



2017/17610526-ÇEGY/12665059

The Ministry of Foreign Affairs of the Republic of Turkey presents its compliments to the United Nations Development Programme (UNDP) Representation in Turkey and with reference to the Latter's letter dated 12 June 2017, has the honour to enclose herewith two signed copies of Cover Page regarding the project cost extension together with annual work plans for 2017 and 2018 of the project of "Applied SME Capability Building Center (Model Factory)".

The Ministry of Foreign Affairs of the Republic of Turkey avails itself of this opportunity to renew to the United Nations Development Programme Representation in Turkey the assurances of its highest consideration.



Encl: As stated

**United Nations Development Programme Representation in Turkey  
ANKARA**



★ 2017 / 12665059 ★



UN Development Programme  
Turkey - Ankara

**Award ID:** 00097599  
**Award Title:** Applied SME Capability Center  
(Model Factory)  
**Start Year:** 2016  
**End Year:** 2018

**Implementing Partner**  
**(Executing Agency):** Ministry of Science Industry and  
Technology General Directorate of Productivity

**Budget (US\$) as of 09.06.2017**

Donor	Fund	Amount
TUR	30071 Programme Cost MoSIT	USD 1.975.383,20
	30072 Programme Cost ASO	USD 2.216.140,00
<b>Total Budget (2017-2018)</b>		USD 4.191.523,20
<b>Total Expenditure as of 31.12.2016</b>		USD 435.333,57
<b>Award Total</b>		USD 4.626.856,77

**Responsible Party**

**(Implementing Agent):** Ministry of Science Industry and Technology General Directorate of Productivity in cooperation  
with Ankara Chamber of Industry, Ankara Chamber of Industry Sincan OIZ Management

**Revision Type:** Substantive and Financial

**Brief Description:**

This revision will amend the (i) duration and the (ii) budget of the Project, (iii) the management arrangements of the implementation of select project components/activities and (iv) the scope and the intervention modality of the Project as detailed below:

- Project was originally designed to complete a feasibility study on SME Capability Center to improve efficiency of Turkish SMEs in line with the priorities of Turkish Government. The process progressed positively and feasibility study was resulted with an investment decision by the Government in 2017 to establish and operationalize the first center in Ankara under the auspices of MoSIT GD of Productivity and Ankara Chamber of Industry.
- Extension of the Project Duration till 31.12.2018 with a view to better monitor the outcomes of the operationalization of the Applied SME Capability Center and ensure sustainability measures are comprehensively taken to contribute scaling up the results to national policy level while contributing to sustained institutional capacity development.
- Increase of the Project Budget from the initial project budget of USD 450.000 to USD 4.626.856,77 through additional USD 4.191.523,20 as detailed below:
  - Incorporation of an additional component on operationalization of the Applied SME Capability Center as per the completed feasibility study completed in March 2017 and approved by Ministry of Development in April 2017. Operationalization of the Center will be realized in collaboration with Ankara Chamber of Industry where co-financing will be ensured from MoSIT GDP and ASO, respectively as outlined in the approved feasibility study.

- ii. MoSIT, GD of Productivity will be providing fixed investment costs (machinery and equipment) together with costs for the training of the trainers and development of training materials in total of USD1.870.000. With additional costs on project implementation arising from UNDP Direct Project Costing, as well as General Management Services Cost arising from UNDP's Standard Operating Procedures will also be borne by MoSIT in 2017.
- iii. ASO will be providing refurbishment costs of the center together with the operational costs like staff to be recruited, awareness raising programs, collaboration activities with Universities etc. ASO will also cover the first implementation of the pilot program to be implemented on selected SMEs in Ankara, if time permits this program could be carried out in 2017 or in 2018 at the latest. The total cost will be borne by ASO to be transferred to UNDP Project budget for 2017 will be USD 2.116.140 until the end of 2018. ASO will be signing a separate cost sharing agreement with UNDP as previously shared by ASO management.
- d. Incorporation of Ankara Chamber of Industry within the scope of the management arrangements of the Project as the Implementing Partners of the UNDP in addition to the MoSIT GD of Productivity. ASO will act as the Implementing Partner and will have respective roles in both activities but specifically under Activity 1.3 to own and sustain the Center to be established. As per the feasibility study and the decision of Project Steering Committee, ASO will be providing physical space, will undertake refurbishment costs and will establish the necessary governance mechanism to own and manage the Center in collaboration with MoSIT GD of Productivity.

