project.
<p>5. Capacity of the local and national institutions improved.</p>	<ul style="list-style-type: none"> - At least 5 training programmes organized for local and national organizations during the lifespan of the Project. - At least 5 int'l study tours organized during the lifespan of the Project. - At most 5 national study tours organized during the lifespan of the Project. - At least 2 supportive tools developed for the OIZ mgmt and MoIT - A Business Plan developed for the 1st and 2nd OIZ 	<ul style="list-style-type: none"> - Progress reports - Training participation lists, - Mission reports of the study tours 	

Attachment 1: Logical Framework

Activities	Means	Budget (€)	Risks and Assumptions
Establishment of the Project Setting and Management Structure C0.1. Establishment of Project Office C0.2. Development of Project Management Protocols C0.3. Development of the Inception Report	Human Resources Travel Equipment and Supplies Local Office Costs Other Costs, services Contingency Admin Costs Total	1.784.090 € 104.000 € 42.500 € 54.200 € 463.050 € 758 € 171.402 € 2.620.000 €	
Component A: Development of Integrated Industrial Development Plan CA.1.1 Strategic scan of existing, emerging and potential sectors in the Region CA.1.2 Assessment of Business Development Needs CA.2.1 Development of IIDP v.1.0 and IIDP v.2.0 CA.2.2 Development of Sectoral Development Roadmaps CA.2.3 Development of Project Proposals			
Component B: Investment Promotion CB.1.1 Development of the Near Term Investment Promotion Strategy CB.1.2 Development of the Near Term Action Plan of the Investment Strategy CB.2.1 Development of promotional materials CB.2.2 Establishment of working relations (partnerships) CB.2.3 Business brokerage events and road-shows CB.2.4 Establishment of an online portal CB.2.5 Ground Breaking of the OIZ			

Attachment 1: Logical Framework

<p>Component C: Assessment of Applications</p> <p>CC.1.1 Establishment of the Governance Structure</p> <p>CC.1.2 Development of the Selection Criteria / Application and Assessment Docs</p> <p>CC.1.2 (a) Update and Revision of the Selection Criteria and Application Docs/Manuals</p> <p>CC.2.1 Launch of the application process</p> <p>CC.2.2 Assistance to applicants (Help Desk)</p> <p>CC.2.3 Evaluation of applications</p> <p>CC.2.4 Announcement of Decisions (1st Round)</p> <p>CC.3 Support to Entrepreneurs' Committee</p> <p>CC.3.1 Assistance to applications (cont'd)</p> <p>CC.3.2 Assessment of Applications (cont'd)</p>		
<p>Component D: Implementation of the IIDP</p> <p>CD.1. Establishment of a Local Competitiveness Platform (LCP)</p> <p>CD.1.1 Development of the Governance Structure of the Council</p> <p>CD.1.2 Identification of Platform Members</p> <p>CD.1.2.1 Development of the Business Plan of the Platform</p> <p>CD.2 Support to Implementation of the IIDP and Sectoral Development Roadmaps</p> <p>CD.2.1 Provision of Business Development Services</p> <p>CD.2.2 Technical Assistance for Joint Initiatives</p> <p>CD.2.2.1 Implementation of Window Projects</p> <p>CD.2.2.2 (a) Feasibility Studies for strategic business ideas (3)</p> <p>CD.2.2.2 (b) Feasibility Study for a joint use facility</p>		

Attachment 1: Logical Framework

Component E: Institution Building CE.1 Institution Building Programmes CE.1.1 Needs Assessment CE.1.2 Training Programmes CE.1.3 International and National Study Tours CE.2 Development of Supportive Tools CE.2.1 Business Planning Tools CE.2.2 Cluster Development Tools			
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Expenses	ANNEX III - PROPOSED BUDGET											
	YEAR 1				YEAR 2				YEAR 3			
	Unit	# of units	Unit rate	Costs	Unit	# of units	Unit rate	Costs	Unit	# of units	Unit rate	Costs
1. Human Resources												
1.1 Salaries (gross amounts)												
1.1.1 Technical												
1.1.1.1 Key Expert 1	Per Day	532	575 €	305,900 €	Per Day	190	575 €	109,250 €	Per Day	152	575 €	87,400 €
1.1.1.2 Key Expert 2	Per Day	309	420 €	129,780 €	Per Day	150	420 €	63,000 €	Per Day	0	420 €	- €
1.1.1.3 Key Expert 3	Per Day	342	180 €	61,560 €	Per Day	162	180 €	29,160 €	Per Day	0	180 €	- €
1.1.1.4 Key Expert 4	Per Day	530	120 €	63,600 €	Per Day	190	120 €	22,800 €	Per Day	150	120 €	18,000 €
1.1.2 Administrative Support Staff/Financial Manager												
1.1.2.1 Project Director (Ankara)	Per Month	8.50	7,500 €	63,750 €	Per Month	3.00	7,500 €	22,500 €	Per Month	2.5	7,500 €	18,750 €
1.1.2.2 Project Manager (Ankara)	Per Month	15	4,000 €	60,000 €	Per Month	6	4,000 €	24,000 €	Per Month	3	4,000 €	12,000 €
1.1.2.3 Finance and Procurement Associate (Ankara)	Per Month	30	2,000 €	60,000 €	Per Month	12	2,000 €	24,000 €	Per Month	6	2,000 €	12,000 €
1.1.2.4 Project Associate	Per Month	24	2,000 €	48,000 €	Per Month	12	2,000 €	24,000 €	Per Month	0	2,000 €	- €
1.1.2.5 Project Assistant/Interpreter	Per Month	24	1,500 €	36,000 €	Per Month	12	1,500 €	18,000 €	Per Month	0	1,500 €	- €
1.1.2.6 Office Assistant	Per Month	24	900 €	21,600 €	Per Month	12	900 €	10,800 €	Per Month	0	900 €	- €
1.1.2.7 Driver/Messenger	Per Month	24	600 €	14,400 €	Per Month	12	600 €	7,200 €	Per Month	0	600 €	- €
1.1.2.8 Cost of Mandatory Health Checks	Per person	6	200 €	1,200 €	Per person	0	200 €	- €	Per person	0	200 €	- €
1.2. Short-term Experts												
1.2.1 International Senior STEs	Per day	500	450 €	225,000 €	Per day	300	450 €	135,000 €	Per day	300	450 €	135,000 €
1.2.2 Local Senior STEs	Per day	1390	250 €	347,500 €	Per day	500	250 €	125,000 €	Per day	390	250 €	97,500 €
1.2.3 Local Junior STEs	Per day	300	100 €	30,000 €	Per day	100	100 €	10,000 €	Per day	100	100 €	10,000 €
1.3. Per Diems for Missions and Travel												
1.3.1 Abroad staff assigned to the Action	Per diem	50	200 €	10,000 €	Per diem	20	200 €	4,000 €	Per diem	10	200 €	2,000 €
1.3.2 Local (staff assigned to the Action)	Per diem	750	148 €	111,000 €	Per diem	300	148 €	44,400 €	Per diem	150	148 €	22,200 €
1.3.3 Seminar/conference participants	Per diem	100	148 €	14,800 €	Per diem	40	148 €	5,920 €	Per diem	20	148 €	2,960 €
Subtotal Human Resources				1,794,090 €				678,870 €				417,810 €
2. Travel												
2.1 International Travel	Per flight	130	500 €	65,000 €	Per flight	50	500 €	25,000 €	Per flight	30	500 €	15,000 €
2.2 Local Travel												
2.2.1 Local Air Travel	Per flight	180	200 €	36,000 €	Per flight	75	200 €	15,000 €	Per flight	30	200 €	6,000 €
2.2.2 Ground Transportation	Per Month	20	150 €	3,000 €	Per Month	8	150 €	1,200 €	Per Month	0	150 €	- €
Subtotal Travel				104,000 €				41,200 €				21,000 €
3. Equipment and supplies												
3.1 Rent of vehicle	Per Month	21	950 €	19,950 €	Per Month	9	950 €	8,550 €	Per Month	12	950 €	11,400 €
3.2 Office furniture (detailed in annotated budget)												
3.2.1 Personal office furniture	per person	7	450 €	3,150 €	per person	0	450 €	- €	per person	0	450 €	- €
3.2.2 Shared office furniture	Per Office	1	5,000 €	5,000 €	Per Office	0	5,000 €	- €	Per Office	0	5,000 €	- €
3.3 Office automation equipment (detailed in annotated budget)												
3.3.1 Personal computers, laptops, flash memory	per person	7	1,200 €	8,400 €	per person	7	1,200 €	8,400 €	per person	0	1,200 €	- €
3.3.2 Shared office automation equipment	Per Office	1	2,500 €	2,500 €	Per Office	0	2,500 €	- €	Per Office	0	2,500 €	- €
3.4 Ready-made software (office applications, antivirus)	per person	7	500 €	3,500 €	per person	7	500 €	3,500 €	per person	0	500 €	- €
Subtotal Equipment and Supplies				42,500 €				31,100 €				11,400 €
4. Local office												
4.1 Office rent	per month	24	1,200 €	28,800 €	per month	12	1,200 €	14,400 €	per month	0	1,200 €	- €
4.2 Consumables - office supplies	per month	30	200 €	6,000 €	per month	12	200 €	2,400 €	per month	6	200 €	1,200 €
4.3 Other services (tel/fax, electricity/heating, maintenance)	per month	24	550 €	13,200 €	per month	12	550 €	6,600 €	per month	0	550 €	- €
4.4 Office Wiring and Connectors	per m ²	200	10 €	2,000 €	per m ²	200	10 €	2,000 €	per m ²	0	10 €	- €
4.5 Vehicle Costs (maintenance and gas)	per month	21	200 €	4,200 €	per month	9	200 €	1,800 €	per month	12	200 €	2,400 €
Subtotal Local Office				54,200 €				27,200 €				1,200 €
5. Other Costs, Services												
5.1 Study Tours (national and local stakeholders)	Per participant	35	2,250 €	78,750 €	Per participant	10	2,250 €	22,500 €	Per participant	15	2,250 €	33,750 €
5.2 Networking Activities	Per activity	5	7,500 €	37,500 €	Per activity	2	7,500 €	15,000 €	Per activity	1	7,500 €	7,500 €

