

United Nations Development Programme (UNDP)

Country: TURKEY
Project Document

Project Title: Applied SME Capability Building Center (Model Factory)

UNDCS Outcome(s): 1.1. By 2020, relevant government institutions operate in an improved legal and policy framework, and institutional capacity and accountability mechanisms assure a more enabling (competitive, inclusive and innovative) environment for sustainable, job-rich growth and development for all women and men.

Expected Country Programme Action Plan Outcome:
Outcome 1

Expected Output(s): 1.1.1. Systems and institutions enabled to achieve structural transformation towards sustainable equitable employment and productivity growth.

Implementing Partner: Ministry of Science Industry and Technology (MoSIT, DG for Productivity)

Brief Description

The purpose of the project is to identify an appropriate business model, complete with a business plan and cost estimates, for establishment of an Applied SME Capability Center (a.k.a. Model Factory) in Turkey, and improvement of the institutional capabilities of the Ministry of Science, Industry and Technology (DG for Productivity) for establishment and operationalization of such a center. This will be achieved through:

- Identification of the sectors that a model factory (MF) should target, the type of capability building services that an MF should render and possible location(s) (i.e. provinces) where an MF (or MFs) could be established in Turkey.
- Identification of an appropriate model(s) for establishment of a model factory in Turkey.
- Development of a detailed business plan, complete with estimated investment costs, and preparation of training modules (incl. training materials for 2 modules), required for operationalization of the model factory.

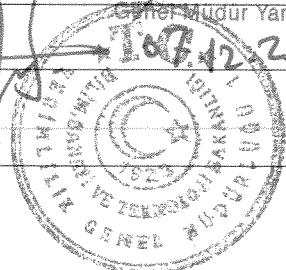
Programme Period	2016-2020	2015-2016 AWP Budget (including GMS)	450.000,00 USD
Key Result Area (Strategic Plan):		Total resources required:	450.000,00 USD
Poverty Reduction		Total allocated resources	450.000,00 USD
ATLAS Award ID		Government (MoSIT, 2015-2016)	450.000,00 USD
Start date	December 2015	GMS (3%)	13.410,00 USD
End date	December 2016		
PAC Meeting Date	4 December 2015		
Management Arrangement:	NIM		

Agreed by the Government of Turkey:

Agreed by the Ministry of Science Industry and Technology:

Agreed by UNDP

Kerem DİVANLIOĞLU
Eiçi
Çok Taraflı Ekonomik İşler
Genel Müdür Yardımcısı



I SITUATION ANALYSIS

Economic growth strategy of Turkey's 10th Development Plan prioritizes two critical concepts: industrialization and productivity. In due course, the Plan includes a transformational program, geared towards "Enhancing Productivity in Manufacturing Industry". National data shows that the productivity levels of the SMEs and the value added they create are significantly lower than those of the large enterprises (e.g. the value added created at factor costs by large enterprises is twice as much as that of SMEs). Thus, increasing the productivities of the SMEs is not only an important means for enhancing economy-wide productivity, but also one of the primary objectives of the Plan.

Improving productivities of SMEs is also one of the strategic objectives of Turkey's present SME Strategy and Action Plan (2015-2018). SME-SAP defines five strategic areas, first of which aims at improving competitiveness of the SMEs and facilitating their growth. The first strategic objective under this strategic area focuses on institutionalization, branding and productivity of the SMEs. Similarly, Turkey's Productivity Strategy and Action Plan (2015-2018) pays a special attention to productivity levels of the SMEs in the manufacturing industry. The sixth objective of the P-SAP includes, among others, measures geared towards improving productivities of SMEs, falling under the fourth transformation area, defined in the P-SAP.

