

United Nations Development Programme (UNDP)

**Country: TURKEY
Project Document**

Project Title: Technical Cooperation with Ministry of Industry and Trade for Improvement of the Short-listed Project Proposals within the Second Package of Regional Competitiveness Operational Programme

UNDAF Outcome(s): Outcome 2: By 2010, social and economic policies for poverty and disparity reduction implemented effectively and quality basic services reaching vulnerable groups ensured.

Expected Country Programme Action Plan Outcome: Outcome 5: Competitiveness of socially and environmentally responsible private sector increased.

Expected Output(s): Output 5.1: Turkey's companies receive support for increased competitiveness and improved pro-poor, pro-environment approaches aligned to EU norms.

Implementing Partner: Ministry of Industry and Trade (MoIT, IPA Unit)
Responsible Parties: Ministry of Industry and Trade (MoIT, IPA Unit) and UNDP

Brief Description

EC's financial assistance to Turkey is channeled through the Instrument for Pre-accession Assistance (IPA). IPA is composed of 5 components, one of which is Regional Development (Component 3). The Regional Development Component of the IPA is comprised of 3 Operational Programmes (OP): Transport, Environment and Regional Competitiveness. The MoIT is the Operating Structure of the Regional Competitiveness Operational Programme (RCOP). In order to identify the list of projects to be financed within the context of the RCOP, the MoIT launched a call for project proposals and received 532 project proposals. Upon evaluation of the project proposals a "main list" (25 projects) and a "reserve list" (10 projects) have been established. In addition to the 35 projects (main list + reserve list), a "project pool" that is comprised of 12 projects has been established. These 47 project proposals need to be improved and finalized.

The project proposals, which have been formulated in the form of Operation Identification Sheets (OIS), will be improved and finalized through this technical cooperation project (i.e. Technical Cooperation with Ministry of Industry and Trade for Improvement of the Short-listed Project Proposals within the Second Package of Regional Competitiveness Operational Programme). The local beneficiaries (i.e. governorates, universities, chambers, unions, agencies) will be provided with technical assistance, through which they will be able to improve and finalize their OISs. The technical cooperation project between the UNDP and MoIT will facilitate finalization of the OISs. As such, neither MoIT nor UNDP will improve the OISs on behalf of the local beneficiaries; however will provide technical assistance which will empower and capacitate the local beneficiaries for finalization of the OISs. Accordingly, the technical assistance to be provided to the local beneficiaries will be mainly in the form of on-the-job training, and will complement the training programmes that have been delivered previously by the MoIT.

Programme Period	2006-2010	2010 AWP Budget (including GMS)	625.000 TRL
Key Result Area (Strategic Plan):		Total resources required:	625.000 TRL
Poverty Reduction		Total allocated resources	625.000 TRL
ATLAS Award ID		Government (MoIT)	625.000 TRL
Start date	January 2010	GMS (3%)	18.204 TRL
End date	April 2010		
PAC Meeting Date	21.12.2009		
Management Arrangement:	NIM		
(NIM: National Implementation)			

Agreed by the Government of Turkey: Sibel MÜDERRİSOĞLU Head of Department *Study by 26.02.2010, Ankara*

Agreed by the Ministry of Industry and Trade: Mehmet AYDIN IPA Merkez Başkanı *M. Aydın 04/03/2010, Ankara*

Agreed by UNDP: Ulrika Richardson-Golinski *11/03/2010*

Ulrika Richardson-Golinski
Resident Representative a.i.

I ANNUAL WORK PLAN

Year: 2010

EXPECTED OUTPUTS	PLANNED ACTIVITIES (and Actions)	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount (\$)
<p>Output 1: The project proposals in the second package of the RCOP ready for approval.</p> <p>Baseline:</p> <ul style="list-style-type: none"> No OIS under the second package of the RCOP has been officially approved. <p>Indicators:</p> <ul style="list-style-type: none"> OISs ready for approval Number of representatives of local beneficiaries that received on-the-job-training <p>Targets (2010):</p> <ul style="list-style-type: none"> OISs for 47 project proposals, 47 representatives of local beneficiaries that received on-the-job-training <p>Related CP outcome:</p> <ul style="list-style-type: none"> Competitiveness of socially and environmentally responsible private sector increased. 	<p>1. Improvement and Finalization of Operation Identification Sheets</p> <p>1.1. Stocktaking Meeting</p> <p>1.2. First Round of Meetings with Project Owners</p> <p>1.3. Field Studies and Technical Assistance to POs</p> <p>1.4. First Mid-term Review and Incorporation of Feedbacks</p> <p>1.5. Second Mid-term Review and Finalization of OISs</p> <p>1.6. Complementary Services</p>	x	x			Ministry of Industry and Trade (IPA Unit)	Government	71200 Int'l Consultants	-
								71300 Local Consultants	548,460
								71600 Travel	47,600
								72100 Contractual Svc	-
								72500 Supplies	-
								74100 Professional Svc.	-
								74500 Misc. Expenses	10,736
								GMS (3%)	18,204
TOTAL									625,000

* International consultants refers to consultants with international experience, and not necessarily to the nationality of the consultants. Project budget is subject to revision and reallocation between categories and activities as needed/required. UNDP's Corporate Cost Recovery Policy shall be applicable for reimbursement of UNDP's direct costs for implementation support services.

II MANAGEMENT ARRANGEMENTS

A Project Board (PB) is going to be established. PB will be responsible for the overall direction and management of the project. The Project Board will approve all major plans and authorize any major deviation from agreed plans. PB will ensure that required resources are committed, will arbitrate on conflicts (if any) within the project, and will negotiate a solution to any problems between the project and external bodies.