Agreed by the Government

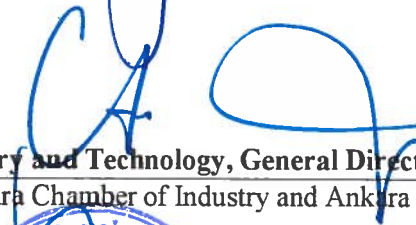


Mustafa Osman TURAN  
Elçi  
Çok Taraflı Ekonomik İşler  
Genel Müdür Yardımcısı

2/8/2017

Agreed by the Ministry of Science Industry and Technology, General Directorate of Productivity

(In agreement and collaboration with Ankara Chamber of Industry and Ankara Chamber of Industry Sincan OIZ Management)



ANIL YILMAZ  
Director  
Directorate General of Productivity



Agreed by the United Nations Development Programme

Claudio Tomasi  
Country Director



**Revised Annual Work Plan (Year 2017)**  
Project : SME Applied Capability Center (aka MF)

EXPECTED OUTCOMES		PLANNED ACTIVITIES		2017 Q1 Q2 Q3 Q4		ACCOUNTABLE PARTY	FUNDING SOURCE	BUDGET DETAILS	AMOUNT USD	AMOUNT TRL (June 2017)
OUTPUT 1 Operationalisation of the first Applied Capability Center (aka MF) in Ankara  Baseline 1 No SME Capability Center  Indicators: 1. Governance Structure 2. Physical Investments for the Center 3. Training of Trainers 4. Pilot Transformation Programs 5. Training materials  Goals 1. SME Capability Center Governance Structure Established 2. Physical Establishment of SME Capability Center completed 3. Selection of 10-12 Companies for transformation programs 4. Training materials 5. Communication Materials on pilot Schemes		1.1 Establishment of Applied SME Capability Center 1.1.1 Finalisation of Governance Structure 1.1.2 Completion of Physical Investments (refurbishment&machinery) 1.1.3 Mobilisation of Staff 1.1.4 Inauguration of the Center  1.2 Pilot Implementation 1.2.1 Delivery of awareness raising programs 1.2.2 Identification of Pilot SMEs 1.2.3 Delivery of Train the Trainers Program 1.2.4 Implementation of Learn and Transform Programs in selected companies  1.3 Sustainability and Exit Strategy 1.3.1 Development of a follow up performance plan after the pilot programs 1.3.2 Identification of additional service lines 1.3.3 Preparation of a sustainability strategy				MoSIT & ASO	ASO	71300 Local Consultant	0.00	0.00
							MoSIT-ASO	72200 Equip & Furniture	1,170,000.00	4,156,893.00
							MoSIT-ASO	72500 Consumable Material	0.00	0.00
							ASO	72100 Contracted Services	150,000.00	532,935.00
							MoSIT-ASO	71400 Service Contracts	80,000.00	284,232.00
								74500 Other Costs	0.00	0.00
							MoSIT	71300 Local Consultant	0.00	0.00
							ASO	71600 Travel	0.00	0.00
							MoSIT	72200 Equip & Furniture	0.00	0.00
							ASO	72500 Consumable Material	0.00	0.00
							ASO	74100 Professional Services	0.00	0.00
								72100 Contracted Services	600,000.00	2,131,740.00
								74500 Other Costs	99,440.00	353,300.38
							MoSIT-ASO	71300 Local Consultant	0.00	0.00
							MoSIT	72500 Consumable Material	0.00	0.00
ASO	71600 Travel	0.00	0.00							
ASO	72100 Contracted Services	0.00	0.00							
	74100 Audit	0.00	0.00							
	74598 Direct Project Cost	12,000.00	42,634.80							
	71400 Service Contracts	20,000.00	71,058.00							
	GMS (%3)	63,943.20	227,183.80							
	TOTAL	2,195,383.20	7,799,976.97							
TOTAL AMOUNT excluding GMS										
2,131,440.00 7,572,793.18										