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5.3 Publications	per publication	4	7 150 €	28 600 €	per publication	0	7 150 €	- €	per publication	0	7 150 €	- €	per publication	4	7 150 €	28 600 €
5.4 Tailor-made software and applications																
5.4.1 Online Portal	per portal	1	65 000 €	65 000 €	per portal	0	65 000 €	- €	per portal	0	65 000 €	- €	per portal	1	65 000 €	65 000 €
5.4.2 Supportive Tools	per toolbox	2	7 500 €	15 000 €	per toolbox	0	7 500 €	- €	per toolbox	0	7 500 €	- €	per toolbox	2	7 500 €	15 000 €
5.5 Investment Promotion																
5.5.1 Promotional kit (2000 copies)	per kit	1	12 500 €	12 500 €	per kit	0	12 500 €	- €	per kit	0	12 500 €	- €	per kit	1	12 500 €	12 500 €
5.5.2 Ground Breaking of OIZ	per event	1	49 580 €	49 580 €	per event	0	49 580 €	- €	per event	0	49 580 €	- €	per event	0	49 580 €	- €
5.5.3 Closing Event	per event	1	20 000 €	20 000 €	per event	0	20 000 €	- €	per event	0	20 000 €	- €	per event	0	20 000 €	- €
5.5.4 JIDP & LCP Launch event	per event	1	32 720 €	32 720 €	per event	0	32 720 €	- €	per event	0	32 720 €	- €	per event	1	32 720 €	32 720 €
5.6 Translation (documents)	Per Page	1000	14 €	14 000 €	Per Page	0	14 €	- €	Per Page	1000	14 €	- €	Per Page	0	14 €	- €
5.7 Project-based assessment	Project value	0.02	2 620 000 €	52 400 €	Project value	0	2 620 000 €	- €	Project value	0.02	2 620 000 €	- €	Project value	0.02	2 620 000 €	52 400 €
5.8 Training Materials (dissemination purposes)	per training	5	4 000 €	20 000 €	per training	0	4 000 €	- €	per training	3	4 000 €	- €	per training	2	4 000 €	8 000 €
5.9 Workshops																
5.9.1 High-profile workshops and events	per event	3	5 000 €	15 000 €	per event	1	5 000 €	5 000 €	per event	1	5 000 €	5 000 €	per event	0	5 000 €	5 000 €
5.9.2 Working level workshops	per workshop	8	2 750 €	22 000 €	per workshop	2	2 750 €	5 500 €	per workshop	4	2 750 €	11 000 €	per workshop	2	2 750 €	5 500 €
Subtotal Other Costs, Services				463 050 €				97 560 €				112 220 €				253 250 €
6. Other																
Subtotal Other				- €				- €				- €				- €
7. Subtotal direct eligible costs of the Action (1-6)				2 447 840 €				876 850 €				877 830 €				893 260 €
8. Provision for contingency reserve (up to 5%)				758 €												758 €
9. Total direct eligible costs of the Action (7+ 8)				2 448 598 €				876 850 €				877 830 €				894 018 €
10. Administrative costs (7% of 9, as per FAFA)				171 402 €				61 397 €				61 434 €				68 581 €
11. Total eligible costs (9+10)				2 620 000 €				938 247 €				939 264 €				742 600 €

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Provisional and indicative annotated budget for TA for Industrial Restructuring of Sanliurfa

Budget Lines 1.1 & 1.2 Salaries

These budget lines show the salaries to be paid to full- and part-time project staff (technical assistance team, local support staff, and project management office) and the short-term experts to be assigned by UNDP. All amounts are gross amounts including salary, pension, income tax, stamp duty and insurance premiums, as applicable. Mandatory health checks for the staff working under Service Contracts are charged against budget line 1.1.2.8.

All the project staff, with the exception of the Project Director and the Project Manager, will be on a fulltime basis. Project director will devote on average one fourth of his/her time and the project manager will devote on average half of his/her time to the Project.

Budget Line 1.3 Per Diems for Missions and Travel

Budget lines 1.3.1 (abroad) and 1.3.2 (local) indicate the daily subsistence allowances (i.e. per diem) payable to project staff assigned to action when such staff is on a mission (i.e. out of his/her duty station) and to short-term experts who do not reside in the place of assignment(s). Reduced rates may be applied depending on the nature of the expenses covered in such missions. Budget line 1.3.3 covers the costs of accommodation of seminar and conference participants.

The unit rates for budget lines 1.3.1, 1.3.2 and 1.3.3 are indicative. The actual unit rates for budget lines 1.3.1 and 1.3.2 will be based on UNDP's Daily Subsistence Allowance rates. The costs related to the accommodations of seminar and conference participants will be charged against the project budget on a full cost recovery basis.

Budget Line 2.1 International Travel

Number of int'l travels is estimated to be 130, and this indicative number includes int'l travels of short-term experts (approximately 80) and int'l travels for int'l study tours and networking events (approximately 50). The unit rate reflects roundtrip in economy class in a normal season.

Budget Line 2.2 Local Travel

Local transportation cover inter-city and intra-city travel costs of project staff assigned to action and/or short-term experts. Local transportation includes air travel as well as ground transportation. Travel logs will be kept by relevant project staff with supporting documents. The budget for "ground transportation" has been provided for regional study tours, analysis and field studies, which will cover other provinces in the region.

Budget line 3.1 Rent of Vehicle

Euro 950 per month is allocated for rent of vehicle. The vehicle will be stationed in Sanliurfa and will be utilised only for the purposes of the Project. The OIZ is located in the outskirts of Sanliurfa. Most of the Project activities will be conducted in the city centre, with frequent travels to the OIZ.

Budget Line 3.2 Office furniture

3.2.1 Personal office furniture: These include desk (€150), armchair (€100), drawer (€50), guest chair (€50) and file cabinet (€100) per project staff stationed in Sanliurfa, with the exception of driver/messenger.

3.2.2 Shared office furniture: These include a meeting table, chairs, shared office cabinets, and desks and arm chairs for STEs, and air-conditioners.

Budget Line 3.3 Office automation equipment

3.3.1 Personal computers, laptops, flash memory: €1,100 for PC/Laptop per project staff (8), and €100 for flash memory and portable backup hard discs per project staff (7).

3.3.2 Shared office automation equipment: 1 all-in-one laser printer (colour) for €1000, 2 all-in-one black and white printers for €500, each, and 1 projector for €500.

Budget Line 3.4 Ready-made software

Ready-made software costs include bundled office software applications (i.e. spreadsheet, word processing, database management, email processing) operable on popular PC/laptop operations systems. For sake of security and stability open-source software will not be preferred. Estimated cost is €500 per project staff (excluding driver/messenger).

In addition, 2-year subscriptions to a professional anti-virus programme will be made (€50 per year per project staff, excluding driver/messenger), and computer back-up software (€50 per project staff, excluding driver/messenger).

Budget Line 4.1 Office rent

Euro 1200 per month is set aside for office rent including the project office to be rented for the TAT in Sanliurfa. The insurance related costs are included in the cost of rent. An office of 200+ m² will be rented. The office will be ideally close to the chamber of commerce and industry.

Provisional and indicative annotated budget for TA for Industrial Restructuring of Sanliurfa

Budget Line 4.2 Consumables - office supplies

Euro 200 per month is allocated for the consumables and office supplies including, but not limited to, the stationary and consumable parts of ICT equipment for use by the Project.

Budget Line 4.3 Other services (tel/fax, electricity/heating, maintenance)

A total of Euro 550 per month is allocated to costs related to communication (telephone, fax, hi-speed internet access), electricity and heating (in case the heating system of the apartment to be rented allows only for pre-paid cards the heating costs in winter might exceed average monthly allocation). Cost of the common services of the building in which the project office is to be rented will also be charged to this account.

Budget Line 4.4 Office Wiring and Connections

Euro 10 is allocated per square metre (200 m²) the communication, electricity and protective wiring of the office.

Budget Line 4.5 Vehicle costs (insurance, gas, maintenance)

Euro 200/month is allocated for gas, maintenance and repair of the project car. The vehicle will only be used for the project and will be left at a designated parking spot after each working day. The car will not be used for TAT's daily travel from their homes to the project office. The car might be used for inter-city travel for the occasions for which air-travel is not feasible from the duty station to a province. The driver/messenger will keep a logbook for the mileage. This logbook will demonstrate row by row (a) origin of travel, (b) destination of travel, (c) travellers, (d) purpose of travel and (e) mileage. Each row will be signed by the project staff requesting the travel.

Budget Line 5.1 International Study Tours

A total of Euro 78.750 is set aside to cover the costs of international study tours for indicatively 35 participants. Such costs include full-board accommodation (bed and breakfast, lunch and dinner) visas, exit fees, intra- and inter-city transportation once in the destination country, and payments to the host organisations. No per diem will be paid directly to civil servants. Invoices to be obtained from vendors in the destination countries may include VAT.

At least five (5) int'l study tours are planned to be organised, with a total number of 35 participants as described in the DoA. The possible destinations are Holland (strong agro-parks), France (competitive poles), Italy (industrial districts), Denmark and/or Sweden (agricultural innovation networks).

Budget Line 5.2 Networking activities

Networking activities include business brokerage events and road-shows to promote investment and business opportunities, participation to investment promotion fairs and partner-matching events, as defined in the Description of Action C.B.2.3. The first two types of networking events would entail cost items similar to study tours. The partner-matching events usually entail costs related invitation of int'l investors to Sanliurfa, organisation of business brokerage meetings (collective and/or 1-to-1). Since the cost items of networking events cannot be standardised, an average unit rate has been identified per networking activity. The general principle of not paying per diems (but covering full costs) to civil servants will apply. During the lifespan of the project, a minimum of 4 national networking and 1 international networking activities are envisaged to be organized with a total budget of 37.500€.

Budget Line 5.3 Publications

The Project will produce 4 showcase publications: the synopsis of the integrated industrial development plan for Sanliurfa and the synopsis of the strategic sectoral development roadmaps. These are planned to professionally designed and printed for dissemination and replication purposes. Each publication is planned to be printed in 800 to 1000 copies and distributed to chambers and OIZ managements in other parts of Turkey.