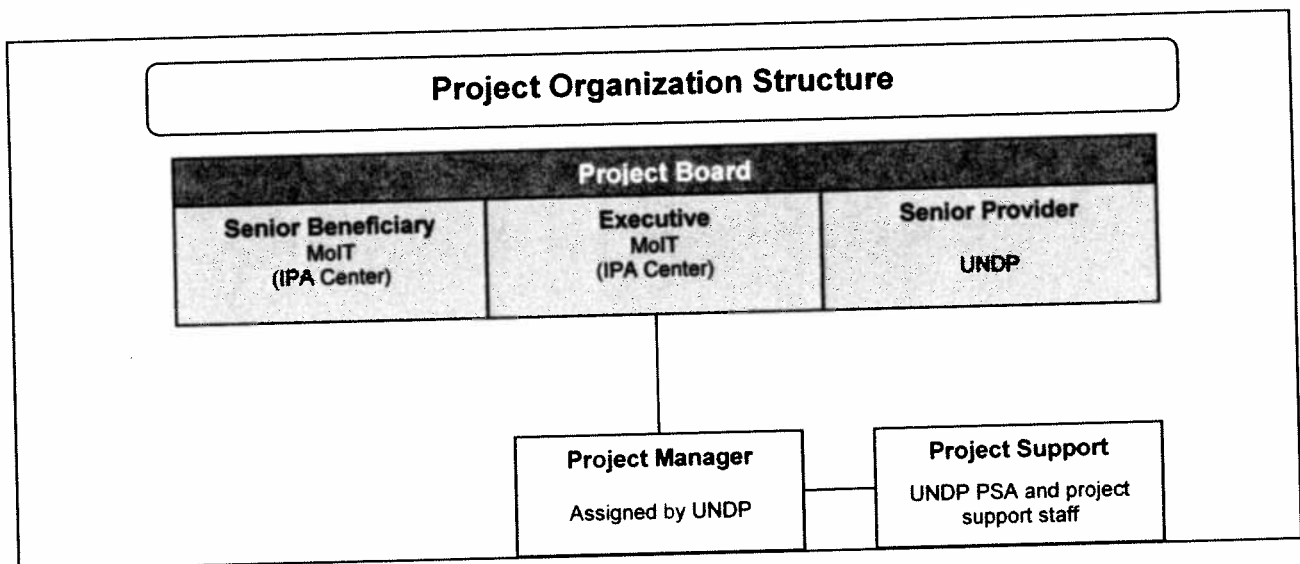
During the implementation of the project specific roles of the PB will include:

- provision of overall guidance and direction to the project, ensuring it remains within any specified constraints
- review of each completed stage and approval of progress to the next
- review and approval of plans and any **exception plans**

At the end of the project PB will:

- assure that all products have been delivered satisfactorily
- approve the **End Project Report**
- approve the **Lessons Learned Report**
- decide on the recommendations for **follow-on actions** and the passage of these to the appropriate authorities
- approve, where appropriate, of a Post-Project Review Plan

The PB will be composed of the Ministry of Industry and Trade (as the Executive and the Senior Beneficiary), and the UNDP (as the Senior Provider). The Executive is the key decision maker with advice and commitment from UNDP.



The Intellectual Property Rights of all the outputs of the project will vest in the Ministry of Industry and Trade upon completion of the project. The name and emblem of the UNDP can be used only in direct connection with the Project, and subject to prior written consent of the UNDP Resident Representative in Turkey.

The Project will be subject to NIM audit, and related costs will be charged against the project budget.

III MONITORING AND EVALUATION FRAMEWORK

A system, through which progress will be recorded and reported, will be established by UNDP. The weekly monitoring reports will be submitted by the UNDP to the MoIT and/or to other stakeholders as deemed appropriate by the MoIT. The consultants to be mobilized within the scope of the project will submit mission reports.

Two mid-term reviews will be conducted.

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management tables below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually (i.e. at the end of the first year)