On behalf of the MoSIT GD of Productivity

Name Anil Yilmaz, General Director  
Date June 29, 2017  
Signature

Anil YILMAZ  
Director General  
Directorate General for Productivity

On behalf of the UNDP

Name Claudio Tomasi, Country Director  
Date  
Signature



Claudio Tomasi  
Country Director

**Revised Annual Work Plan (Year 2018)**  
Project : SME Applied Capability Center (aka MF)

EXPECTED OUTCOMES		PLANNED ACTIVITIES				2018		ACCOUNTABLE	FUNDING	BUDGET	AMOUNT	AMOUNT			
						Q1	Q2	Q3	Q4	PARTY	SOURCE	DETAILS	USD	TRL (May 2017)	
OUTPUT 1 Operationalisation of the first Applied Capability Center (aka MF) in Ankara  Baseline 1 Physical Investments completed for SME Capability Center  Indicators: 1. Pilot Transformation Programs 2. Training materials  Goals 1. Delivery of transformation programs in selected 10-12 Companies 2. Update on Training materials (if required) 3. Sustainability Plan 4. Updated Communication Materials on pilot Schemes	1.1 Establishment of Applied SME Capability Center 1.1.1 Finalisation of Governance Structure 1.1.2 Completion of Physical Investments 1.1.3 Mobilisation of Staff 1.1.4 Inauguration of the Center  1.2 Pilot Implementation 1.2.1 Delivery of awareness raising programs 1.2.2 Identification of Pilot SMEs 1.2.3 Delivery of Train the Trainers Program 1.2.4 Implementation of Learn and Transform Programs in selected companies  1.3 Sustainability and Exit Strategy 1.3.1 Development of a follow up performance plan after the pilot programs 1.3.2 Identification of additional service lines 1.3.3 Preparation of a sustainability strategy														

On behalf of the MoSIT GD of Productivity

Name: Anil Yilmaz General Director  
Date: June 9, 2017  
Signature: 

**ANIL YILMAZ**  
Director General

Directorate General for Productivity

On behalf of the UNDP

Name: Claudio Tomasi Country Director  
Date:   
Signature: 

**Claudio Tomasi**  
Country Director





EXPECTED OUTCOMES	PLANNED ACTIVITIES	BUDGET CODES	COVERAGE and Explanation
OUTPUT 1	1.1 Establishment of Applied SME Capability Center	72200 Equip & Furniture	Direct investment costs to be borne by MoSIT will include relevant equipment on experiential learning sets this will include but will not be limited to: etc. a. Digitalization hardware includes sensors, predictive maintenance devices, electronic tablets, 3D printer, software and other automation tools b. Machines, which are able to produce large/small lids and piston rods, including - 1 turning lathe - 1 milling machine - 1 saw machine c. Assembly cell for pneumatic cylinders which includes - 5 work stations - 2 supermarkets for raw material storage - 1 milk-run wagon - pallets and bins for material storage and handling - pneumatic parts - visualisation items such as Kanban-cards, labels etc. - fixtures and devices - 4 whiteboards - Apdon switches and lights - metal foot mats - 3 pneumatic new drivers d. 500 pneumatic cylinders in 8 variants e. Setup of the workstations, tools and devices for the assembly line and training of the operators
	1.1 Finalisation of Governance Structure	72100 Contracted Services	Through benefiting from UNDP's service providers some of the consultancy work, training programs, organisational activities could be compensated under this budget heading
	1.1.1 Finalisation of Governance Structure		
	1.1.2 Completion of Physical Investments		
	1.1.3 Mobilisation of Staff		
	1.1.4 Inauguration of the Center		
	1.2 Pilot Implementation		
	1.2.1 Delivery of awareness raising programs		
	1.2.2 Identification of Pilot SMEs		
	1.2.3 Delivery of Train the Trainers Program		
	1.2.4 Implementation of Learn and Transform Programs in selected companies		
	3 SME Capability Center Governance Structure Established		
	2 Physical Establishment of SME Capability Center completed		
	3 Selection of 10-12 Companies for transformation programs		
	4 Training materials		
	5 Communication Materials on pilot Schemes		
	6 Delivery of transformation programs in selected 10-12 Companies		
	7 Update on Training materials (if required)		
	8 Sustainability Plan		
	9 Updated Communication Materials on pilot Schemes		
	1.3 Sustainability and Exit Strategy		
	1.3.1 Development of a follow up performance plan after the pilot programs		
	1.3.2 Identification of additional service lines		
	1.3.3 Preparation of a sustainability strategy		

On behalf of the MoSIT GD of Productivity

Name: Anil Yilmaz, General Director  
Date: June 9, 2017  
Signature: 

**Anil YILMAZ**  
Director General  
Directorate General for Productivity

On behalf of the UNDP

Name: Claudio Tomasi, Country Director  
Date:   
Signature: 



**Claudio Tomasi**  
Country Director



Empowered lives.  
Resilient nations.