Budget Line 5.4 Tailor-made software and applications

5.4.1. Online Portal: € 65.000 is set aside for development of an online portal for

5.4.2. Supportive Tools: €15.000 is set aside for development of a business planning toolbox and a cluster development toolbox. The tools are planned to be disseminated by MoIT.

Budget Line 5.5 Investment Promotion

5.5.1. Promotional kit (2000 copies): This kit will include high quality brochures printed in several languages as defined in the DoA. 2000 copies are planned to be produced.

5.5.2. Ground Breaking of OIZ: €49.580 is set aside for the ground breaking ceremony. This activity will include the following costs: travel and accommodation costs of invitees, costs related to the

Provisional and indicative annotated budget for TA for Industrial Restructuring of Sanliurfa

organisation (audio visual equipment, translation, lunch, coffee break, refreshments, organisation support staff etc.)

5.5.3. Closing Event: €20.000 is set aside for the closing event. This activity will include the following costs: travel and accommodation costs of invitees, costs related to the organisation (audio visual equipment, translation, lunch, coffee break, refreshments, organisation support staff etc.)

5.5.4. IIDP and LCP Launch Event: 32.720 Euro is set aside for the launch of the Integrated Industrial Development Plan and the Local Competitiveness Platform. The said event will also contribute to the promotion of the investment opportunities of Şanlıurfa.

Budget Line 5.6 Translations

€14.000 is set aside for high quality translation of the investment promotion materials into several languages as indicated in the DoA.

Budget Line 5.7 Project-based financial and management assessment

2% of the total Agreement Value, €52.400

Budget Line 5.8 Training Materials

A total of 5 training programmes will be provided under component E. €4000 is set aside per training programme for recording the training sessions, computerising the training materials, development of interactive DVDs for dissemination purposes. The master DVD of each training programme is planned to be produced in 500 copies and distributed to chambers and OIZ managements.

Budget Line 5.9 Workshops

15.000 € is set aside for three high profile workshops (i.e. Budget line 5.9.1) including but is not limited to the IIDP validation workshop and LCP meetings. In addition, €22.000 is set aside for 8 working level workshops (i.e. Budget Line 5.9.2).

Activity Index for Activity-based Budget

A1	A2	A3	Activity
1	11	110	CO.1. Establishment of Project Office
1	12	120	CO.2. Development of Project Management Protocols
1	13	130	CO.3. Development of the Inception Report
1	14	140	CO.4. Management Arrangements
2	21	211	CA.1.1 Strategic scan of existing, emerging and potential sectors in the Region
2	21	212	CA.1.2 Assessment of Business Development Needs
2	22	221	CA.2.1 Development of IIDP v.1.0 and IIDP v.2.0
2	22	222	CA.2.2 Development of Sectoral Development Roadmaps
2	22	223	CA.2.3 Development of Project Proposals
3	31	311	CB.1.1 Development of the Near Term Investment Promotion Strategy
3	31	312	CB.1.2 Development of the Near Term Action Plan of the Investment Strategy
3	32	321	CB.2.1 Development of promotional materials
3	32	322	CB.2.2 Establishment of working relations (partnerships)
3	32	323	CB.2.3 Business brokerage events and road-shows
3	32	324	CB.2.4 Establishment of an online portal for the OIZ
3	32	325	CB.2.5 Grand Opening of the OIZ
4	41	411	CC.1.1 Establishment of the Governance Structure
4	41	412	CC.1.2 Development of the Selection Criteria / Application and Assessment Docs
4	42	421	CC.2.1 Launch of the application process
4	42	422	CC.2.2 Assistance to applicants (Help Desk)
4	42	423	CC.2.3 Evaluation of applications
4	42	424	CC.2.4 Announcement of Decisions (1st Round)
4	43	431	CC.3 Support to Entrepreneurs' Committee
5	51	510	CD.1. Establishment of a Local Competitiveness Platform (LCP)
5	52	521	CD.2.1 Provision of Business Development Services
5	52	522	CD.2.2 Technical Assistance for Joint Initiatives
6	61	611	CE.1.1 Needs Assessment
6	61	612	CE.1.2 Training Programmes
6	61	613	CE.1.3 International and National Study Tours
6	62	621	CE.2.1 Business Planning Toolkit
6	62	622	CE.2.2 Cluster Development Toolkit
7	70	700	Operations and Management of Local Project Office
8	80	800	Project Management

ESD *OS*

Budget					Activity No	Activity No	Activity No	Activity No				
Expenses					110	120	130	140				
1. Human Resources					# of units	# of units	# of units	# of units				
1.1 Salaries (gross amounts)												
1.1.1 Technical												
1.1.1.1 Key Expert 1					Per Day	532	575 €	305.900 €	0,00	0,00	25,00	0,00
1.1.1.2 Key Expert 2					Per Day	309	420 €	129.780 €	0,00	0,00	10,00	0,00
1.1.1.3 Key Expert 3					Per Day	342	180 €	61.560 €	0,00	0,00	10,00	0,00
1.1.1.4 Key Expert 4					Per Day	530	120 €	63.600 €	0,00	0,00	10,00	0,00
1.1.2 Administrative/ Support Staff/ Financial Manager												
1.1.2.1 Project Director (Ankara)					Per Month	8,50	7.500 €	63.750 €	0,15	0,15	0,30	0,15
1.1.2.2 Project Manager (Ankara)					Per Month	15	4.000 €	60.000 €	0,15	0,15	0,30	0,30
1.1.2.3 Finance and Procurement Associate (Ankara)					Per Month	30	2.000 €	60.000 €	0,30	0,30	0,60	0,60
1.1.2.4 Project Associate					Per Month	24	2.000 €	48.000 €	1,00	0,00	0,25	0,75
1.1.2.5 Project Assistant/Interpreter					Per Month	24	1.500 €	36.000 €	1,00	0,00	0,25	0,75
1.1.2.6 Office Assistant					Per Month	24	900 €	21.600 €	1,00	0,00	0,25	0,75
1.1.2.7 Driver/Messenger					Per Month	24	600 €	14.400 €	1,00	0,00	0,25	0,75
1.1.2.8 Cost of Mandatory Health Checks					Per Person	6	200 €	1.200 €				
1.2. Short-term Experts												
1.2.1 International Senior STEs					Per day	900	450 €	405.000 €	0	0	0	0
1.2.2 Local Senior STEs					Per day	1390	250 €	347.500 €	0	0	0	0
1.2.3 Local Junior STEs					Per day	300	100 €	30.000 €	0	0	0	0
1.3. Per Diems for Missions and Travel												
1.3.1 Abroad (staff assigned to the Action)					Per diem	50	200 €	10.000 €	0	0	0	0
1.3.2 Local (staff assigned to the Action)					Per diem	750	148 €	111.000 €	0	0	0	0
1.3.3 Seminar/conference participants					Per diem	100	148 €	14.800 €	0	0	0	0
Subtotal Human Resources								1.784.090 €	7.325 €	2.325 €	27.475 €	7.275 €
2. Travel												
2.1 International Travel					Per flight	130	500 €	65.000 €	0	0	0	0
2.2 Local Travel												
2.2.1 Local Air Travel					Per flight	180	200 €	36.000 €	0	0	0	0
2.2.2 Ground Transportation					Per Month	20	150 €	3.000 €	0	0	0	0
Subtotal Travel								104.000 €	- €	- €	- €	- €
3. Equipment and supplies												
3.1 Rent of vehicle					Per Month	21	950 €	19.950 €	0	0	0	0
3.2 Office furniture (detailed in annotated budget)												
3.2.1 Personal office furniture					per person	7	450 €	3.150 €	7	0	0	0
3.2.2 Shared office furniture					Per Office	1	5.000 €	5.000 €	1	0	0	0
3.3 Office automation equipment												
3.3.1 Personal computers, laptops, flash memory					per person	7	1.200 €	8.400 €	7	0	0	0
3.3.2 Shared office automation equipment					Per Office	1	2.500 €	2.500 €	1	0	0	0
3.4 Ready-made software (office applications, antivirus)					per person	7	500 €	3.500 €	7	0	0	0
Subtotal Equipment and Supplies								42.500 €	22.550 €	- €	- €	- €
4. Local office												
4.1 Office rent					per month	24	1.200 €	28.800 €	0	0	0	0
4.2 Consumables - office supplies					per month	24	250 €	6.000 €	0	0	0	0
4.3 Other services (tel/fax, electricity/heating, maintenance)					per month	24	550 €	13.200 €	0	0	0	0
4.4 Office Wiring and Connections					per m ²	200	10 €	2.000 €	200	0	0	0
4.5 Vehicle Costs (maintenance and gas)					per month	21	200 €	4.200 €	0	0	0	0
Subtotal Local Office								54.200 €	2.000 €	- €	- €	- €
5. Other Costs, Services												
5.1 Study Tours (national and local stakeholders)					Per participant	35	2.250 €	78.750 €	0	0	0	0
5.2 Networking Activities					Per activity	5	7.500 €	37.500 €	0	0	0	0
5.3 Publications					per publication	4	7.150 €	28.600 €	0	0	0	0
5.4 Tailor-made software and applications								- €				
5.4.1 Online Portal					per portal	1	65.000 €	65.000 €	0	0	0	0
5.4.2 Supportive Tools					per toolbox	2	7.500 €	15.000 €	0	0	0	0
5.5 Investment Promotion								- €				
5.5.1 Promotional kit (2000 copies)					per kit	1	12.500 €	12.500 €	0	0	0	0
5.5.2 Ground Breaking of OIZ					per event	1	49.580 €	49.580 €	0	0	0	0
5.5.3 Closing Event					per event	1	20.000 €	20.000 €	0	0	0	0
5.5.4 IIDP and LCP Launch Event					per event	1	32.720 €	32.720 €	0	0	0	0
5.6 Translation (documents)					Per Page	1000	14 €	14.000 €	0	0	0	0
5.7 Project-based financial and management assessment *					Project value	0,02	2.620.000 €	52.400 €	0	0	0	0
5.8 Training Materials (dissemination purposes)					per training	5	4.000 €	20.000 €	0	0	0	0
5.9 Workshops								- €				
5.9.1 High-profile workshops and events					per event	3	5.000 €	15.000 €	0	0	0	0
5.9.2 Working-level workshops					per event	8	2.750 €	22.000 €	0	0	0	0
Subtotal Other Costs, Services								463.050 €	- €	- €	- €	- €
6. Other												
Subtotal Other								- €	- €	- €	- €	- €
7. Subtotal direct eligible costs of the Action (1-6)								2.447.840 €	31.875 €	2.325 €	27.475 €	7.275 €
8. Provision for contingency reserve (up to 5%)								758 €				
9. Total direct eligible costs of the Action (7+ 8)								2.448.598 €	31.875 €	2.325 €	27.475 €	7.275 €
10. Administrative costs (7% of 9, as per FAFA)								171.402 €	2.231 €	163 €	1.923 €	509 €
11. Total eligible costs (9+10)								2.620.000 €	34.106 €	2.488 €	29.398 €	7.784 €
								1,30%	0,09%	1,12%	0,30%	