- Annual Review Report. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

OUTPUT 1: The project proposals in the second package of the RCOP ready for approval.			
Activity Result 1 (Atlas Activity ID)	Improvement and Finalization of Operation Identification Sheets	Start Date:	02.01.2010
		End Date:	30.04.2010
Purpose	The purpose of the first activity is to finalize the Operations Identification Sheets (OIS) through provision of technical assistance to local stakeholders (beneficiaries), project proposals of which have been short-listed within the scope of the Call for Project Proposals.		
Description	<p>The project proposals, which have been formulated in the form of Operation Identification Sheets (OIS), will be improved and finalized through this technical cooperation project. The local beneficiaries (i.e. governorates, universities, chambers, unions, agencies) will be provided with technical assistance, through which they will be able to improve and finalize their OISs. This activity will facilitate finalization of OISs for the 47 project proposals. As such, neither MoIT nor UNDP will improve the OISs on behalf of the local beneficiaries; however will provide technical assistance which will empower and capacitate the local beneficiaries for finalization of the OISs. Accordingly, the technical assistance to be provided to the local beneficiaries will be mainly in the form of on-the-job training, and will complement the training programmes that have been delivered previously by the MoIT.</p> <p>1.1. Stocktaking Meeting: A 2-day stocktaking meeting will be held with the participation of MOIT, ECD and UNDP representatives and consultants. During this meeting the participants will go over all the project proposals (main list + reserve list) and develop a detailed list of issues that need to be addressed during the elaboration of the OISs. <i>(Preparatory activity to be held in November 2009)</i></p> <p>1.2. First Round of Meetings with Project Owners: Upon finalization of the stocktaking practice, the project owners (POs) will be invited to Ankara for the first round of meetings (cost of travel and accommodation will be borne by the POs). These meetings are planned to be held over the course of three weeks with dedicating half-a-day for each project proposal. The POs will be asked to come to these meetings with the revised versions of the OISs (i.e. first draft of the OISs). The objective of the 1st round meetings is to agree on the overall construct and basic design considerations for each project proposal. At the end of the first round of meetings the POs will be provided with "homework" on what they should accomplish until the launch of field studies, defined below. During this process, core group of consultants will also be asked to conduct a risk assessment. These meetings will also determine the exact amount of technical assistance that needs to be provided per project proposal. At the end of the first round of meetings the MoIT and the UNDP will agree on the number of working/days that need to be invested per project proposal so that the OISs can be developed successfully. This will demonstrate whether complementary services can be fulfilled with the resources available to the project. <i>(Preparatory activity to be held in December 2009)</i></p> <p>1.3. Field Studies and Technical Assistance to POs: During the field studies the consultants to be mobilized by UNDP will spend 2 days in each project location working with the project owners on the OISs. The consultants will check whether the homework that had been assigned to the POs has been accomplished satisfactorily, and then work with the POs to develop the second draft of the OISs. The field studies are anticipated to take a minimum of 3 weeks.</p> <p>1.4. First Mid-term Review and Incorporation of Feedbacks: Upon finalization of the field studies, the consultants to be mobilized by UNDP will deliver presentations to the MOIT and ECD representatives. This is planned to be achieved through a 2-day meeting at the UNDP. MOIT and ECD representatives will provide their feedbacks, which will then be incorporated into 2nd draft of OISs by the POs (with the support of the consultants to be mobilized by UNDP) within at most 10 working/days upon completion of the mid-term review meeting. This activity will result in development of the 3rd draft of the OISs.</p> <p>1.5. Second Mid-term Review and Finalization of OISs: The second mid-term review is anticipated to take place in Ankara during which each PO will be offered the opportunity to present the 3rd draft of the OISs to the MOIT and ECD. This will be the final opportunity to ask for presumably minor improvements to the OISs. The POs will be asked to submit the final versions of the OISs to the MOIT officially at most within 5 working/days.</p> <p>1.6. Complementary Services: As indicated above, Activity 1.2, which will be a preparatory activity that will be conducted before the official launch of the present project, will determine the exact and agreed upon amount of technical assistance to be provided for each of the project proposals. At the end of this activity, MoIT and UNDP will determine whether complementary services should be provided with the resources available to the project. The complementary services will be mainly in the form of supporting the local project owners for elaboration of needs assessment studies, development of relevant supporting materials such as pre-feasibility studies.</p>		
Quality Criteria	Quality Method	Timeframe	Date of Assessment
2nd drafts of the OISs	First mid-term review presentations	N/A	February 2010
3rd drafts of the OISs	Second mid-term review presentations	N/A	March 2010
Final versions of OISs	OISs	N/A	April 2010

Note: There is a possibility to merge some of the project proposals into a single project, and hence develop only one OIS for more than one project proposals. Such decisions will be taken, in coordination with project owners, by the MoIT and EC. The number of Operation Identification Sheets to be produced may be less than 47.

IV LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article I of the SBAA between the Government of Turkey and UNDP, signed on 21 October 1965.

Consistent with the attached Supplemental Provisions, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Annexes

Annex 1: Risk Log

Annex 2: Background and Detailed Description of Activities & indicative manning table.

Annex 3: OIS Template

Annex 4: Supplemental Provisions to the Project Document

Annex 5: Schedule of Payments

Annex 1: Risk Log

Project Title:		Award ID:			Date: January, 2010				
Technical Cooperation with Ministry of Industry and Trade for Improvement of the Short-listed Project Proposals within the Second Package of Regional Competitiveness Operational Programme									
#	Description	Date Identified	Type	Impact (I) & Probability (P)*	Countermeasures / Mgmt response	Owner	Submitted, updated by	Last Update	Status
1	Local beneficiaries do not assign staff with whom the OIS can be developed in a timely manner	January 2010	Organizational	Potential effect: The OIS cannot be completed in a timely manner P = 2 I= 5	The local beneficiaries will be asked by the MOIT to assign a full-time staff member to work exclusively for the development of the OIS	Programme Specialist and Advisor	Programme Specialist and Advisor	(In Atlas, automatically recorded)	No change
2	Local beneficiaries do not dedicate sufficient financial resources (i.e. for travel and accommodation)	January 2010	Organizational	Potential effect: The OIS cannot be completed in a timely manner. P = 2 I= 4	The local beneficiaries will be asked by the MOIT to dedicate sufficient financial resources (for travel and accommodation) for development of the OISs	Programme Specialist and Advisor	Programme Specialist and Advisor	(In Atlas, automatically recorded)	No change
3	Project activities start later than January 2010	January 2010	Organizational	Potential effect: The OIS cannot be completed in a timely manner. P = 3 I= 5	The submission deadlines will be extended	Programme Specialist and Advisor	Programme Specialist and Advisor	(In Atlas, automatically recorded)	No change

* on Scale of 5, 5 being the highest

Annex 2: Background and Detailed Description of Activities

Background:

EC's financial assistance to Turkey is channeled through Instrument for Pre-accession Assistance (IPA). IPA is composed of 5 components, one of which is Regional Development (Component 3). The Regional Development Component of the IPA is comprised of 3 Operational Programmes (OP): Transport, Environment and Regional Competitiveness. The MoIT is the Operating Structure of the Regional Competitiveness Operational Programme (RCOP). The MoIT initially collected project proposals from the agencies of the central government. These projects are often referred to as "first package". Later, the MoIT launched a call for project proposals, and received 532 project proposals in January 2009 from the local stakeholders of the RCOP. Upon evaluation of the project proposals a "main list" (25 projects) and a "reserve list" (10 projects) have been established. In addition to the 35 projects (main list + reserve list), a "project pool" that is comprised of 12 projects has been established. These projects are often referred to as the "second package".