REF: UNDP TUR20170613 - 0001769

12 June 2017

Dear Mr. Turan

**Subject:** Cover Page for Project Cost Extension – Applied SME Capability Building Center (Model Factory)

Please find cost-extension letter form Award ID: 97599, Applied SME Capability Center Project, with the decision of the Project Steering Committee. Minutes of the steering committee is attached with the original project document, as well as the feasibility report completed within first implementation year.

We would appreciate, if you could kindly review and sign the two copies of the Cover Page together with annual work plans for 2017 and 2018. We remain at your disposal.



**Mr. Mustafa Osman Turan**  
Deputy General Director  
Multilateral Economic Affairs  
Ministry of Foreign Affairs

**Encl.:**

1. Cover Page (2 original copies)
2. Annual Work Plans for 2017 and 2018 (2 original copies)
3. Original Project Document (1 Copy)
4. Completed Feasibility Study (1 Copy)
5. Minutes of Steering Committee Meeting (2 original copies)

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  
**Key Result Area (Strategic Plan):**  
Poverty Reduction  
**ATLAS Award ID**  
**Start date** December 2015  
**End date** December 2016  
**PAC Meeting Date** 4 December 2015  
**Management Arrangement:** NIM

**2015-2016 AWP Budget (including GMS)** 450.000,00 USD  
**Total resources required:** 450.000,00 USD  
**Total allocated resources** 450.000,00 USD  
**Government (MoSIT, 2015-2016)** 450.000,00 USD  
**GMS (3%)** 13.410,00 USD

**Agreed by the Government of Turkey:**

**Agreed by the Ministry of Science Industry and Technology:**

**Agreed by UNDP**

Kerem DİVANLIOĞLU  
Elçi  
Çok Taraflı Ekonomik İşler  
Genel Müdür Yardımcısı





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## I SITUATION ANALYSIS

Economic growth strategy of Turkey's 10<sup>th</sup> 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: 2015-2016<sup>1</sup>

EXPECTED OUTPUTS	PLANNED ACTIVITIES (and Actions)	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (\$)	
Output 1: Institutional Capabilities to Establish and Operationalize an Applied SME Capability Building Center (Model factory) Business Model  Baseline: • No SME Capability Center  Indicators: • SME Capability Center Business Model and Plan • Training Curriculum (ToT) • Training modules • Training materials  Targets (2015): • -  Related CP outcome: Systems and institutions enabled to achieve structural transformation towards sustainable equitable employment and productivity growth.	1. Analysis towards establishment of a model factory a. Secondary research b. Primary research c. 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		
								71300 Local Consultants		
								71600 Travel		
								72100 Contractual Svc	97,500.00	
								72500 Supplies		
							74100 Professional Svc.			
							74500 Misc. Expenses		2,500.00	
	2. Modelling towards establishment of a model factory a. Analysis of good practices b. Development of alternate models c. Scenario analysis d. Development of curricula (SME trainings and training of trainers) e. 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	-	
								71300 Local Consultants	-	
								71600 Travel	-	
								72100 Contractual Svc	-	
								72500 Supplies	-	
							74100 Professional Svc.	-	-	
							74500 Misc. Expenses	-	-	
	3. Development of business models and training a. Development of business plan b. Identification of physical investment needs and technical requirements c. Preparation of technical drawings (statement of works for the model factory building) d. 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			-		
					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.