*** The activity based costing is for information and planning purposes and is purely indicative

Budget									
Expenses	Unit	# of Units	Unit rate	Cost	Activity No 211	Activity No 212	Activity No 221	Activity No 222	
1. Human Resources					# of units	# of units	# of units	# of units	
1.1 Salaries (gross amounts)									
1.1.1 Technical									
1.1.1.1 Key Expert 1	Per Day	532	575 €	305.900 €	30,00	35,00	35,00	35,00	
1.1.1.2 Key Expert 2	Per Day	309	420 €	129.780 €	60,00	14,00	75,00	75,00	
1.1.1.3 Key Expert 3	Per Day	342	180 €	61.560 €	0,00	30,00	20,00	18,00	
1.1.1.4 Key Expert 4	Per Day	530	120 €	63.600 €	10,00	60,00	50,00	30,00	
1.1.2 Administrative/ Support Staff/ Financial Manager									
1.1.2.1 Project Director (Ankara)	Per Month	8,50	7.500 €	63.750 €	0,15	0,15	0,15	0,30	
1.1.2.2 Project Manager (Ankara)	Per Month	15	4.000 €	60.000 €	0,30	0,30	0,30	0,30	
1.1.2.3 Finance and Procurement Associate (Ankara)	Per Month	30	2.000 €	60.000 €	0,60	0,60	0,60	0,60	
1.1.2.4 Project Associate	Per Month	24	2.000 €	48.000 €	0,50	0,50	0,50	0,50	
1.1.2.5 Project Assistant/Interpreter	Per Month	24	1.500 €	36.000 €	0,50	0,50	0,50	0,50	
1.1.2.6 Office Assistant	Per Month	24	900 €	21.600 €	0,50	0,50	0,50	0,50	
1.1.2.7 Driver/Messenger	Per Month	24	600 €	14.400 €	0,50	0,50	0,50	0,50	
1.1.2.8 Cost of Mandatory Health Checks	Per Person	6	200 €	1.200 €					
1.2. Short-term Experts									
1.2.1 International Senior STEs	Per day	900	450 €	405.000 €	55	30	110	110	
1.2.2 Local Senior STEs	Per day	1390	250 €	347.500 €	45	20	160	160	
1.2.3 Local Junior STEs	Per day	300	100 €	30.000 €	60	30	90	90	
1.3. Per Diems for Missions and Travel									
1.3.1 Abroad (staff assigned to the Action)	Per diem	50	200 €	10.000 €	0	0	0	0	
1.3.2 Local (staff assigned to the Action)	Per diem	750	148 €	111.000 €	30	30	80	80	
1.3.3 Seminar/conference participants	Per diem	100	148 €	14.800 €	0	0	25	10	
Subtotal Human Resources				1.784.090 €	96.115 €	70.570 €	181.290 €	177.435 €	
2. Travel									
2.1 International Travel	Per flight	130	500 €	65.000 €	4	3	18	18	
2.2 Local Travel									
2.2.1 Local Air Travel	Per flight	180	200 €	36.000 €	4	4	25	25	
2.2.2 Ground Transportation	Per Month	20	150 €	3.000 €	0	0	6	2	
Subtotal Travel				104.000 €	2.800 €	2.300 €	14.900 €	14.300 €	
3. Equipment and supplies									
3.1 Rent of vehicle	Per Month	21	950 €	19.950 €	0	0	0	0	
3.2 Office furniture (detailed in annotated budget)									
3.2.1 Personal office furniture	per person	7	450 €	3.150 €	0	0	0	0	
3.2.2 Shared office furniture	Per Office	1	5.000 €	5.000 €	0	0	0	0	
3.3 Office automation equipment									
3.3.1 Personal computers, laptops, flash memory	per person	7	1.200 €	8.400 €	0	0	0	0	
3.3.2 Shared office automation equipment	Per Office	1	2.500 €	2.500 €	0	0	0	0	
3.4 Ready-made software (office applications, antivirus)	per person	7	500 €	3.500 €	0	0	0	0	
Subtotal Equipment and Supplies				42.500 €	- €	- €	- €	- €	
4. Local office									
4.1 Office rent	per month	24	1.200 €	28.800 €	0	0	0	0	
4.2 Consumables - office supplies	per month	24	250 €	6.000 €	0	0	0	0	
4.3 Other services (tel/fax, electricity/heating, maintenance)	per month	24	550 €	13.200 €	0	0	0	0	
4.4 Office Wiring and Connections	per m ²	200	10 €	2.000 €	0	0	0	0	
4.5 Vehicle Costs (maintenance and gas)	per month	21	200 €	4.200 €	0	0	0	0	
Subtotal Local Office				54.200 €	- €	- €	- €	- €	
5. Other Costs, Services									
5.1 Study Tours (national and local stakeholders)	Per participant	35	2.250 €	78.750 €	0	0	0	0	
5.2 Networking Activities	Per activity	5	7.500 €	37.500 €	0	0	0	0	
5.3 Publications	per publication	4	7.150 €	28.600 €	0	0	1	0	
5.4 Tailor-made software and applications				- €					
5.4.1 Online Portal	per portal	1	65.000 €	65.000 €	0	0	0	0	
5.4.2 Supportive Tools	per toolbox	2	7.500 €	15.000 €	0	0	0	0	
5.5 Investment Promotion				- €					
5.5.1 Promotional kit (2000 copies)	per kit	1	12.500 €	12.500 €	0	0	0	0	
5.5.2 Ground Breaking of OIZ	per event	1	49.580 €	49.580 €	0	0	0	0	
5.5.3 Closing Event	per event	1	20.000 €	20.000 €	0	0	0	0	
5.5.4 IIDP and LCP Launch Event	per event	1	32.720 €	32.720 €	0	0	1	0	
5.6 Translation (documents)	Per Page	1000	14 €	14.000 €	0	0	500	500	
5.7 Project-based financial and management assessment *	Project value	0,02	2.620.000 €	52.400 €	0	0	0	0	
5.8 Training Materials (dissemination purposes)	per training	5	4.000 €	20.000 €	0	0	0	0	
5.9 Workshops				- €					
5.9.1 High-profile workshops and events	per event	3	5.000 €	15.000 €	0	0	2	0	
5.9.2 Working-level workshops	per event	8	2.750 €	22.000 €	0	0	2	0	
Subtotal Other Costs, Services				463.050 €	- €	- €	46.870 €	7.000 €	
6. Other									
Subtotal Other				- €	- €	- €	- €	- €	
7. Subtotal direct eligible costs of the Action (1-6)				2.447.840 €	98.915 €	72.870 €	243.060 €	198.735 €	
8. Provision for contingency reserve (up to 5%)				758 €					
9. Total direct eligible costs of the Action (7+ 8)				2.448.598 €	98.915 €	72.870 €	243.060 €	198.735 €	
10. Administrative costs (7% of 9, as per FAFA)				171.402 €	6.924 €	5.101 €	17.014 €	13.911 €	
11. Total eligible costs (9+10)				2.620.000 €	105.839 €	77.971 €	260.074 €	212.646 €	
					4,04%	2,98%	9,93%	8,12%	