The Ministry of Industry and Trade invited to the 35 project owners (main + reserve list) to Ankara for training, which was combined with individual meetings with the project owners. This process demonstrated that the project owners need technical assistance for improvement of their project proposals. In general the following problems have been identified:

- Most of the projects have been designed as "grant" projects, and thus has to be redesigned to comply with basic design considerations of the projects (i.e. Technical Assistance, Works, Supply, Supervision) to be financed through the RCOP.
- The causal relations between the project activities and the expected results have not been established well.
- Lessons learned from previous projects/initiatives have not been taken into account, which increases the risk of engaging in activities that have proven to be inefficient, and precludes exploitation of the lessons learned.
- Sustainability models are rather weak,
- Most of the project owners failed to justify the needs that the projects will address in their localities.

This said, it is also noted that not all the projects are at the same level of maturity/immaturity. Additionally some project owners have higher institutional capacities and capabilities than the others. The following chart is an indicative and non-binding analysis of the current state of affairs.

Institutional Capacity of the Applicants (End Recipients)	high	11 operations	7 operations
	low	23 operations	6 operations
		low	high

maturity of the proposed operation

Detailed Description of Activities:

The project proposals, which have been formulated in the form of Operation Identification Sheets (OIS), will be improved and finalized through this technical cooperation project (i.e. *Technical Cooperation with Ministry of Industry and Trade for Improvement of the Short-listed Project Proposals within the Second Package of Regional Competitiveness Operational Programme*).

The local beneficiaries (i.e. governorates, universities, chambers, unions, agencies) will be provided with technical assistance, through which they will be able to improve and finalize their OISs. Neither MoIT nor UNDP will improve the OISs on behalf of the local beneficiaries; however both will provide technical assistance which, will empower and capacitate the local beneficiaries for finalization of the OISs. Accordingly, the technical assistance, to be provided to the local beneficiaries will be mainly in the form of "on-the-job training", and will complement the training programmes that have been delivered previously by the MoIT.

The technical cooperation project will be composed of the following specific activities, first two of which will be held before 2010, in the form of preparatory activities, which will give impetus to the implementation of the remaining activities.

Activity 1: Stocktaking Meeting (November 2009)

A 2-day stocktaking meeting will be held at UNDP with the participation of representatives from the MOIT, ECD and UNDP. During this meeting the participants will go over all the project proposals (main list + reserve list) and develop a detailed list of issues that need to be addressed during the elaboration of the OISs. By that time, the project owners (35) are expected to have submitted the second (and improved) versions of their project proposals. This meeting is expected to cast light on the amount of technical assistance that will need to be dedicated to each project proposal. At this point the MoIT will share all the OISs with the UNDP for further desk review and analysis. The schedule for the projects in the pool (12) will be arranged at this stage.

Activity 2: First Round of Meetings with Project Owners (December 2009)

Upon finalization of the stocktaking practice, 47 project owners (POs) will be invited to Ankara for the first round of meetings (*cost of travel and accommodation will be borne by the POs*). These meetings are planned to be held over the course of three weeks. On average, half-a-day will be dedicated for each project proposal. The POs will be asked to come to these meetings with the revised versions of the OISs apart from the pool projects (i.e. first draft of the OISs). The objective of the 1st round meetings is to agree on the overall construct and basic design considerations for each project proposal. At the end of the first round of meetings the POs will be provided with "homework" on what they should accomplish until the launch of field studies, defined below. During this process, core group of consultants will also be asked to conduct a risk assessment, format and scope of which will be developed by UNDP. This **risk assessment tool** is expected to provide the MoIT with information on the risks, relating to the project activities, sustainability etc. that needs to be monitored by the MoIT during the tendering and/or implementation of the projects. The **risks assessments** will also be included in the OISs, along with the proposed **contingency plans**.

These meetings will also determine the exact amount of technical assistance that needs to be provided per project proposal. At the end of the first round of meetings the MoIT and the UNDP will agree on the number of working/days that need to be invested per project proposal so that the OISs can be developed successfully. This will demonstrate whether complementary services can be fulfilled with the resources available to the project. The present budget (more specifically the budget for consultancy services) of the project has been established upon review of the needs of the individual projects.

There will be, on average, two flights to each of the 47 project areas, with an average 2 overnights, and 35 days of car rental. These assumptions will be reviewed by the MoIT and UNDP upon finalization of the first round of meetings and a revised set of outputs will be defined.

Activity 3: Field Studies and Technical Assistance to POs (indicative timing: January – February 2010)

The UNDP will mobilize consultants (short-term experts); and will brief the consultants on the project proposals and the progress to be achieved until that point in time. The consultants will then be sent to the field. During the field studies the consultants to be mobilized by UNDP will spend 2 days in each project location working with the project owners on the OISs. The consultants will check whether the homework that had been assigned to the POs has been accomplished satisfactorily, and then work with the POs to develop the second draft of the OISs. The field studies are anticipated to take a minimum of 3 weeks, starting in mid-January and ending in late-February. The consultants will also be asked to revise the risk assessment and contingency plans.

Activity 4: First Mid-term Review and Incorporation of Feedbacks (indicative timing: late February 2010)

Upon finalization of the field studies, the consultants to be mobilized by UNDP will deliver presentations to the MOIT and ECD representatives. This is planned to be achieved through a 2-day meeting at the UNDP. MOIT and ECD representatives will provide their feedbacks, which will then be incorporated into 2nd draft of OISs by the POs (with the support of the consultants to be mobilized by UNDP) within at most 10 working/days upon completion of the mid-term review meeting. **This activity will result in development of the 3rd draft of the OISs.**

Activity 5: Second Mid-term Review and Finalization of OISs (indicative timing: March 2010)

The second mid-term review is anticipated to take place in Ankara during which each PO will be offered the opportunity to present the 3rd draft of the OISs to the MOIT and ECD. This will be the final opportunity to ask for presumably minor improvements to the OISs. The POs will be asked to submit the final versions of the OISs to the MOIT officially at most within 5 working/days.