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

Year: 2016

EXPECTED OUTPUTS	PLANNED ACTIVITIES (and Actions)	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (\$)
<b>Output 1: Institutional Capabilities to Establish and Operationalize an Applied SME Capability Building Center (Model factory) Business Model</b>  <b>Baseline:</b> <ul style="list-style-type: none"> <li>No SME Capability Center</li> </ul> <b>Indicators:</b> <ul style="list-style-type: none"> <li>SME Capability Center Business Model and Plan</li> <li>Training Curriculum (ToT)</li> <li>Training modules</li> <li>Training materials</li> </ul> <b>Targets (2016):</b> <ul style="list-style-type: none"> <li>SME Capability Center Business Model and Plan (1)</li> <li>Training Curriculum (ToT)</li> <li>Training modules (10)</li> <li>Training materials (for 2 modules)</li> </ul> <b>Related CP outcome:</b> Systems and institutions enabled to achieve structural transformation towards sustainable equitable employment and productivity growth.	1. Analysis towards establishment of a model factory a. Secondary research b. Primary research c. 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	-
								71300 Local Consultants	-
								71600 Travel	-
								72100 Contractual Svc	-
								72500 Supplies	-
								74100 Professional Svc.	-
								74500 Misc. Expenses	-
	2. Modelling towards establishment of a model factory a. Analysis of good practices b. Development of alternate models c. Scenario analysis d. Development of curricula (SME trainings and training of trainers) e. Training simulation	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	
								71600 Travel	10,000.00
<b>Output 2: Development of business models and training</b> a. Development of business plan b. Identification of physical investment needs and technical requirements c. Preparation of technical drawings (statement of works for the model factory building) d. 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)	72100 Contractual Svc	132,500.00
								72500 Supplies	
								74100 Professional Svc.	
								74500 Misc. Expenses	2,500.00
								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
<b>TOTAL</b>								74500 Misc. Expenses	1,590.00
								GMS (3%)	10,410.00
									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.

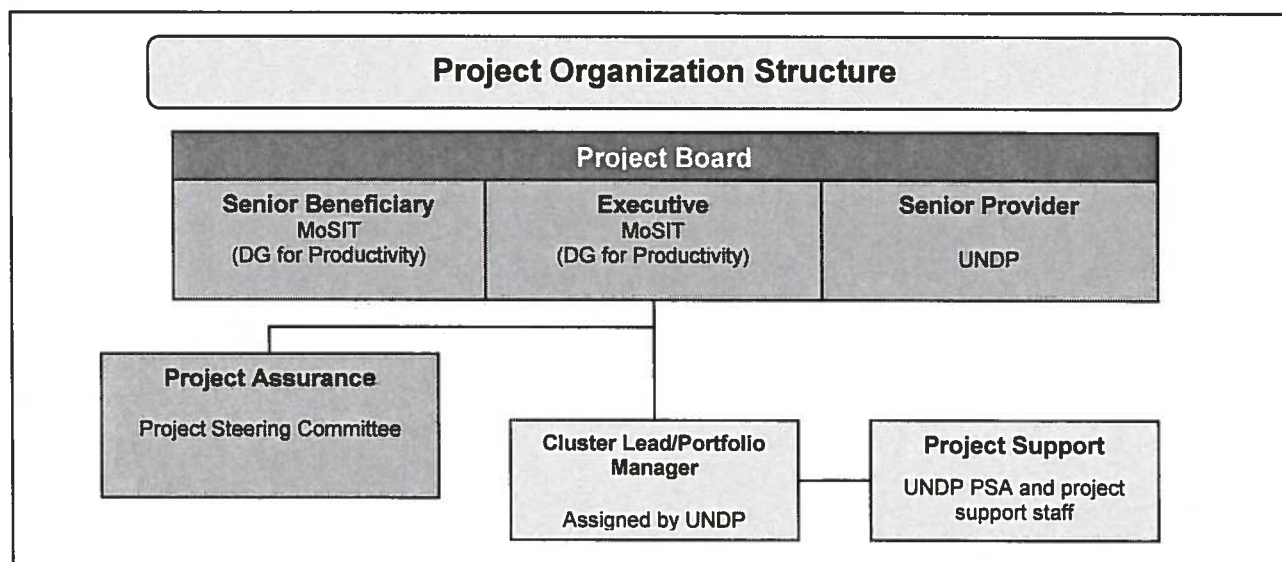
During the implementation of the project specific roles of the PB will include:

- 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.