The present project, which aims at identification of an appropriate business model for establishment of an Applied SME Capability Development Center, will contribute to the productivity-related objectives set forth in the SME-SAP and P-SAP. Applied SME Capability Centers deploy experiential learning techniques to improve capabilities the SMEs. SMEs (owners, managers and employers) can be trained on a wide variety of issues ranging from lean manufacturing to energy efficiency. The unique value proposition of such centers is that trainees can directly deploy their learnings at their manufacturing facilities.

UNDP CO in Turkey has implemented **several projects to improve competitiveness of the SMEs in Turkey, and hence has accumulated significant know-how on the challenges faced by the SMEs.** This will be quite important in identification of services to be rendered at an Applied SME Capability Center. In addition to projects targeting SMEs, UNDP CO has cooperated with the Ministry of Science, Industry and Technology on matters related to organized industrial zones, regional competitiveness and clustering. As such, **UNDP has privileged and unmatched experience in defining the ecosystem in which Applied SME Capability Centers in Turkey may operate. During UNDP's support to the Ministry on development of the cluster support program, comparative assessments have been made across regions and clusters in Turkey.** This knowledge and experience will be instrumental in identification of the most appropriate location for an Applied SME Capability Center in Turkey. Another important **contribution that UNDP will make concerns identification of alternate governance models for Applied SME Capability Centers. UNDP's vast experience in governance, strong relations with the actors in the ecosystem, and impartial position and convening power will be strong assets to be leveraged.** UNDP's ongoing work on energy efficiency in industry, and electric motors are also important elements that will significantly improve the efficiency of project implementation. **Finally, UNDP's strong international network and outreach capacity will facilitate international analysis to be conducted within the scope of the Project. In short, UNDP's involvement in the Project is expected to improve the efficiency and effectiveness of the Project through deployment of UNDP's rich experience in Turkey and international network.**

In addition, the knowledge and experience in establishment of an applied SME Capability Development Center is **highly specialized and available in the international markets. UNDP's strong international networking capabilities and means for accessing specialized knowledge will help Ministry access such information as well in a cost efficient manner.**

II ANNUAL WORK PLAN

Year: 2015-2016¹

EXPECTED OUTPUTS	PLANNED ACTIVITIES (and Actions)	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET		
		Q1	Q2	Q3	Q4			Budget Description	Amount (\$)	
<p>Output 1: Institutional Capabilities to Establish and Operationalize an Applied SME Capability Building Center (Model factory) Business Model</p> <p>Baseline:</p> <ul style="list-style-type: none"> No SME Capability Center <p>Indicators:</p> <ul style="list-style-type: none"> SME Capability Center Business Model and Plan Training Curriculum (ToT) Training modules Training materials <p>Targets (2015):</p> <ul style="list-style-type: none"> - <p>Related CP outcome: Systems and institutions enabled to achieve structural transformation towards sustainable equitable employment and productivity growth.</p>	<p>1. Analysis towards establishment of a model factory</p> <ol style="list-style-type: none"> Secondary research Primary research development of a needs assessment report 				x	Ministry of Science Industry and Technology (DG for Productivity)	Government - Ministry of Science Industry and Technology (DG for Productivity)	71200 Int'l Consultants		
	<p>2. Modelling towards establishment of a model factory</p> <ol style="list-style-type: none"> Analysis of good practices Development of alternate models Scenario analysis Development of curricula (SME trainings and training of trainers) Training simulation 						Ministry of Science Industry and Technology (DG for Productivity)	Government - Ministry of Science Industry and Technology (DG for Productivity)	71200 Int'l Consultants	-
	<p>3. Development of business models and training</p> <ol style="list-style-type: none"> Development of business plan Identification of physical investment needs and technical requirements Preparation of technical drawings (statement of works for the model factory building) Development of training modules (10) and training materials (2) 						Ministry of Science Industry and Technology (DG for Productivity)	Government - Ministry of Science Industry and Technology (DG for Productivity)	71200 Int'l Consultants	-
									71300 Local Consultants	-
									71600 Travel	-
									72100 Contractual Svc	97,500.00
									72500 Supplies	-
									74100 Professional Svc.	-
									74500 Misc. Expenses	2,500.00
									71200 Int'l Consultants	-
									71300 Local Consultants	-
									71600 Travel	-
									72100 Contractual Svc	-
									72500 Supplies	-
									74100 Professional Svc.	-
								74500 Misc. Expenses	-	
								71200 Int'l Consultants	-	
								71300 Local Consultants	-	
								71600 Travel	-	
								72100 Contractual Svc	-	
								72500 Supplies	-	
								74100 Professional Svc.	-	
								74500 Misc. Expenses	-	
TOTAL								GMS (3%)	3,000.00	
									103,000.00	