It should be noted that the project owners (*aka* end recipients) will need to submit supporting documents such as commitment letter, land/property ownership and/or right of use, permission for use etc. Preparation and submission of these documents are sole responsibility of the project owners, and UNDP will not be kept liable for project owners' failure, if any, to submit such documents in the format and time, required by the MoIT.

As far as the works components of the projects are concerned the only mandatory technical documents to be submitted along with the OIS are the basic drawings, basic plans and cost estimates, based on the prices announced by the Ministry of Public Works and Settlement, and other state agencies, as appropriate.

As far as the supply components of the projects are concerned the only mandatory technical documents to be submitted along with the OIS are the market research (with an indication of origin), and cost estimates. Technical specifications of the supply will not be produced.

Activity 6: Complementary Services (indicative timing: February – April 2010)

As indicated above, Activity 2, which will be a preparatory activity that will be conducted before the official launch of the present project, will determine the exact and agreed upon amount technical assistance to be provided for each of the project proposals. At the end of this activity, MoIT and UNDP will determine whether complementary services can be provided with the resources available to the project. The complementary services will be mainly in the form of supporting the local project owners for elaboration of needs assessment studies, development of relevant supporting materials such as pre-feasibility studies.

2009

Proje Tanımlama Dokümanı

(Bölgesel Rekabet Edebilirlik Operasyonel
Programı – BROP altında finanse edilecek projeler
için)

Bölgesel Rekabet Edebilirlik Programı Koordinasyon ve Uygulama Merkezi (BRP-KUM)

SANAYİ VE TİCARET BAKANLIĞI

2009



1. Projenin Başlığı:
2. Program Otoritesi:
3. Projenin Uygulanmasından Sorumlu Kuruluş
4. Operasyonel Programla Uyumluluk ve Uygunluk
 - 4.1. Programın Başlığı:
 - 4.2. Öncelik Ekseninin Başlığı
 - 4.3. Tedbirin Başlığı
 - 4.4. Nihai Yararlanıcı:
 - 4.5. Yardımın Nihai Yararlanıcısı
 - 4.6. Tedbir Kapsamında Öngörülen Faaliyetlerin Kategorisi/Çeşidi
5. Projenin Tanımı
 - 5.1. Operasyonel Programın Hedeflerine Katkısı:
 - 5.2. Genel Amaç:
 - 5.3. Projenin Amacı:
 - 5.4. Projenin Uygulanacağı Yer(ler):
 - 5.5. Süre:
 - 5.6. Hedef Grup(lar):
 - 5.7. Projenin ve Arka Planının(öncesinin) Tanımı:
 - 5.8. Ölçülebilir Göstergelerle Projenin Sonuçları:
 - 5.9. Faaliyetler:
6. Uygulama Düzenlemeleri
 - 6.1. Kurumsal Çerçeve:
 - 6.2. Önerilen İzleme Yapısı ve Yöntemi:
 - 6.3. Projenin Uygulanması için Gerekli Prosedürler ve Sözleşmeler ile Bunların Sıralaması:

Sözleşmeler	İhalenin Başlaması (Ön ihale duyuruları) Yılın 3'er Aylık Çeyrek Dilimleri	Sözleşmelerin imzalanması Yılın 3'er Aylık Çeyrek Dilimleri	Sözleşmenin tamamlanması Yılın 3'er Aylık Çeyrek Dilimleri
Hizmet Sözleşmesi			
Müşavirlik Sözleşmesi			
Tedarik Sözleşmesi			
İnşaat Sözleşmesi			

7. Riskler ve varsayımlar:
8. Projenin Hedef Kitle Üzerinde Beklenen Etkileri ve Çarpan/Yayıcı Etkileri:
9. Sürdürülebilirlik:
10. Yatay Konular (kadın ve erkek için eşit fırsatlar, azınlıklar ve hassas gruplar, sivil toplum katılımı, çevre koruma, sürdürülebilir kalkınma, v.b):

11. Diğer İPA Bileşenlerinin Tedbirleri ile İlişkileri:
12. Avrupa Komisyonundan talep edilen finansman:
13. Eş-Finansman:
14. Bütçe Dağılımı:

	AB Finansmanı (Max. %75) (€)	Ulusal Finansman (Min %25) (€)	TOPLAM (€)
Hizmet			
Müşavirlik			
Tedarik			
İnşaat			
Teknik Yardım			
TOPLAM (€)			

Uygun olmayan harcamalar, özel (kişisel katkılar)
dahil (cf Arts 34(3) and 148(2) of IPA IR)
SADECE BİLGİ İÇİNDİR*

15. Finansman Kaynağı ile Nakit Akışı Gereksinimleri

Üç aylık dönemler olarak sözleşmeye konu olan ve harcanan tutarlar (Euro). (Sadece İPA katkısı)

Sözleşmeye Konu Olan	1/2010	2/2010	3/2010	4/2010	1/2011	2/2011	3/2011	4/2011	1/2012	2/2012	3/2012	4/2012	1/2013	2/2013	3/2013	4/2013
Sözleşme 1 (Hizmet)																
Sözleşme 2(Müşavirlik)																
Sözleşme 3 (Tedarik)																
Sözleşme 4 (İnşaat)																
Kümülatif																
Harcanan																
Sözleşme 1 (Hizmet)																
Sözleşme 2 (Müşavirlik)																
Sözleşme 3 (Tedarik)																
Sözleşme 4 (İnşaat)																
Her çeyrek için toplam																
Kümülatif																

Her AB Sözleşmesi için detaylar- Ek 1:

Hizmet Sözleşmesi için:

Hizmet Sözleşmeleri için İndikatif Personel Girdileri (adam/gün)			
Kategori	İndikatif minimum adam/gün	Tahmini Euro kuru (EURO/gün)	Toplam Maliyet (EURO)
Uzun dönem			
a) Kilit Uzmanlar			
1.....			
2.....			
.....			
b) Kilit Olmayan Uzmanlar			
1.....			
2.....			
.....			
Kısa Dönemli Uzmanlar			
1.....			
2.....			
.....			
Önceden Öngörülemeyen Harcamalar*			
1.....			
2.....			
TOPLAM			

* Genellikle toplam tutarın %5'i ile %10'u arasındadır.