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Budget					Activity No	Activity No	Activity No	Activity No
Expenses					223	311	312	321
1. Human Resources	Unit	# of Units	Unit rate	Cost	# of units	# of units	# of units	# of units
1.1 Salaries (gross amounts)								
1.1.1 Technical								
1.1.1.1 Key Expert 1	Per Day	532	575 €	305.900 €	25,00	25,00	25,00	15,00
1.1.1.2 Key Expert 2	Per Day	309	420 €	129.780 €	50,00	0,00	0,00	0,00
1.1.1.3 Key Expert 3	Per Day	342	180 €	61.560 €	20,00	0,00	0,00	0,00
1.1.1.4 Key Expert 4	Per Day	530	120 €	63.600 €	20,00	0,00	0,00	0,00
1.1.2 Administrative/ Support Staff/ Financial Manager								
1.1.2.1 Project Director (Ankara)	Per Month	8,50	7.500 €	63.750 €	0,30	0,15	0,15	0,15
1.1.2.2 Project Manager (Ankara)	Per Month	15	4.000 €	60.000 €	0,30	0,30	0,30	0,30
1.1.2.3 Finance and Procurement Associate (Ankara)	Per Month	30	2.000 €	60.000 €	0,60	0,60	0,60	0,60
1.1.2.4 Project Associate	Per Month	24	2.000 €	48.000 €	0,50	0,50	0,50	0,50
1.1.2.5 Project Assistant/Interpreter	Per Month	24	1.500 €	36.000 €	0,50	0,50	0,50	0,50
1.1.2.6 Office Assistant	Per Month	24	900 €	21.600 €	0,50	0,50	0,50	0,50
1.1.2.7 Driver/Messenger	Per Month	24	600 €	14.400 €	0,50	0,50	0,50	0,50
1.1.2.8 Cost of Mandatory Health Checks	Per Person	6	200 €	1.200 €				
1.2. Short-term Experts								
1.2.1 International Senior STEs	Per day	900	450 €	405.000 €	0	20	20	50
1.2.2 Local Senior STEs	Per day	1390	250 €	347.500 €	76	20	20	170
1.2.3 Local Junior STEs	Per day	300	100 €	30.000 €	0	0	0	0
1.3. Per Diems for Missions and Travel								
1.3.1 Abroad (staff assigned to the Action)	Per diem	50	200 €	10.000 €	0	0	0	0
1.3.2 Local (staff assigned to the Action)	Per diem	750	148 €	111.000 €	30	10	10	75
1.3.3 Seminar/conference participants	Per diem	100	148 €	14.800 €	0	0	0	0
Subtotal Human Resources				1.784.090 €	71.965 €	35.880 €	35.880 €	90.750 €
2. Travel								
2.1 International Travel	Per flight	130	500 €	65.000 €	0	2	2	4
2.2 Local Travel								
2.2.1 Local Air Travel	Per flight	180	200 €	36.000 €	18	2	2	12
2.2.2 Ground Transportation	Per Month	20	150 €	3.000 €	0	0	0	0
Subtotal Travel				104.000 €	3.600 €	1.400 €	1.400 €	4.400 €
3. Equipment and supplies								
3.1 Rent of vehicle	Per Month	21	950 €	19.950 €	0	0	0	0
3.2 Office furniture (detailed in annotated budget)								
3.2.1 Personal office furniture	per person	7	450 €	3.150 €	0	0	0	0
3.2.2 Shared office furniture	Per Office	1	5.000 €	5.000 €	0	0	0	0
3.3 Office automation equipment								
3.3.1 Personal computers, laptops, flash memory	per person	7	1.200 €	8.400 €	0	0	0	0
3.3.2 Shared office automation equipment	Per Office	1	2.500 €	2.500 €	0	0	0	0
3.4 Ready-made software (office applications, antivirus)	per person	7	500 €	3.500 €	0	0	0	0
Subtotal Equipment and Supplies				42.500 €	- €	- €	- €	- €
4. Local office								
4.1 Office rent	per month	24	1.200 €	28.800 €	0	0	0	0
4.2 Consumables - office supplies	per month	24	250 €	6.000 €	0	0	0	0
4.3 Other services (tel/fax, electricity/heating, maintenance)	per month	24	550 €	13.200 €	0	0	0	0
4.4 Office Wiring and Connections	per m ²	200	10 €	2.000 €	0	0	0	0
4.5 Vehicle Costs (maintenance and gas)	per month	21	200 €	4.200 €	0	0	0	0
Subtotal Local Office				54.200 €	- €	- €	- €	- €
5. Other Costs, Services								
5.1 Study Tours (national and local stakeholders)	Per participant	35	2.250 €	78.750 €	0	0	0	0
5.2 Networking Activities	Per activity	5	7.500 €	37.500 €	0	0	0	0
5.3 Publications	per publication	4	7.150 €	28.600 €	0	0	0	1
5.4 Tailor-made software and applications				- €				
5.4.1 Online Portal	per portal	1	65.000 €	65.000 €	0	0	0	0
5.4.2 Supportive Tools	per toolbox	2	7.500 €	15.000 €	0	0	0	0
5.5 Investment Promotion				- €				
5.5.1 Promotional kit (2000 copies)	per kit	1	12.500 €	12.500 €	0	0	0	1
5.5.2 Ground Breaking of OIZ	per event	1	49.580 €	49.580 €	0	0	0	0
5.5.3 Closing Event	per event	1	20.000 €	20.000 €	0	0	0	0
5.5.4 IIDP and LCP Launch Event	per event	1	32.720 €	32.720 €	0	0	0	0
5.6 Translation (documents)	Per Page	1000	14 €	14.000 €	0	0	0	0
5.7 Project-based financial and management assessment *	Project value	0,02	2.620.000 €	52.400 €	0	0	0	0
5.8 Training Materials (dissemination purposes)	per training	5	4.000 €	20.000 €	0	0	0	0
5.9 Workshops				- €				
5.9.1 High-profile workshops and events	per event	3	5.000 €	15.000 €	0	0	0	0
5.9.2 Working-level workshops	per event	8	2.750 €	22.000 €	0	0	0	0
Subtotal Other Costs, Services				463.050 €	- €	- €	- €	19.650 €
6. Other								
Subtotal Other				- €	- €	- €	- €	- €
7. Subtotal direct eligible costs of the Action (1-6)				2.447.840 €	75.565 €	37.280 €	37.280 €	114.800 €
8. Provision for contingency reserve (up to 5%)				758 €				
9. Total direct eligible costs of the Action (7+ 8)				2.448.598 €	75.565 €	37.280 €	37.280 €	114.800 €
10. Administrative costs (7% of 9, as per FAFA)				171.402 €	5.290 €	2.610 €	2.610 €	8.036 €
11. Total eligible costs (9+10)				2.620.000 €	80.855 €	39.890 €	39.890 €	122.836 €
					3,09%	1,52%	1,52%	4,69%

*** The activity based costing is for information and planning purposes and is purely indicative

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Budget						Activity No	Activity No	Activity No	Activity No				
Expenses						322	323	324	325				
1. Human Resources						# of units	# of units	# of units	# of units				
1.1 Salaries (gross amounts)													
1.1.1 Technical													
1.1.1.1 Key Expert 1						Per Day	532	575 €	305.900 €	20,00	10,00	0,00	0,00
1.1.1.2 Key Expert 2						Per Day	309	420 €	129.780 €	0,00	0,00	0,00	0,00
1.1.1.3 Key Expert 3						Per Day	342	180 €	61.560 €	0,00	0,00	0,00	0,00
1.1.1.4 Key Expert 4						Per Day	530	120 €	63.600 €	0,00	30,00	0,00	0,00
1.1.2 Administrative/ Support Staff/ Financial Manager													
1.1.2.1 Project Director (Ankara)						Per Month	8,50	7.500 €	63.750 €	0,15	0,15	0,15	0,15
1.1.2.2 Project Manager (Ankara)						Per Month	15	4.000 €	60.000 €	0,30	0,30	0,30	0,30
1.1.2.3 Finance and Procurement Associate (Ankara)						Per Month	30	2.000 €	60.000 €	0,60	0,60	0,60	0,60
1.1.2.4 Project Associate						Per Month	24	2.000 €	48.000 €	0,50	0,50	0,50	0,50
1.1.2.5 Project Assistant/Interpreter						Per Month	24	1.500 €	36.000 €	0,50	0,50	0,50	0,50
1.1.2.6 Office Assistant						Per Month	24	900 €	21.600 €	0,50	0,50	0,50	0,50
1.1.2.7 Driver/Messenger						Per Month	24	600 €	14.400 €	0,50	0,50	0,50	0,50
1.1.2.8 Cost of Mandatory Health Checks						Per Person	6	200 €	1.200 €				
1.2. Short-term Experts													
1.2.1 International Senior STEs						Per day	900	450 €	405.000 €	0	0	0	0
1.2.2 Local Senior STEs						Per day	1390	250 €	347.500 €	0	10	10	0
1.2.3 Local Junior STEs						Per day	300	100 €	30.000 €	0	0	0	0
1.3. Per Diems for Missions and Travel													
1.3.1 Abroad (staff assigned to the Action)						Per diem	50	200 €	10.000 €	0	0	0	0
1.3.2 Local (staff assigned to the Action)						Per diem	750	148 €	111.000 €	0	5	5	0
1.3.3 Seminar/conference participants						Per diem	100	148 €	14.800 €	0	0	0	0
Subtotal Human Resources								1.784.090 €		17.525 €	18.615 €	9.265 €	6.025 €
2. Travel													
2.1 International Travel						Per flight	130	500 €	65.000 €	0	0	0	0
2.2 Local Travel													
2.2.1 Local Air Travel						Per flight	180	200 €	36.000 €	0	2	2	0
2.2.2 Ground Transportation						Per Month	20	150 €	3.000 €	0	6	0	0
Subtotal Travel								104.000 €		- €	1.300 €	400 €	- €
3. Equipment and supplies													
3.1 Rent of vehicle						Per Month	21	950 €	19.950 €	0	0	0	0
3.2 Office furniture (detailed in annotated budget)													
3.2.1 Personal office furniture						per person	7	450 €	3.150 €	0	0	0	0
3.2.2 Shared office furniture						Per Office	1	5.000 €	5.000 €	0	0	0	0
3.3 Office automation equipment													
3.3.1 Personal computers, laptops, flash memory						per person	7	1.200 €	8.400 €	0	0	0	0
3.3.2 Shared office automation equipment						Per Office	1	2.500 €	2.500 €	0	0	0	0
3.4 Ready-made software (office applications, antivirus)						per person	7	500 €	3.500 €	0	0	0	0
Subtotal Equipment and Supplies								42.500 €		- €	- €	- €	- €
4. Local office													
4.1 Office rent						per month	24	1.200 €	28.800 €	0	0	0	0
4.2 Consumables - office supplies						per month	24	250 €	6.000 €	0	0	0	0
4.3 Other services (tel/fax, electricity/heating, maintenance)						per month	24	550 €	13.200 €	0	0	0	0
4.4 Office Wiring and Connections						per m ²	200	10 €	2.000 €	0	0	0	0
4.5 Vehicle Costs (maintenance and gas)						per month	21	200 €	4.200 €	0	0	0	0
Subtotal Local Office								54.200 €		- €	- €	- €	- €
5. Other Costs, Services													
5.1 Study Tours (national and local stakeholders)						Per participant	35	2.250 €	78.750 €	0	0	0	0
5.2 Networking Activities						Per activity	5	7.500 €	37.500 €	0	5	0	0
5.3 Publications						per publication	4	7.150 €	28.600 €	0	0	0	0
5.4 Tailor-made software and applications								- €		0	0	0	0
5.4.1 Online Portal						per portal	1	65.000 €	65.000 €	0	0	1	0
5.4.2 Supportive Tools						per toolbox	2	7.500 €	15.000 €	0	0	0	0
5.5 Investment Promotion								- €		0	0	0	0
5.5.1 Promotional kit (2000 copies)						per kit	1	12.500 €	12.500 €	0	0	0	0
5.5.2 Ground Breaking of OIZ						per event	1	49.580 €	49.580 €	0	0	0	1
5.5.3 Closing Event						per event	1	20.000 €	20.000 €	0	0	0	1
5.5.4 IIDP and LCP Launch Event						per event	1	32.720 €	32.720 €	0	0	0	0
5.6 Translation (documents)						Per Page	1000	14 €	14.000 €	0	0	0	0
5.7 Project-based financial and management assessment *						Project value	0,02	2.620.000 €	52.400 €	0	0	0	0
5.8 Training Materials (dissemination purposes)						per training	5	4.000 €	20.000 €	0	0	0	0
5.9 Workshops								- €		0	0	0	0
5.9.1 High-profile workshops and events						per event	3	5.000 €	15.000 €	0	0	0	0
5.9.2 Working-level workshops						per event	8	2.750 €	22.000 €	0	0	0	0
Subtotal Other Costs, Services								463.050 €		- €	37.500 €	65.000 €	69.580 €
6. Other													
Subtotal Other								- €		- €	- €	- €	- €
7. Subtotal direct eligible costs of the Action (1-6)								2.447.840 €		17.525 €	57.415 €	74.665 €	75.605 €
8. Provision for contingency reserve (up to 5%)								758 €					
9. Total direct eligible costs of the Action (7+ 8)								2.448.598 €		17.525 €	57.415 €	74.665 €	75.605 €
10. Administrative costs (7% of 9, as per FAFA)								171.402 €		1.227 €	4.019 €	5.227 €	5.292 €
11. Total eligible costs (9+10)								2.620.000 €		18.752 €	61.434 €	79.892 €	80.897 €
									0,72%		2,34%	3,05%	3,09%