* 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 implementation support costs.

¹ Due to possible delays in the signature process these activities could be transferred to 2016 Q1.

Year: 2016

EXPECTED OUTPUTS	PLANNED ACTIVITIES (and Actors)	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount (\$)
		<p>Output 1: Institutional Capabilities to Establish and Operationalize an Applied SME Capability Building Center (Model factory) Business Model</p> <p>Baseline:</p> <ul style="list-style-type: none"> No SME Capability Center <p>Indicators:</p> <ul style="list-style-type: none"> SME Capability Center Business Model and Plan Training Curriculum (ToT) Training modules Training materials <p>Targets (2016):</p> <ul style="list-style-type: none"> SME Capability Center Business Model and Plan (1) Training Curriculum (ToT) Training modules (10) Training materials (for 2 modules) <p>Related CP outcome: Systems and institutions enabled to achieve structural transformation towards sustainable equitable employment and productivity growth.</p>	<p>1. Analysis towards establishment of a model factory</p> <p>a. Secondary research</p> <p>b. Primary research</p> <p>c. development of a needs assessment report</p>	x					
<p>2. Modelling towards establishment of a model factory</p> <p>a. Analysis of good practices</p> <p>b. Development of alternate models</p> <p>c. Scenario analysis</p> <p>d. Development of curricula (SME trainings and training of trainers)</p> <p>e. Training simulation</p>	x	x			Ministry of Science Industry and Technology (DG for Productivity)	Government - Ministry of Science Industry and Technology (DG for Productivity)	71200 Int'l Consultants		
<p>3. Development of business models and training</p> <p>a. Development of business plan</p> <p>b. Identification of physical investment needs and technical requirements</p> <p>c. Preparation of technical drawings (statement of works for the model factory building)</p> <p>d. Development of training modules (10) and training materials (2)</p>		x	x	x	Ministry of Science Industry and Technology (DG for Productivity)	Government - Ministry of Science Industry and Technology (DG for Productivity)	71200 Int'l Consultants		
								71300 Local Consultants	15,000,00
								71600 Travel	15,000,00
								72100 Contractual Svc	145,000,00
								72500 Supplies	5,000,00
								74100 Professional Svc.	10,000,00
								74500 Misc. Expenses	1,590,00
								GMS (3%)	10,410,00
								TOTAL	347,000,00

* 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 implementation support costs.

III 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.