Müşavirlik Sözleşmeleri için:

Müşavirlik Sözleşmeleri için İndikatif Personel Girdileri (adam/gün)			
Kategori	İndikatif minimum adam/gün	Tahmini Euro kuru (EURO/gün)	Toplam Maliyet (EURO)
Uzun dönem			
a) Kilit Uzmanlar			
1.....			
2.....			
.....			
b) Kilit Olmayan Uzmanlar			
1.....			
2.....			
.....			
Kısa Dönemli Uzmanlar			
1.....			
2.....			
.....			
Önceden Öngörülemeyen Harcamalar			
1.....			
2.....			
TOPLAM**			

* Genellikle toplam tutarın %5'i ile %10'u arasındadır.

** Genellikle tahmini inşaat bütçesinin %10'u ile %15'i arasındadır.

Tedarik Sözleşmeleri için:

Tedarik Sözleşmeleri için İndikatif Bütçe*			
Tanım	Miktar	Birim Fiyatı	Toplam
Parça 1:			
1...			
2...			
Parça 2:			
1...			
2...			
TOPLAM			

*Satın alınacak ekipman/makine listesini yazınız.

İnşaat Sözleşmeleri için*:

İnşaat Sözleşmeleri için İndikatif Bütçe*				
Tanım	Birim (m3, ton, m, v.b.)	Miktar	Birim Fiyatı (EURO)	Toplam (EURO)
İş Kalemi 1				
İş Kalemi 2				
İş Kalemi 3				
İş Kalemi ..				
TOPLAM				

*İnşaat sözleşmesine konu olan bina/arazi ile ilgili bilgilendirici/destekleyici dökümanları temin ediniz. Bina/arazi mülkiyeti konusunda çözülmesi gereken herhangi bir mevzu varmı? Eğer varsa, bu konu ne zaman ve nasıl çözümlenecek?

Ek II: Mantıksal Çerçeve (Örnek)

MANTIKSAL ÇERÇEVE PLANLAMA MATRİKSİ		Program Adı ve Numarası: Bölgesel Rekabet Edebilirlik Operasyonel Programı, 2007 TR 16 I PO.003.2.1.01	Teklifin adını yazınız
		Sözleşme Süresi Bitiş Tarihi: Aralık 2014	Harcama Süresi Bitiş Tarihi: Aralık 2014
		Toplam Bütçe: EUR	IPA Bütçesi: (Toplam Finansman içindeki AB payını yazınız)- EUR
Genel Amaç	Nesnel Doğrulama Göstergeleri	Doğrulama Kaynakları	Varsayımlar
Projenin Amacı	Nesnel Doğrulama Göstergeleri	Doğrulama Kaynakları	Varsayımlar
Sonuçlar	Nesnel Doğrulama Göstergeleri	Doğrulama Kaynakları	Varsayımlar
Faaliyetler		Araçlar	
		ÜcretlerEUR
		Önceden Öngörülemeyen HarcamalarEUR

EK:3 – İhale ve Sözleşme Yapma için Zaman Çizelgesi
(Bilgi amaçlı indikatif olarak hazırlanmaktadır.)

	Günler	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19
Hizmet İhaleleri																				
1 Sözleşme ön duyurularının hazırlanması ve yayımlanması	30																			
2 İhale duyurularının hazırlanması ve yayımlanması	180																			
3 Başvuruların alınması	60																			
4 Kısa liste oluşturulması	60																			
5 İhalelerin yapılması	50																			
6 Değerlendirme	60																			
7 Sözleşmelerin imzalanması	30																			
Toplam	470																			
İnşaat İhaleleri																				
1 Sözleşme ön duyurularının hazırlanması ve yayımlanması	30																			
2 İhale duyurularının hazırlanması ve yayımlanması	360																			
3 İhalelerin yapılması (*)	90																			
4 Değerlendirme	60																			
5 Sözleşmelerin imzalanması	30																			
Toplam	570																			
Tedarik İhaleleri																				
1 Sözleşme ön duyurularının hazırlanması ve yayımlanması	30																			
2 İhale duyurularının hazırlanması ve yayımlanması	180																			
3 İhalelerin yapılması	70																			
4 Değerlendirme	80																			
5 Sözleşmelerin imzalanması	30																			
Toplam	390																			
(*) Yerde açık ihale durumunda 60 güne kadar inebilir.																				

Standard annex to project documents for use in countries which are not parties to the Standard Basic Assistance Agreement (SBAA)

Standard Text: Supplemental Provisions to the Project Document:
The Legal Context

General responsibilities of the Government, UNDP and the executing agency

1. All phases and aspects of UNDP assistance to this project shall be governed by and carried out in accordance with the relevant and applicable resolutions and decisions of the competent United Nations organs and in accordance with UNDP's policies and procedures for such projects, and subject to the requirements of the UNDP Monitoring, Evaluation and Reporting System.
2. The Government shall remain responsible for this UNDP-assisted development project and the realization of its objectives as described in this Project Document.
3. Assistance under this Project Document being provided for the benefit of the Government and the people of (the particular country or territory), the Government shall bear all risks of operations in respect of this project.
4. The Government shall provide to the project the national counterpart personnel, training facilities, land, buildings, equipment and other required services and facilities. It shall designate the Government Co-operating Agency named in the cover page of this document (hereinafter referred to as the "Co-operating Agency"), which shall be directly responsible for the implementation of the Government contribution to the project.
5. The UNDP undertakes to complement and supplement the Government participation and will provide through the Executing Agency the required expert services, training, equipment and other services within the funds available to the project.
6. Upon commencement of the project the Executing Agency shall assume primary responsibility for project execution and shall have the status of an independent contractor for this purpose. However, that primary responsibility shall be exercised in consultation with UNDP and in agreement with the Co-operating Agency. Arrangements to this effect shall be stipulated in the Project Document as well as for the transfer of this responsibility to the Government or to an entity designated by the Government during the execution of the project.