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850


Budget									
Expenses	Unit	# of Units	Unit rate	Cost	Activity No 411	Activity No 412	Activity No 421	Activity No 422	
					# of units	# of units	# of units	# of units	
1. Human Resources									
1.1 Salaries (gross amounts)									
1.1.1 Technical									
1.1.1.1 Key Expert 1	Per Day	532	575 €	305.900 €	15,00	15,00	15,00	15,00	
1.1.1.2 Key Expert 2	Per Day	309	420 €	129.780 €	0,00	0,00	0,00	0,00	
1.1.1.3 Key Expert 3	Per Day	342	180 €	61.560 €	0,00	0,00	0,00	0,00	
1.1.1.4 Key Expert 4	Per Day	530	120 €	63.600 €	75,00	55,00	30,00	40,00	
1.1.2 Administrative/ Support Staff/ Financial Manager									
1.1.2.1 Project Director (Ankara)	Per Month	8,50	7.500 €	63.750 €	0,15	0,15	0,15	0,15	
1.1.2.2 Project Manager (Ankara)	Per Month	15	4.000 €	60.000 €	0,30	0,30	0,30	0,30	
1.1.2.3 Finance and Procurement Associate (Ankara)	Per Month	30	2.000 €	60.000 €	0,60	0,60	0,60	0,60	
1.1.2.4 Project Associate	Per Month	24	2.000 €	48.000 €	0,50	0,50	0,50	0,50	
1.1.2.5 Project Assistant/Interpreter	Per Month	24	1.500 €	36.000 €	0,50	0,50	0,50	0,50	
1.1.2.6 Office Assistant	Per Month	24	900 €	21.600 €	0,50	0,50	0,50	0,50	
1.1.2.7 Driver/Messenger	Per Month	24	600 €	14.400 €	0,50	0,50	0,50	0,50	
1.1.2.8 Cost of Mandatory Health Checks	Per Person	6	200 €	1.200 €					
1.2. Short-term Experts									
1.2.1 International Senior STEs	Per day	900	450 €	405.000 €	30	30,00	0,00	0,00	
1.2.2 Local Senior STEs	Per day	1390	250 €	347.500 €	60	25,00	0,00	25,00	
1.2.3 Local Junior STEs	Per day	300	100 €	30.000 €	0	0,00	0,00	0,00	
1.3. Per Diems for Missions and Travel									
1.3.1 Abroad (staff assigned to the Action)	Per diem	50	200 €	10.000 €	0	0,00	0,00	0,00	
1.3.2 Local (staff assigned to the Action)	Per diem	750	148 €	111.000 €	30	15,00	0,00	15,00	
1.3.3 Seminar/conference participants	Per diem	100	148 €	14.800 €	0	0,00	0,00	0,00	
Subtotal Human Resources				1.784.090 €	56.590 €	43.220 €	18.250 €	27.920 €	
2. Travel									
2.1. International Travel	Per flight	130	500 €	65.000 €	3	3	0	0	
2.2. Local Travel									
2.2.1 Local Air Travel	Per flight	180	200 €	36.000 €	5	3	0	3	
2.2.2 Ground Transportation	Per Month	20	150 €	3.000 €	0	0	0	0	
Subtotal Travel				104.000 €	2.500 €	2.100 €	- €	600 €	
3. Equipment and supplies									
3.1. Rent of vehicle	Per Month	21	950 €	19.950 €	0	0	0	0	
3.2. Office furniture (detailed in annotated budget)									
3.2.1 Personal office furniture	per person	7	450 €	3.150 €	0	0	0	0	
3.2.2 Shared office furniture	Per Office	1	5.000 €	5.000 €	0	0	0	0	
3.3. Office automation equipment									
3.3.1 Personal computers, laptops, flash memory	per person	7	1.200 €	8.400 €	0	0	0	0	
3.3.2 Shared office automation equipment	Per Office	1	2.500 €	2.500 €	0	0	0	0	
3.4. Ready-made software (office applications, antivirus)	per person	7	500 €	3.500 €	0	0	0	0	
Subtotal Equipment and Supplies				42.500 €	- €	- €	- €	- €	
4. Local office									
4.1. Office rent	per month	24	1.200 €	28.800 €	0	0	0	0	
4.2. Consumables - office supplies	per month	24	250 €	6.000 €	0	0	0	0	
4.3. Other services (tel/fax, electricity/heating, maintenance)	per month	24	550 €	13.200 €	0	0	0	0	
4.4. Office Wiring and Connections	per m ²	200	10 €	2.000 €	0	0	0	0	
4.5. Vehicle Costs (maintenance and gas)	per month	21	200 €	4.200 €	0	0	0	0	
Subtotal Local Office				54.200 €	- €	- €	- €	- €	
5. Other Costs, Services									
5.1. Study Tours (national and local stakeholders)	Per participant	35	2.250 €	78.750 €	0	0	0	0	
5.2. Networking Activities	Per activity	5	7.500 €	37.500 €	0	0	0	0	
5.3. Publications	per publication	4	7.150 €	28.600 €	0	0	0	0	
5.4. Tailor-made software and applications				- €					
5.4.1. Online Portal	per portal	1	65.000 €	65.000 €	0	0	0	0	
5.4.2. Supportive Tools	per toolbox	2	7.500 €	15.000 €	0	0	0	0	
5.5. Investment Promotion				- €					
5.5.1. Promotional kit (2000 copies)	per kit	1	12.500 €	12.500 €	0	0	0	0	
5.5.2. Ground Breaking of OIZ	per event	1	49.580 €	49.580 €	0	0	0	0	
5.5.3. Closing Event	per event	1	20.000 €	20.000 €	0	0	0	0	
5.5.4. IIDP and LCP Launch Event	per event	1	32.720 €	32.720 €	0	0	0	0	
5.6. Translation (documents)	Per Page	1000	14 €	14.000 €	0	0	0	0	
5.7. Project-based financial and management assessment *	Project value	0,02	2.620.000 €	52.400 €	0	0	0	0	
5.8. Training Materials (dissemination purposes)	per training	5	4.000 €	20.000 €	0	0	0	0	
5.9. Workshops				- €					
5.9.1. High-profile workshops and events	per event	3	5.000 €	15.000 €	0	0	0	0	
5.9.2. Working-level workshops	per event	8	2.750 €	22.000 €	0	0	0	0	
Subtotal Other Costs, Services				463.050 €	- €	- €	- €	- €	
6. Other									
Subtotal Other				- €	- €	- €	- €	- €	
7. Subtotal direct eligible costs of the Action (1-6)				2.447.840 €	59.090 €	45.320 €	18.250 €	28.520 €	
8. Provision for contingency reserve (up to 5%)				758 €					
9. Total direct eligible costs of the Action (7+ 8)				2.448.598 €	59.090 €	45.320 €	18.250 €	28.520 €	
10. Administrative costs (7% of 9, as per FAFA)				171.402 €	4.136 €	3.172 €	1.278 €	1.996 €	
11. Total eligible costs (9+10)				2.620.000 €	63.226 €	48.492 €	19.528 €	30.516 €	
					2,41%	1,85%	0,75%	1,16%	