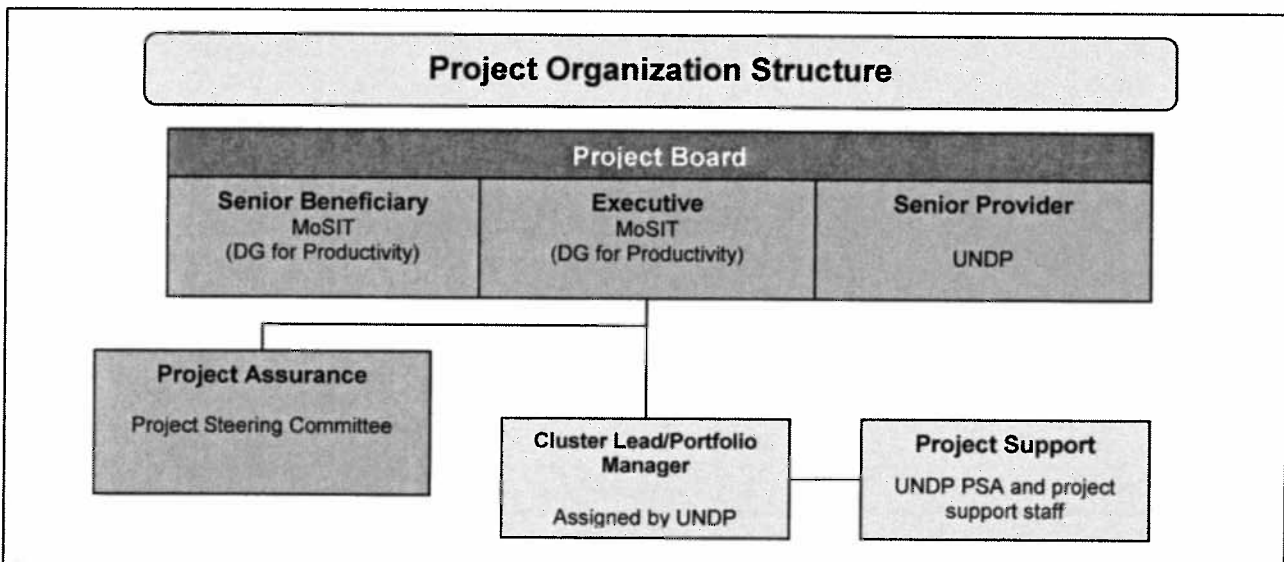
During the implementation of the project specific roles of the PB will include:

- 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 Science Industry and Technology (as the Executive and the Senior Beneficiary), Ministry of Development and Ministry of Foreign Affairs (Advisory Members) and the UNDP (as the Senior Provider). The Executive is the key decision maker with advice and commitment from UNDP. MoD and MFA takes an advisory role in the Project Management Board.



The PB will convene within 10 days upon signature of the present project document. At its first meeting the PB will decide on the members of the project steering committee (i.e. project assurance), and the functions and working principles of the Project Steering Committee (PSC).

The Intellectual Property Rights of all the outputs of the project will vest in the Ministry of Science Industry and Technology 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.

IV MONITORING AND EVALUATION FRAMEWORK

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: Institutional Capabilities to Establish and Operationalize an Applied SME Capability Building Center (Model factory) Business Model			
Activity Result 1 (Atlas Activity ID)	Analysis towards establishment of a model factory	Start Date: End Date:	12.2015 02.2016
Purpose	The purpose of the first activity is to identify (a) the sectors that a model factory (MF) should target, (b) the type of capability building services that an MF should render and (c) the possible location(s) (i.e. provinces) where an MF (or MFs) could be established in Turkey. The studies to be conducted within the first activity will facilitate Ministry's future decisions on where to establish a model factory (or model factories) in Turkey.		
Description	<p>"Improving Productivity in Manufacturing Industry" is one of the main objectives of the Government of Turkey (Source: 10th National Development Plan). A model factory may contribute to improving manufacturing capabilities of SMEs.</p> <p>a. Secondary research: Quantitative and qualitative secondary resources, incl. the national development plan, other relevant national plans, programs, action plans, sectoral strategies, regional development plans will be reviewed. A shortlist of three provinces will be developed. On average five target sector will be identified for each shortlisted province. A report justifying the shortlisted provinces and the target sectors will be produced.</p> <p>b. Primary research: Primary research will be conducted in the shortlisted provinces/sectors. Interviews will be conducted with top 10 companies (i.e. highest turnover) among the target sectors and 30 SMEs in each sector. Focus group meetings will be held in each province with the universities, private sector, civil society and public sector representatives. Face-to-face interviews will be held with the organizations which may partake in the governance structure of a model factory.</p> <p>c. Development of Needs Assessment Report: Based on the primary and secondary research and analyses, a needs assessment report will be produced. This report will demonstrate the provinces where a model factory (or model factories) can be established; the target sectors; and the types of services to be rendered at a model factory.</p>		
Quality Criteria	Quality Method	Timeframe	Date of Assessment
Shortlist of provinces & target sectors	Shortlist of provinces & target sectors	12.2015 - 01.2016	January 2016
Needs assessment report	Needs assessment report	12.2015 - 01.2016	January 2016