7. Part of the Government's participation may take the form of a cash contribution to UNDP. In such cases, the Executing Agency will provide the related services and facilities and will account annually to the UNDP and to the Government for the expenditure incurred.

(a) Participation of the Government

1. The Government shall provide to the project the services, equipment and facilities in the quantities and at the time specified in the Project Document. Budgetary provision, either in kind or in cash, for the Government's participation so specified shall be set forth in the Project Budgets.
2. The Co-operating Agency shall, as appropriate and in consultation with the Executing Agency, assign a director for the project on a full-time basis. He shall carry out such responsibilities in the project as are assigned to him by the Co-operating Agency.
3. The estimated cost of items included in the Government contribution, as detailed in the Project Budget, shall be based on the best information available at the time of drafting the project proposal. It is understood that price fluctuations during the period of execution of the project may necessitate an adjustment of said contribution in monetary terms; the latter shall at all times be determined by the value of the services, equipment and facilities required for the proper execution of the project.
4. Within the given number of man-months of personnel services described in the Project Document, minor adjustments of individual assignments of project personnel provided by the Government may be made by the Government in consultation with the Executing Agency, if this is found to be in the best interest of the project. UNDP shall be so informed in all instances where such minor adjustments involve financial implications.
5. The Government shall continue to pay the local salaries and appropriate allowances of national counterpart personnel during the period of their absence from the project while on UNDP fellowships.
6. The Government shall defray any customs duties and other charges related to the clearance of project equipment, its transportation, handling, storage and related expenses within the country. It shall be responsible for its installation and maintenance, insurance, and replacement, if necessary, after delivery to the project site.
7. The Government shall make available to the project - subject to existing security provisions - any published and unpublished reports, maps, records and other data which are considered necessary to the implementation of the project.

8. Patent rights, copyright rights and other similar rights to any discoveries or work resulting from UNDP assistance in respect of this project shall belong to the UNDP. Unless otherwise agreed by the Parties in each case, however, the Government shall have the right to use any such discoveries or work within the country free of royalty and any charge of similar nature.

9. The Government shall assist all project personnel in finding suitable housing accommodation at reasonable rents.

10. The services and facilities specified in the Project Document which are to be provided to the project by the Government by means of a contribution in cash shall be set forth in the Project Budget. Payment of this amount shall be made to the UNDP in accordance with the Schedule of Payments by the Government.

11. Payment of the above-mentioned contribution to the UNDP on or before the dates specified in the Schedule of Payments by the Government is a prerequisite to commencement or continuation of project operations.

(b) Participation of the UNDP and the executing agency

1. The UNDP shall provide to the project through the Executing Agency the services, equipment and facilities described in the Project Document. Budgetary provision for the UNDP contribution as specified shall be set forth in the Project Budget.

2. The Executing Agency shall consult with the Government and UNDP on the candidature of the Project Manager ^{a/} who, under the direction of the Executing Agency, will be responsible in the country for the Executing Agency's participation in the project. The Project Manager shall supervise the experts and other agency personnel assigned to the project, and the on-the-job training of national counterpart personnel. He shall be responsible for the management and efficient utilization of all UNDP-financed inputs, including equipment provided to the project.

3. The Executing Agency, in consultation with the Government and UNDP, shall assign international staff and other personnel to the project as specified in the Project Document, select candidates for fellowships and determine standards for the training of national counterpart personnel.

4. Fellowships shall be administered in accordance with the fellowships regulations of the Executing Agency.

^{a/} May also be designated Project Co-ordinator or Chief Technical Adviser, as appropriate.

5. The Executing Agency may, in agreement with the Government and UNDP, execute part or all of the project by subcontract. The selection of subcontractors shall be made, after consultation with the Government and UNDP, in accordance with the Executing Agency's procedures.
6. All material, equipment and supplies which are purchased from UNDP resources will be used exclusively for the execution of the project, and will remain the property of the UNDP in whose name it will be held by the Executing Agency. Equipment supplied by the UNDP shall be marked with the insignia of the UNDP and of the Executing Agency.
7. Arrangements may be made, if necessary, for a temporary transfer of custody of equipment to local authorities during the life of the project, without prejudice to the final transfer.
8. Prior to completion of UNDP assistance to the project, the Government, the UNDP and the Executing Agency shall consult as to the disposition of all project equipment provided by the UNDP. Title to such equipment shall normally be transferred to the Government, or to an entity nominated by the Government, when it is required for continued operation of the project or for activities following directly therefrom. The UNDP may, however, at its discretion, retain title to part or all of such equipment.
9. At an agreed time after the completion of UNDP assistance to the project, the Government and the UNDP, and if necessary the Executing Agency, shall review the activities continuing from or consequent upon the project with a view to evaluating its results.
10. UNDP may release information relating to any investment oriented project to potential investors, unless and until the Government has requested the UNDP in writing to restrict the release of information relating to such project.

Rights, Facilities, Privileges and Immunities

1. In accordance with the Agreement concluded by the United Nations (UNDP) and the Government concerning the provision of assistance by UNDP, the personnel of UNDP and other United Nations organizations associated with the project shall be accorded rights, facilities, privileges and immunities specified in said Agreement.
2. The Government shall grant UN volunteers, if such services are requested by the Government, the same rights, facilities, privileges and immunities as are granted to the personnel of UNDP.