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Budget					Activity No	Activity No	Activity No	Activity No
Expenses					423	424	431	510
1. Human Resources	Unit	# of Units	Unit rate	Cost	# of units	# of units	# of units	# of units
1.1 Salaries (gross amounts)								
1.1.1 Technical								
1.1.1.1 Key Expert 1	Per Day	532	575 €	305.900 €	15,00	0,00	0,00	10,00
1.1.1.2 Key Expert 2	Per Day	309	420 €	129.780 €	0,00	0,00	0,00	0,00
1.1.1.3 Key Expert 3	Per Day	342	180 €	61.560 €	0,00	0,00	0,00	100,00
1.1.1.4 Key Expert 4	Per Day	530	120 €	63.600 €	45,00	0,00	45,00	10,00
1.1.2 Administrative/ Support Staff/ Financial Manager								
1.1.2.1 Project Director (Ankara)	Per Month	8,50	7.500 €	63.750 €	0,15	0,15	0,15	0,15
1.1.2.2 Project Manager (Ankara)	Per Month	15	4.000 €	60.000 €	0,30	0,30	0,30	0,30
1.1.2.3 Finance and Procurement Associate (Ankara)	Per Month	30	2.000 €	60.000 €	0,60	0,60	0,60	0,60
1.1.2.4 Project Associate	Per Month	24	2.000 €	48.000 €	0,50	0,50	0,50	0,50
1.1.2.5 Project Assistant/Interpreter	Per Month	24	1.500 €	36.000 €	0,50	0,50	0,50	0,50
1.1.2.6 Office Assistant	Per Month	24	900 €	21.600 €	0,50	0,50	0,50	0,50
1.1.2.7 Driver/Messenger	Per Month	24	600 €	14.400 €	0,50	0,50	0,50	0,50
1.1.2.8 Cost of Mandatory Health Checks	Per Person	6	200 €	1.200 €				
1.2. Short-term Experts								
1.2.1 International Senior STEs	Per day	900	450 €	405.000 €	0,00	0,00	0,00	25,00
1.2.2 Local Senior STEs	Per day	1390	250 €	347.500 €	25,00	0,00	10,00	30,00
1.2.3 Local Junior STEs	Per day	300	100 €	30.000 €	0,00	0,00	0,00	0,00
1.3. Per Diems for Missions and Travel								
1.3.1 Abroad (staff assigned to the Action)	Per diem	50	200 €	10.000 €	0,00	0,00	0,00	0,00
1.3.2 Local (staff assigned to the Action)	Per diem	750	148 €	111.000 €	15,00	0,00	0,00	30,00
1.3.3 Seminar/conference participants	Per diem	100	148 €	14.800 €	0,00	0,00	0,00	0,00
Subtotal Human Resources				1.784.090 €	28.520 €	6.025 €	13.925 €	54.165 €
2. Travel								
2.1 International Travel	Per flight	130	500 €	65.000 €	0	0	0	4
2.2 Local Travel								
2.2.1 Local Air Travel	Per flight	180	200 €	36.000 €	3	0	2	4
2.2.2 Ground Transportation	Per Month	20	150 €	3.000 €	0	0	0	0
Subtotal Travel				104.000 €	600 €	- €	400 €	2.800 €
3. Equipment and supplies								
3.1. Rent of vehicle	Per Month	21	950 €	19.950 €	0	0	0	0
3.2. Office furniture (detailed in annotated budget)								
3.2.1 Personal office furniture	per person	7	450 €	3.150 €	0	0	0	0
3.2.2 Shared office furniture	Per Office	1	5.000 €	5.000 €	0	0	0	0
3.3. Office automation equipment								
3.3.1 Personal computers, laptops, flash memory	per person	7	1.200 €	8.400 €	0	0	0	0
3.3.2 Shared office automation equipment	Per Office	1	2.500 €	2.500 €	0	0	0	0
3.4. Ready-made software (office applications, antivirus)	per person	7	500 €	3.500 €	0	0	0	0
Subtotal Equipment and Supplies				42.500 €	- €	- €	- €	- €
4. Local office								
4.1. Office rent	per month	24	1.200 €	28.800 €	0	0	0	0
4.2. Consumables - office supplies	per month	24	250 €	6.000 €	0	0	0	0
4.3. Other services (tel/fax, electricity/heating, maintenance)	per month	24	550 €	13.200 €	0	0	0	0
4.4. Office Wiring and Connections	per m ²	200	10 €	2.000 €	0	0	0	0
4.5. Vehicle Costs (maintenance and gas)	per month	21	200 €	4.200 €	0	0	0	0
Subtotal Local Office				54.200 €	- €	- €	- €	- €
5. Other Costs, Services								
5.1. Study Tours (national and local stakeholders)	Per participant	35	2.250 €	78.750 €	0	0	0	0
5.2. Networking Activities	Per activity	5	7.500 €	37.500 €	0	0	0	0
5.3. Publications	per publication	4	7.150 €	28.600 €	0	0	0	0
5.4. Tailor-made software and applications				- €				
5.4.1 Online Portal	per portal	1	65.000 €	65.000 €	0	0	0	0
5.4.2 Supportive Tools	per toolbox	2	7.500 €	15.000 €	0	0	0	0
5.5. Investment Promotion				- €				
5.5.1 Promotional kit (2000 copies)	per kit	1	12.500 €	12.500 €	0	0	0	0
5.5.2 Ground Breaking of OIZ	per event	1	49.580 €	49.580 €	0	0	0	0
5.5.3 Closing Event	per event	1	20.000 €	20.000 €	0	0	0	0
5.5.4 IIDP and LCP Launch Event	per event	1	32.720 €	32.720 €	0	0	0	0
5.6. Translation (documents)	Per Page	1000	14 €	14.000 €	0	0	0	0
5.7. Project-based financial and management assessment *	Project value	0,02	2.620.000 €	52.400 €	0	0	0	0
5.8. Training Materials (dissemination purposes)	per training	5	4.000 €	20.000 €	0	0	0	0
5.9. Workshops				- €				
5.9.1 High-profile workshops and events	per event	3	5.000 €	15.000 €	0	0	0	1
5.9.2 Working-level workshops	per event	8	2.750 €	22.000 €	0	0	0	1
Subtotal Other Costs, Services				463.050 €	- €	- €	- €	- €
6. Other								
Subtotal Other				- €	- €	- €	- €	- €
7. Subtotal direct eligible costs of the Action (1-6)				2.447.840 €	29.120 €	6.025 €	14.325 €	56.965 €
8. Provision for contingency reserve (up to 5%)				758 €				
9. Total direct eligible costs of the Action (7+ 8)				2.448.598 €	29.120 €	6.025 €	14.325 €	56.965 €
10. Administrative costs (7% of 9, as per FAFA)				171.402 €	2.038 €	422 €	1.003 €	3.988 €
11. Total eligible costs (9+10)				2.620.000 €	31.158 €	6.447 €	15.328 €	60.953 €
					1,19%	0,25%	0,59%	2,33%

*** The activity based costing is for information and planning purposes and is purely indicative

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Budget										
Expenses	Unit	# of Units	Unit rate	Cost	Activity No 521	Activity No 522	Activity No 611	Activity No 612	Activity No 613	
					# of units	# of units	# of units	# of units	# of units	
1. Human Resources										
1.1 Salaries (gross amounts)										
1.1.1 Technical										
1.1.1.1 Key Expert 1	Per Day	532	575 €	305,900 €	10,00	7,00	15,00	15,00	15,00	
1.1.1.2 Key Expert 2	Per Day	309	420 €	129,780 €	0,00	0,00	0,00	0,00	0,00	25,00
1.1.1.3 Key Expert 3	Per Day	342	180 €	61,560 €	74,00	70,00	0,00	0,00	0,00	
1.1.1.4 Key Expert 4	Per Day	530	120 €	63,600 €	10,00	10,00	0,00	0,00	0,00	
1.1.2 Administrative/ Support Staff/ Financial Manager										
1.1.2.1 Project Director (Ankara)	Per Month	8,50	7,500 €	63,750 €	0,15	0,15	0,15	0,15	0,15	
1.1.2.2 Project Manager (Ankara)	Per Month	15	4,000 €	60,000 €	0,30	0,30	0,30	0,30	0,30	0,15
1.1.2.3 Finance and Procurement Associate (Ankara)	Per Month	30	2,000 €	60,000 €	0,60	0,60	0,60	0,60	0,60	
1.1.2.4 Project Associate	Per Month	24	2,000 €	48,000 €	0,50	0,50	0,50	0,50	0,50	
1.1.2.5 Project Assistant/Interpreter	Per Month	24	1,500 €	36,000 €	0,50	0,50	0,50	0,50	0,50	
1.1.2.6 Office Assistant	Per Month	24	900 €	21,600 €	0,50	0,50	0,50	0,50	0,50	
1.1.2.7 Driver/Messenger	Per Month	24	600 €	14,400 €	0,50	0,50	0,50	0,50	0,50	
1.1.2.8 Cost of Mandatory Health Checks	Per Person	6	200 €	1,200 €						
1.2. Short-term Experts										
1.2.1 International Senior STEs	Per day	900	450 €	405,000 €	0	110	20	10	25	
1.2.2 Local Senior STEs	Per day	1390	250 €	347,500 €	20	220	20	64	0	
1.2.3 Local Junior STEs	Per day	300	100 €	30,000 €	0	30	0	0	0	
1.3. Per Diems for Missions and Travel										
1.3.1 Abroad (staff assigned to the Action)	Per diem	50	200 €	10,000 €	0	0	0	0	50	
1.3.2 Local (staff assigned to the Action)	Per diem	750	148 €	111,000 €	10	120	10	35	0	
1.3.3 Seminar/conference participants	Per diem	100	148 €	14,800 €	0	0	0	65	0	
Subtotal Human Resources				1.784.090 €	32.775 €	149.110 €	30.130 €	49.950 €	48.400 €	
2. Travel										
2.1. International Travel	Per flight	130	500 €	65,000 €	0	10	4	1	34	
2.2. Local Travel										
2.2.1. Local Air Travel	Per flight	180	200 €	36,000 €	2	25	2	5	0	
2.2.2. Ground Transportation	Per Month	20	150 €	3,000 €	0	0	0	0	6	
Subtotal Travel				104.000 €	400 €	10.000 €	2.400 €	1.500 €	17.900 €	
3. Equipment and supplies										
3.1. Rent of vehicle	Per Month	21	950 €	19,950 €	0	0	0	0	0	
3.2. Office furniture (detailed in annotated budget)										
3.2.1 Personal office furniture	per person	7	450 €	3,150 €	0	0	0	0	0	
3.2.2 Shared office furniture	Per Office	1	5,000 €	5,000 €	0	0	0	0	0	
3.3. Office automation equipment										
3.3.1 Personal computers, laptops, flash memory	per person	7	1,200 €	8,400 €	0	0	0	0	0	
3.3.2 Shared office automation equipment	Per Office	1	2,500 €	2,500 €	0	0	0	0	0	
3.4. Ready-made software (office applications, antivirus)	per person	7	500 €	3,500 €	0	0	0	0	0	
Subtotal Equipment and Supplies				42.500 €	- €	- €	- €	- €	- €	
4. Local office										
4.1. Office rent	per month	24	1,200 €	28,800 €	0	0	0	0	0	
4.2. Consumables - office supplies	per month	24	250 €	6,000 €	0	0	0	0	0	
4.3. Other services (tel/fax, electricity/heating, maintenance)	per month	24	550 €	13,200 €	0	0	0	0	0	
4.4. Office Wiring and Connections	per m ²	200	10 €	2,000 €	0	0	0	0	0	
4.5. Vehicle Costs (maintenance and gas)	per month	21	200 €	4,200 €	0	0	0	0	0	
Subtotal Local Office				54.200 €	- €	- €	- €	- €	- €	
5. Other Costs, Services										
5.1. Study Tours (national and local stakeholders)	Per participant	35	2,250 €	78,750 €	0	0	0	0	35	
5.2. Networking Activities	Per activity	5	7,500 €	37,500 €	0	0	0	0	0	
5.3. Publications	per publication	4	7,150 €	28,600 €	0	0	0	0	0	
5.4. Tailor-made software and applications										
5.4.1 Online Portal	per portal	1	65,000 €	65,000 €	0	0	0	0	0	
5.4.2 Supportive Tools	per toolbox	2	7,500 €	15,000 €	0	0	0	0	0	
5.5. Investment Promotion										
5.5.1 Promotional kit (2000 copies)	per kit	1	12,500 €	12,500 €	0	0	0	0	0	
5.5.2 Ground Breaking of OIZ	per event	1	49,580 €	49,580 €	0	0	0	0	0	
5.5.3 Closing Event	per event	1	20,000 €	20,000 €	0	0	0	0	0	
5.5.4 IIDP and LCP Launch Event	per event	1	32,720 €	32,720 €	0	0	0	0	0	
5.6 Translation (documents)	Per Page	1000	14 €	14,000 €	0	0	0	0	0	
5.7. Project-based financial and management assessment *	Project value	0,02	2,620,000 €	52,400 €	0	0	0	0	0	
5.8. Training Materials (dissemination purposes)	per training	5	4,000 €	20,000 €	0	0	0	0	0	
5.9. Workshops										
5.9.1 High-profile workshops and events	per event	3	5,000 €	15,000 €	0	0	0	0	0	
5.9.2 Working-level workshops	per event	8	2,750 €	22,000 €	0	0	0	5	0	
Subtotal Other Costs, Services				483.050 €	- €	- €	- €	20.000 €	78.750 €	
6. Other										
Subtotal Other				- €	- €	- €	- €	- €	- €	
7. Subtotal direct eligible costs of the Action (1-6)				2.447.840 €	33.175 €	159.110 €	32.530 €	71.450 €	143.050 €	
8. Provision for contingency reserve (up to 5%)				758 €						
9. Total direct eligible costs of the Action (7+8)				2.448.598 €	33.175 €	159.110 €	32.530 €	71.450 €	143.050 €	
10. Administrative costs (7% of 9, as per FAFA)				171.402 €	2.322 €	11.138 €	2.277 €	5.002 €	10.014 €	
11. Total eligible costs (9+10)				2.620.000 €	35.497 €	170.248 €	34.807 €	76.452 €	153.064 €	
					1,35%	6,50%	1,33%	2,92%	5,84%	