Quality Management for Project Activity Results (continued)

OUTPUT 1: Institutional Capabilities to Establish and Operationalize an Applied SME Capability Building Center (Model factory) Business Model			
Activity Result 2 (Atlas Activity ID)	Modelling towards establishment of a model factory	Start Date:	01.2016
		End Date:	03.2016
Purpose	The purpose of this activity is to identify the model appropriate model(s) for establishment of a model factory in Turkey.		
Description	<p>Model factories are applied SME capability building centers that can be established and operated in different ways. Accordingly, different options and scenarios for establishing such centers in Turkey need to be reviewed. This activity result will be achieved through 5 actions, as described below:</p> <p>a. Analysis of good practices: The "key success factors (KSFs)" of a model factory will be identified by analyzing the good practices in other countries. The analysis of good practices will cover management model, service delivery mechanisms, curricula, results etc. The KSFs may include inter alia the organizational structure, partnership structure, SME relations, sectoral scope, financial and institutional sustainability, national and international partnerships. Two model factories will be identified as good practices, and 2-day study visits will be organized with the participation of a 5 representatives from the Ministry. A good practice analysis report and international study visits report will be prepared.</p> <p>b. Development of alternate models: Based on the secondary research to be carried out within the scope of the first activity result and analysis of good practices, scenario analyses will be conducted and alternate "Applied SME Capability Building Centers" models will be produced. The KSFs to be identified during analysis of good practices will be analyzed thoroughly for each alternate model, and advantages and disadvantages of each model will be identified. These will culminate in a Model Factory Design Report that discusses at least three alternate models.</p> <p>c. Scenario analysis: A macro cost-benefit analysis will be conducted for each of the models to be identified, and short-, medium- and long-term economic and social impact expected to be accrued will be estimated. The CBAs will be transformed in the scenario analysis, and a scenario analysis report will be prepared.</p> <p>d. Development of curricula (SME trainings and training of trainers): Based on the outcomes of the analyses two (or at most three) SME capability building areas (topics) will be determined. Curricula for trainings and training of trainers will be developed for these two (or at most three areas). This may involve identification of special-purpose software to be used at these training programs.</p> <p>e. Training simulation: For one area (topic) a training simulation will be prepared as an example.</p>		
Quality Criteria	Quality Method	Timeframe	Date of Assessment
good practice analysis report and international study visits report	good practice analysis report and international study visits report	01.2016 – 01.2016	Mar 2016
Model Factory Design Report	Model Factory Design Report	02.2016 – 02.2016	Mar 2016
CBA and Scenario Analysis Report	CBA and Scenario Analysis Report	02.2016 – 03.2016	Mar 2016
Training and ToT Curricula (2 or 3 topics)	Training and ToT Curricula (2 or 3 topics)	02.2016 – 03.2016	Mar 2016
Training simulation (1 topic)	Training simulation (1 topic)	02.2016 – 03.2016	Mar 2016

Quality Management for Project Activity Results (continued)