3. The Executing Agency's contractors and their personnel (except nationals of the host country employed locally) shall:

- (a) Be immune from legal process in respect of all acts performed by them in their official capacity in the execution of the project;
- (b) Be immune from national service obligations;
- (c) Be immune together with their spouses and relatives dependent on them from immigration restrictions;
- (d) Be accorded the privileges of bringing into the country reasonable amounts of foreign currency for the purposes of the project or for personal use of such personnel, and of withdrawing any such amounts brought into the country, or in accordance with the relevant foreign exchange regulations, such amounts as may be earned therein by such personnel in the execution of the project;
- (e) Be accorded together with their spouses and relatives dependent on them the same repatriation facilities in the event of international crisis as diplomatic envoys.

4. All personnel of the Executing Agency's contractors shall enjoy inviolability for all papers and documents relating to the project.

5. The Government shall either exempt from or bear the cost of any taxes, duties, fees or levies which it may impose on any firm or organization which may be retained by the Executing Agency and on the personnel of any such firm or organization, except for nationals of the host country employed locally, in respect of:

- (a) The salaries or wages earned by such personnel in the execution of the project;
- (b) Any equipment, materials and supplies brought into the country for the purposes of the project or which, after having been brought into the country, may be subsequently withdrawn therefrom;
- (c) Any substantial quantities of equipment, materials and supplies obtained locally for the execution of the project, such as, for example, petrol and spare parts for the operation and maintenance of equipment mentioned under (b), above, with the provision that the types and approximate quantities to be exempted and relevant procedures to be followed shall be agreed upon with the Government and, as appropriate, recorded in the Project Document; and

(d) As in the case of concessions currently granted to UNDP and Executing Agency's personnel, any property brought, including one privately owned automobile per employee, by the firm or organization or its personnel for their personal use or consumption or which after having been brought into the country, may subsequently be withdrawn therefrom upon departure of such personnel.

6. The Government shall ensure:

(a) prompt clearance of experts and other persons performing services in respect of this project; and

(b) the prompt release from customs of:

- (i) equipment, materials and supplies required in connection with this project; and
- (ii) property belonging to and intended for the personal use or consumption of the personnel of the UNDP, its Executing Agencies, or other persons performing services on their behalf in respect of this project, except for locally recruited personnel.

7. The privileges and immunities referred to in the paragraphs above, to which such firm or organization and its personnel may be entitled, may be waived by the Executing Agency where, in its opinion or in the opinion of the UNDP, the immunity would impede the course of justice and can be waived without prejudice to the successful completion of the project or to the interest of the UNDP or the Executing Agency.

8. The Executing Agency shall provide the Government through the resident representative with the list of personnel to whom the privileges and immunities enumerated above shall apply.

9. Nothing in this Project Document or Annex shall be construed to limit the rights, facilities, privileges or immunities conferred in any other instrument upon any person, natural or juridical, referred to hereunder.

Suspension or termination of assistance

1. The UNDP may by written notice to the Government and to the Executing Agency concerned suspend its assistance to any project if in the judgement of the UNDP any circumstance arises which interferes with or threatens to interfere with the successful completion of the project or the accomplishment of its purposes. The UNDP may, in the same or a subsequent written notice, indicate the conditions under which it is prepared to resume its assistance to the project. Any such suspension shall continue until such time as such conditions are accepted by the Government and as the UNDP shall give written notice to the Government and the Executing Agency that it is prepared to resume its assistance.

2. If any situation referred to in paragraph 1, above, shall continue for a period of fourteen days after notice thereof and of suspension shall have been given by the UNDP to the Government and the Executing Agency, then at any time thereafter during the continuance thereof, the UNDP may by written notice to the Government and the Executing Agency terminate the project.

3. The provisions of this paragraph shall be without prejudice to any other rights or remedies the UNDP may have in the circumstances, whether under general principles of law or otherwise.

Annex 5: Schedule of Payments

Project Title: Technical Cooperation with Ministry of Industry and Trade for Improvement of the Short-listed Project Proposals within the Second Package of Regional Competitiveness Operational Programme

Source of Funds: Ministry of Industry and Trade

Implementing Agency: Ministry of Industry and Trade (IPA Unit)

Responsible Parties: Ministry of Industry and Trade (IPA Unit) and UNDP

Donor	Year	Date (Estimated) ^[1]	Budgeted Amount	Amount to be Deposited ^{[2], [3]}	Balance ^{[3], [4]}
MoIT	2010	30.05.2010	TRL625.000	TRL200.000	TRL425.000
		30.06.2010		TRL200.000	TRL225.000
		30.07.2010		TRL175.000	TRL50.000
		30.08.2010		TRL 50.000	0
Grand Total			TRL625.000	TRL625.000	0

Note 1: Project activities and outputs are aligned with the Payment Schedule.

Note 2: Payment in US\$ is to be made to the UNDP Account (indicating project number and title):

Bank Name: Bank of America
 Address: 1401 Elm St., Dallas TX 75202
 Account Number: 3752207404
 Account Title: UNDP Representative in Turkey (USD) Account
 ACH Routing Number: 111000012 [to be used only by US-based banks using ACH payment type]
 Wire Routing Number: 026009593
 SWIFT Code: BOFAUS3N

Note 3: The value of a contribution-payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment and reflected into the Project Budget accordingly.

Payment in TRL is to be deposited to the UNDP Account:
 Garanti Bankası
 Ankara Ticari Branch,
 Branch Code: 170,
 Account No: 1201038,
 IBAN: TR53 (0006 2000 1700 0001 2010 38, SWIFT Code: TGBATRIS indicating project number and title).

Note 4: The management arrangement is NIM (National Implementation Modality). The utilization of project resources (e.g. budget) and authorization of payments to be made to the service providers, vendors etc. are subject to the NIM principles. The NIM Principles may be exchanged between UNDP and the MoIT through an official correspondence within the scope of the Project.