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## 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

<b>OUTPUT 1:</b> Institutional Capabilities to Establish and Operationalize an Applied SME Capability Building Center (Model factory) Business Model			
<b>Activity Result 1</b> (Atlas Activity ID)	Analysis towards establishment of a model factory	<b>Start Date:</b> <b>End Date:</b>	12.2015 02.2016
<b>Purpose</b>	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.		
<b>Description</b>	<p>"Improving Productivity in Manufacturing Industry" is one of the main objectives of the Government of Turkey (Source: 10<sup>th</sup> National Development Plan). A model factory may contribute to improving manufacturing capabilities of SMEs.</p> <p><b>a. Secondary research:</b> 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>b. Primary research:</b> 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><b>c. Development of Needs Assessment Report:</b> 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>		
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Timeframe</b>	<b>Date of Assessment</b>
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*)

<b>OUTPUT 1:</b> Institutional Capabilities to Establish and Operationalize an Applied SME Capability Building Center (Model factory) Business Model			
<b>Activity Result 2</b> (Atlas Activity ID)	Modelling towards establishment of a model factory	<b>Start Date:</b> <b>End Date:</b>	01.2016 03.2016
<b>Purpose</b>	The purpose of this activity is to identify the model appropriate model(s) for establishment of a model factory in Turkey.		
<b>Description</b>	<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><b>a. Analysis of good practices:</b> 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>b. Development of alternate models:</b> 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><b>c. Scenario analysis:</b> 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><b>d. Development of curricula (SME trainings and training of trainers):</b> 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><b>e. Training simulation:</b> For one area (topic) a training simulation will be prepared as an example.</p>		
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Timeframe</b>	<b>Date of Assessment</b>
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*)

<b>OUTPUT 1:</b> Institutional Capabilities to Establish and Operationalize an Applied SME Capability Building Center (Model factory) Business Model			
<b>Activity Result 3</b> (Atlas Activity ID)	Development of business models and training	<b>Start Date:</b> <b>End Date:</b>	03.2016 08.2016
<b>Purpose</b>	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.		
<b>Description</b>	<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><b>a. Development of business plan:</b> 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>b. Identification of physical investment needs and technical requirements:</b> 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><b>c. Preparation of technical drawings (statement of works for the model factory building):</b> 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><b>d. Development of training modules and training materials for two modules:</b> 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>		
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Timeframe</b>	<b>Date of Assessment</b>
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

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## **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		
#	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	Potential effect: The long-term impact of the project will decrease.  Probability = 2 Impact = 3 (on Scale of 5, 5 being the highest)	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) <sup>[1]</sup>	Budgeted Amount	Amount to be Deposited <sup>[2], [3]</sup>	Balance <sup>[3], [4]</sup>
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
<b>Grand Total</b>			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.

## Uygulamalı KOBİ Yetenek Geliştirme Merkezi (Model Fabrika) Projesi Yönlendirme Komitesi Toplantısı

<b>Tarih / Yer</b>	14.04.2017 /ANKARA Verimlilik Genel Müdürlüğü
<b>Zaman</b>	10:30 – 12:00
<b>Katılımcılar</b>	Anıl Yılmaz, Genel Müdür, Verimlilik Genel Müdürlüğü Doç.Dr.Yavuz Cabbar, Genel Sekreter, Ankara Sanayi Odası Prof.Dr.Caner Testik, Hacettepe Üniversitesi. Yrd.Doç.Dr. Şener Karabulut, Hacettepe Üniversitesi. Doç.Dr.Özgür Hakkı Ünver, TOBB-ETU Üniversitesi. Dr.Mustafa Kemal Akgül, Daire Başkanı, Verimlilik Genel Müdürlüğü. Şakir Karakaya, Uzman, Verimlilik Genel Müdürlüğü. Dr.Yücel Özkara, Uzman, Verimlilik Genel Müdürlüğü. Aytunç Ayhan, Uzman, Verimlilik Genel Müdürlüğü. Pelin Rodoplu, Portföy Yöneticisi, Birleşmiş Milletler Kalkınma Programı.

Gündem	KONU	SUNAN	SURETİ (TAHMINİ)
Mevcut Durum	- Fizibilite Yönetici Özeti - Sonraki Adımlar için Öneriler	VGM, UNDP	
Proje Uzatımı	- Proje uzatımı ile ilgili kararın alınması - ASO'nun Proje ortağı olarak proje dokümanına dahil edilmesi - Ortakların rol dağılımı - Tahmini takvim	VGM, ASO, HÜ, TOBB ETU, UNDP	
Diğer Konular		VGM, UNDP	