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Budget									
Expenses	Unit	# of Units	Unit rate	Cost	Activity No 621	Activity No 622	Activity No 700	Activity No 800	Total
					# of units	# of units	# of units	# of units	# of units
1. Human Resources									
1.1 Salaries (gross amounts)									
1.1.1 Technical									
1.1.1.1 Key Expert 1	Per Day	532	575 €	305.900 €	15,00	25,00	35,00	30,00	532,00
1.1.1.2 Key Expert 2	Per Day	309	420 €	129.780 €	0,00	0,00	0,00	0,00	309,00
1.1.1.3 Key Expert 3	Per Day	342	180 €	61.560 €	0,00	0,00	0,00	0,00	342,00
1.1.1.4 Key Expert 4	Per Day	530	120 €	63.600 €	0,00	0,00	0,00	0,00	530,00
1.1.2 Administrative/ Support Staff/ Financial Manager									
1.1.2.1 Project Director (Ankara)	Per Month	8,50	7.500 €	63.750 €	0,15	0,15	0,00	3,40	8,50
1.1.2.2 Project Manager (Ankara)	Per Month	15	4.000 €	60.000 €	0,30	0,30	0,00	6,00	15,00
1.1.2.3 Finance and Procurement Associate (Ankara)	Per Month	30	2.000 €	60.000 €	0,60	0,60	0,00	12,00	30,00
1.1.2.4 Project Associate	Per Month	24	2.000 €	48.000 €	0,50	0,50	6,00	2,50	24,00
1.1.2.5 Project Assistant/Interpreter	Per Month	24	1.500 €	36.000 €	0,50	0,50	6,00	2,50	24,00
1.1.2.6 Office Assistant	Per Month	24	900 €	21.600 €	0,50	0,50	6,00	2,50	24,00
1.1.2.7 Driver/Messenger	Per Month	24	600 €	14.400 €	0,50	0,50	6,00	2,50	24,00
1.1.2.8 Cost of Mandatory Health Checks	Per Person	6	200 €	1.200 €				6,00	6,00
1.2 Short-term Experts									
1.2.1 International Senior STEs	Per day	900	450 €	405.000 €	110	145	0	0	900,00
1.2.2 Local Senior STEs	Per day	1390	250 €	347.500 €	70	130	0	0	1.390,00
1.2.3 Local Junior STEs	Per day	300	100 €	30.000 €	0	0	0	0	300,00
1.3 Per Diems for Missions and Travel									
1.3.1 Abroad (staff assigned to the Action)	Per diem	50	200 €	10.000 €	0	0	0	0	50,00
1.3.2 Local (staff assigned to the Action)	Per diem	750	148 €	111.000 €	35	40	0	40	750,00
1.3.3 Seminar/conference participants	Per diem	100	148 €	14.800 €	0	0	0	0	100,00
Subtotal Human Resources				1.784.090 €	86.830 €	124.070 €	50.125 €	110.370 €	1.784.090 €
2. Travel									
2.1 International Travel	Per flight	130	500 €	65.000 €	10	10	0	0	130,00
2.2 Local Travel									
2.2.1 Local Air Travel	Per flight	180	200 €	36.000 €	5	5	0	20	180,00
2.2.2 Ground Transportation	Per Month	20	150 €	3.000 €	0	0	0	0	20,00
Subtotal Travel				104.000 €	6.000 €	6.000 €	- €	4.000 €	104.000 €
3. Equipment and supplies									
3.1 Rent of vehicle	Per Month	21	950 €	19.950 €	0	0	0	21	21,00
3.2 Office furniture (detailed in annotated budget)									
3.2.1 Personal office furniture	per person	7	450 €	3.150 €	0	0	0	0	7,00
3.2.2 Shared office furniture	Per Office	1	5.000 €	5.000 €	0	0	0	0	1,00
3.3 Office automation equipment									
3.3.1 Personal computers, laptops, flash memory	per person	7	1.200 €	8.400 €	0	0	0	0	7,00
3.3.2 Shared office automation equipment	Per Office	1	2.500 €	2.500 €	0	0	0	0	1,00
3.4 Ready-made software (office applications, antivirus)	per person	7	500 €	3.500 €	0	0	0	0	7,00
Subtotal Equipment and Supplies				42.500 €	- €	- €	- €	19.950 €	42.500 €
4. Local office									
4.1 Office rent	per month	24	1.200 €	28.800 €	0	0	24	0	24,00
4.2 Consumables - office supplies	per month	24	250 €	6.000 €	0	0	24	0	24,00
4.3 Other services (tel/fax, electricity/heating, maintenance)	per month	24	550 €	13.200 €	0	0	24	0	24,00
4.4 Office Wiring and Connections	per m ²	200	10 €	2.000 €	0	0	0	0	200,00
4.5 Vehicle Costs (maintenance and gas)	per month	21	200 €	4.200 €	0	0	21	0	21,00
Subtotal Local Office				54.200 €	- €	- €	52.200 €	- €	54.200 €
5. Other Costs, Services									
5.1 Study Tours (national and local stakeholders)	Per participant	35	2.250 €	78.750 €	0	0	0	0	35,00
5.2 Networking Activities	Per activity	5	7.500 €	37.500 €	0	0	0	0	5,00
5.3 Publications	per publication	4	7.150 €	28.600 €	1	1	0	0	4,00
5.4 Tailor-made software and applications									
5.4.1 Online Portal	per portal	1	65.000 €	65.000 €	0	0	0	0	0,00
5.4.2 Supportive Tools	per toolbox	2	7.500 €	15.000 €	1	0	0	0	1,00
5.5 Investment Promotion									
5.5.1 Promotional kit (2000 copies)	per kit	1	12.500 €	12.500 €	0	0	0	0	0,00
5.5.2 Ground Breaking of OIZ	per event	1	49.580 €	49.580 €	0	0	0	0	1,00
5.5.3 Closing Event	per event	1	20.000 €	20.000 €	0	0	0	0	1,00
5.5.4 IIDP and LCP Launch Event	per event	1	32.720 €	32.720 €	0	0	0	0	1,00
5.6 Translation (documents)	Per Page	1000	14 €	14.000 €	0	0	0	0	1,00
5.7 Project-based financial and management assessment *	Project value	0,02	2.620.000 €	52.400 €	0	0	0	0	1.000,00
5.8 Training Materials (dissemination purposes)	per training	5	4.000 €	20.000 €	0	0	0	0,02	0,02
5.9 Workshops									
5.9.1 High-profile workshops and events	per event	3	5.000 €	15.000 €	0	0	0	0	3,00
5.9.2 Working-level workshops	per event	8	2.750 €	22.000 €	0	0	0	0	8,00
Subtotal Other Costs, Services				463.050 €	14.650 €	7.150 €	- €	52.400 €	463.050 €
6. Other									
Subtotal Other				- €	- €	- €	- €	- €	- €
7. Subtotal direct eligible costs of the Action (1-6)				2.447.840 €	107.480 €	137.220 €	102.325 €	186.720 €	2.447.840 €
8. Provision for contingency reserve (up to 5%)				758 €					758 €
9. Total direct eligible costs of the Action (7+ 8)				2.448.598 €	107.480 €	137.220 €	102.325 €	186.720 €	2.448.598 €
10. Administrative costs (7% of 9, as per FAFA)				171.402 €	7.524 €	9.606 €	7.163 €	13.070 €	171.402 €
11. Total eligible costs (9+10)				2.620.000 €	115.004 €	146.825 €	109.488 €	199.790 €	2.620.000 €
					4.39%	5.60%	4.18%	7.63%	100.00%

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