OUTPUT 1: Institutional Capabilities to Establish and Operationalize an Applied SME Capability Building Center (Model factory) Business Model			
Activity Result 3 (Atlas Activity ID)	Development of business models and training	Start Date: End Date:	03.2016 08.2016
Purpose	The purpose of this activity result is to produce a detailed business plan, estimate investment costs and to identify 10 training modules (incl. training materials for 2 modules), required for operationalization of the model factory.		
Description	<p>Within the scope of Activity Result 2, the Ministry will identify a preferred model. This activity result builds on the Ministry's decision, and is composed of 3 actions, as described below:</p> <p>a. Development of business plan: A 3-year business plan will be produced for the model to be chosen by the Ministry. The business plan will include detailed estimations of revenue and expenditures, and identify possible sources of income to ensure financial sustainability of the model factory. The business plan will also detail the services to be rendered at the MF, and the target groups, business development strategy, governance and management structure of the MF. This action will culminate in a business plan for the MF.</p> <p>b. Identification of physical investment needs and technical requirements: The physical (infrastructure, superstructure, machinery, equipment and software) needs of the model factory will be determined. The infrastructure and superstructure costs will be determined based on the approximate construction costs, determined announced by the relevant government authorities. The requirement of machinery and equipment will be identified in detail through a market research which will also include estimated costs of such machinery, equipment and software. These studies will be conducted in such a way to fulfill requirements of a potential future Public Investment Proposal to be submitted by the Ministry to secure funding for establishment of the model factory. This action will culminate in Physical Investment Requirements Report.</p> <p>c. Preparation of technical drawings (statement of works for the model factory building): Following action 2.c, the location of the model factory will be determined by MoSIT and based upon this decision, detailed engineering and construction projects and blueprints will be prepared.</p> <p>d. Development of training modules and training materials for two modules: Training modules (ca. 10) that will satisfy the needs of the model factory will be produced. The training modules will determined in accordance with the business plan of the model factory. For two of the modules training materials will also be produced. Additionally, training of trainers program will be delivered for 10 prospective trainers (to be identified by the Ministry) on the two modules, for which training materials will be produced.</p>		
Quality Criteria	Quality Method	Timeframe	Date of Assessment
Model factory business plan	Model factory business plan	03.2016 – 04.2016	Jun 2016
Physical Investment Requirements Report	Physical Investment Requirements Report	03.2016 – 04.2016	Jun 2016
Engineering and Construction Projects and Drawings	Engineering and Construction Projects and Drawings	03.2016 – 04.2016	Jun 2016
Training modules (ca. 10)	Training modules (ca. 10)	04.2016 – 05.2016	Jun 2016
Training materials (2 modules)	Training materials (2 modules)	05.2016 – 08.2016	August 2016

V 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: Payment Schedule

Annex 3: Supplemental Provisions to the Project Document

Annex 1: Risk Log

Project Title: SME Capability Center (Model Factory)	Award ID:	Date: November 2015
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#	Description	Date Identified	Type	Impact (I) & Probability (P)	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Trained staff members do not remain in their posts during the entire duration of the Project.	Nov 2015	Organizational	<p>Potential effect: The long-term impact of the project will decrease.</p> <p>Probability = 2 Impact = 3 (on Scale of 5; 5 being the highest)</p>	The Ministry will be asked by the project manager to assign staff members that can maintain continuity	Portfolio Manager	Portfolio Manager	(In Atlas, automatically recorded)	No change

Annex 2: Schedule of Payments

Project Title: SME Capability Center (Model Factory)
Source of Funds: Ministry of Science, Industry, and Technology
Implementing Agency: Ministry of Science, Industry, and Technology (DG for Productivity)
Responsible Parties: Ministry of Science, Industry, and Technology (DG for Productivity) and UNDP

Donor	Year	Date (Estimated) ^[1]	Budgeted Amount	Amount to be Deposited ^{[2], [3]}	Balance ^{[3], [4]}
MoSIT	2015	20.12.2015	USD 340.000	USD 340.000	110,000.00
MoSIT	2016	30.05.2016	USD 110.000	USD 110.000	0.00
Grand Total			USD 450.000	USD 450.000	0.00

Note 1: Project activities 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 will be exchanged between UNDP and the MoIT through an official correspondence within the scope of the Project.