<b>Tartışmalar</b>	<ul style="list-style-type: none"><li>Proje kapsamında tamamlanan fizibilite raporunun özet bir sunumu gerçekleştirilmiştir. Sunum ihtiyaç analizlerini ve izlenen yöntemi özetleyerek önerilen modeli paylaşmış ve uygulama planı hakkında bilgi vermiştir. Sunumun tam hali toplantı notlarının eki olarak Yönlendirme üyelerince paylaşılmaktadır.</li><li>Fizibilite için Kalkınma Bakanlığı tarafından istenen ekleme ve revizyonlar tamamlanarak, son hali Kalkınma Bakanlığı ile paylaşılmıştır. Bu toplantı notlarının dağıtımına sunulduğu tarih itibariyle Verimlilik Genel Müdürlüğü, fizibilitenin onaylandığını bildirmiştir.</li><li>Önerilen model gereği ilk KOBİ Yetkinlik Merkezi – Yalın Dönüşüm yapısı ile BSTB ve Ankara Sanayi Odası işbirliği içinde BSTB ve UNDP ile yürütülmekte olan mevcut projenin uzatılması suretiyle hayata geçirilecektir. Fiziki yatırım maliyetleri ve eğitimcilerin eğitimi BSTB tarafından karşılanacak, merkezin yenileme inşaatı ASO'nun aynı katkısı, Merkez için görevlendirilecek ekibin maaşları ve Merkezin idari giderleri ASO'nun nakdi katkısı ile karşılanacaktır.</li><li>Mevcut proje uzatması kapsamında ASO ve ASO Sincan OSB Yönetimi, Proje ortağı olarak proje yapısına dahil edilecektir.</li><li>ASO, merkezin kurumsal yapısını, BSTB Küme Destek programı kapsamında daha önce kullandığı “iktisadi işletme” seçeneğini değerlendirerek, ASO ve ASO Sincan OSB yönetiminin ortaklaşa kuracağı “KOBİ Yetkinlik Merkezi (Model Fabrika) İktisadi İşletmesi” olarak hayata geçirecektir.</li></ul>
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- Kurulacak yeni iktisadi işletmenin yönlendirme kurulunda BSTB Verimlilik Genel Müdürlüğü ve Kalkınma Bakanlığı da temsil edilecek olup, kurulacak merkezin faaliyetlerine ilişkin kritik kararlar Yönlendirme Kurulu kararının onayına tabi olacaktır.
- ASO Yönetimi, iktisadi işletmenin kurulumu, merkez inşaatının yapımı ve Uygulamalı KOBİ Yetkinlik Merkezi'nin hayata geçirilmesi ile ilgili Meclis kararlarını çıkartmıştır.
- Hacettepe Üniversitesi Endüstri Bölüm Başkanlığı ve Sincan OSB Meslek Yüksek Okulu ile TOBB Üniversitesi de Kasım 2016'da yapılan eğitimcilerin eğitimi programına katılım sağlamış olup, merkezin kurulmasına istinaden merkez için eleman desteği sağlayacaklarını bildirmişlerdir.
- Ayrıca Kasım 2016'da Almanya Darmstadt'ta gerçekleştirilen "Eğiticilerin Eğitimi" programının diğer katılımcılarının da merkezin eğitimci kadrosuna destek olmaları beklenmektedir.

## Kararlar









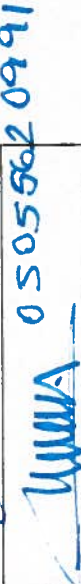

- Proje revizyonu UNDP tarafından yapılarak önce BSTB Verimlilik Genel Müdürlüğü sonra Kalkınma Bakanlığı onayına sunulacaktır **(En geç Mayıs 3. Hafta)**
- ASO ve ASO I.Organize Sanayi Bölgesi Proje ortakları olarak Proje aktivite planına eklenecektir **(En geç Mayıs 3. Hafta)**
- Proje revizyonu 2017-2018 dönemini kapsayacak, BSTB tarafından kurulabilecek diğer KOBİ Yetkinlik Merkezleri için de opsiyonlu bir gerekçe notunu kapsayacaktır. **(En geç Mayıs 3. Hafta)**
- İhtiyaç halinde Verimlilik Genel Müdürlüğü, ASO ve üniversiteler arasında ikincil protokoller yapılarak işbirliği olanakları güçlendirilecektir **(İhtiyaç halinde)**

## Summary

Steering Committee of SME Applied Capability Center Project convened on April 14th 2017 with the above mentioned participants and agreed on the following decisions:

- Upon the approval of feasibility study by Ministry of Development, UNDP will be preparing Project extension and will include ASO and ASO I. Organised Industry Zone Management as implementing partners of the Project. **(Deadline May 3rd Week)**
- Project extension will cover 2017 and 2018 and an optional clause will be included for other SME Applied Capability Centers to be established by GDP in other regions of Turkey. **(Deadline May 3rd Week)**
- ASO and ASO Sincan OIZ Management will be establishing a separate entity to govern the Center where GD of Productivity and Ministry of Development will be on the Steering Committee.
- General Directorate of Productivity and ASO Management and university partners could sign bilateral protocols in order to ensure smooth implementation of the joint activities. **(if needed)**

**Uygulamalı KOBİ Verimlilik Eğitim Merkezi (Model Fabrika) Projesi Yönlendirme Kurulu Toplantısı**  
**14 Nisan 2017-Verimlilik Genel Müdürlüğü**

Sıra No:	Ad Soyad	Kurum	Unvan	İmza
1	Arslan Yılmaz	VGM	Genl. Müd.	
2	Doç. Dr. Yavuz Cuhur	ASO	Genl. Sekr.	
3	Dr. Mustafa Kemal AKSİL	Verimlilik Gen. Müd. VGM	Değer. Bşk.	
4	Dr. Mustafa Kemal AKSİL	Verimlilik Gen. Müd. VGM	Genl. Sekr.	
5	Salih Karaköten	VGM	ST. Uzman	
6	Velin Rodoplu	UNDP	Port. Manager	
7	Prof. Dr. Murat Coşar TESTİK	Hacettepe Univ.	Öğretim Üyesi/Prof. Dr.	
8	Doç. Dr. Hakkı Öğretken	TÖBB ETC	Öğretim Üyesi/Prof. Dr.	
9	Y. Doç. Dr. Sener Karabulut	Hacettepe Univ.	Öğretim Üyesi/Y. Doç. Dr.	
10	Prof. Dr. Mustafa Kemal AKSİL	VGM	ST. Uzman	
11	Murat Coşar TESTİK			
12				
13				
14				



## Uygulamalı KOBİ Yetenek Geliştirme Merkezi (Model Fabrika) Projesi Yönlendirme Komitesi Toplantısı

<b>Tarih / Yer</b>	14.04.2017 / ANKARA Verimlilik Genel Müdürlüğü		
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<b>Katılımcılar</b>	Anıl Yılmaz, Genel Müdür, Verimlilik Genel Müdürlüğü Doç.Dr.Yavuz Cabbar, Genel Sekreter, Ankara Sanayi Odası Prof.Dr.Caner Testik, Hacettepe Üniversitesi, Yrd.Doç.Dr. Şener Karabulut, Hacettepe Üniversitesi, Doç.Dr.Özgür Hakkı Ünver, TOBB-ETU Üniversitesi, Dr.Mustafa Kemal Akgül, Daire Başkanı, Verimlilik Genel Müdürlüğü, Şakir Karakaya, Uzman, Verimlilik Genel Müdürlüğü, Dr.Yücel Özkara, Uzman, Verimlilik Genel Müdürlüğü, Aytunç Ayhan, Uzman, Verimlilik Genel Müdürlüğü, Pelin Rodoplu, Portföy Yöneticisi, Birleşmiş Milletler Kalkınma Programı,		
<b>Gündem</b>	KONU	SUNAN	SÜRE (TAHMİNİ)
	Mevcut Durum - Fizibilite Yönetici Özeti - Sonraki Adımlar için Öneriler	VGM, UNDP	
	Proje Uzatımı - Proje uzatımı ile ilgili kararın alınması - ASO'nun Proje ortağı olarak proje dokümanına dahil edilmesi - Ortakların rol dağılımı - Tahmini takvim	VGM, ASO, HÜ, TOBB ETU, UNDP	
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- Kurulacak yeni iktisadi işletmenin yönlendirme kurulunda BSTB Verimlilik Genel Müdürlüğü ve Kalkınma Bakanlığı da temsil edilecek olup, kurulacak merkezin faaliyetlerine ilişkin kritik kararlar Yönlendirme Kurulu kararının onayına tabi olacaktır.
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- General Directorate of Productivity and ASO Management and university partners could sign bilateral protocols in order to ensure smooth implementation of the joint activities. **(if needed)**