COMPONENT 1: Supporting women entrepreneurship, through the provision of Entrepreneurship and Management Training and Consultancy

COMPONENT 2: Supporting women entrepreneurship through establishment of business incubators

1. Basic Information
   1.1. CRIS Number:
   1.2. Title: Supporting women entrepreneurship
   1.3. Sector: ESC Human Resources and Employment
   1.4. Location:


COMPONENT 2: Potential locations are the places where TESK services will also be available. In addition to this, these are the areas where KOSGEB has been providing “small business start-up consulting services” to unemployed people within the framework of Privatization Social Support Project and running the “Young Entrepreneur Development Programme” designed for university students.

1.5. Duration: 24 months.

2. Objectives:
   2.1. Overall Objective:
      - To support women entrepreneurship and to get them to play a more active role in business
   2.2. Project Purpose:
      2.2.1. Component 1:
      To support women entrepreneurship through the provision of
      - Entrepreneurship and Management Training
      - Entrepreneurship and Management Consultancy

As well as to encourage existing micro and small business in which women play a key role at the same time women willing to start a business, through the provision of training and consultancy.
2.2.2. **Component 2:**
To support women entrepreneurship through establishment of maximum 5 business incubators and to improve the institutional capacity of KOSGEB and these incubators as regards entrepreneurial support.

A close cooperation between two components will be improved in the preparation process of Training Programs. During training and consultancy activities, women entrepreneurs will be motivated and informed about Incubators. The studies of Training Centres, Training Relays and Incubators will be harmonized in order to ensure synergy of the Project.

2.3. **Accession Partnership and NPAA Priority:**

2.3.1 **Accession Partnership:**
The project addresses the following priorities mentioned in the European Union Council Decision of 19 May 2003:

a- Improvement of business environment for SMEs
b- Equal treatment for women and men
c- Fight against the informal economy
d- Reduction of regional disparities

2.3.2 **NPAA Priority:**

CHAPTER 16 SMEs:
PRIORITY 16.2 Implementation of SME Strategy and Action Plan

2.4. **Contribution to the Preliminary National Development Plan and SME Strategy and Action Plan Priority:**

The project meets the current Preliminary National Development Plan (pNDP) by addressing the following priorities:

Axis 1:
Measure 1.2.
Non-financial support will be increased and the communication between SMEs and chambers and exchange markets will be improved

Axis 2:
Measure 1.1.
Employment of disadvantaged groups in labour market will be supported
Measure 1.2.
Employment of the unemployed young people will be promoted and measures will be taken for redundant workers
Measure 2.3.
Lifelong learning opportunities for adults will be enhanced

SME Strategy and Action Plan:
1. Education And Training For Entrepreneurship
   1.1. Providing entrepreneurship training
   1.1.1. Providing training and education that promote entrepreneurial spirit on all educational levels
   1.1.2. Facilitating access to information and advisory services for entrepreneurs regarding their current or potential area of business

   1.2. Promotion of vocational education, training and advisory services
   1.2.1. Eliminating SMEs’ lack of information and experience in technical, financial and managerial fields, rendering advisory services

4. Training to Provide Qualified Personnel

   4.1. Supporting the formation of skilled human resources

2.5. Cross Border Impact: Not Applicable

3. Description:

   3.1. Background and description:

   3.1.1 Component 1:

   3.1.1.1 Women’s role

Women are already active producers if the household and family economy is taken into account, but they are not currently contributing to the economy through full ownership of their own businesses.

Potential women entrepreneurs face problems arising from their social identity and role obligations, lack of sufficient knowledge/skills in establishing and running businesses as well as from lack of role models. Therefore only highly educated women are currently succeeding in the formal economy. Less well-educated women often work in the informal economy and face difficulties in dealing with the general management of a business and more specifically with such aspects as credit applications, marketing of products or services and general management. Many small family-owned businesses would benefit if the women behind them had better access to advisory services and training to help them improve their skills as they normally play the most important role.

Women employees account for 26% of the total employees in Turkey. Statistics show that growing economies, particularly the increasing share of the services sector, trigger increase in the rate of female labour force participation rate decreased from 66% in 1960 to around 25% in 2000. This was caused by migration to urban areas where job opportunities were lower and increasing enrolment in secondary and tertiary education.
The prevailing role models and social identity are barriers for less educated women to establish and run businesses. The particular needs in this respect accumulate under subjects of general management, marketing, accounting, credit applications, etc.

3.1.1.2 “Supporting Women Entrepreneurs Project I”

TESK, the Turkish Confederation of Craftsmen and Tradesmen proposed the project “Supporting Women Entrepreneurs I” for EC financing already in 1997 as they clearly perceived the growing role of women in the Turkish economy.

The “Supporting Women Entrepreneurs Project I” has been focused on the promotion of entrepreneurship among women and young entrepreneurs by establishing five training and consultancy centres in Ankara, Bursa, Denizli, Mersin and Çorum.

The first year of the project aimed at the establishment and staffing of the centres and studies, research and pilot training sessions to find out the actual training needs of women and how best the information and services would be delivered to them.

The project implementation started in June 2002 and 24 month after by the end of the project on June 2004, achieved clear measurable results were:

- **Deep training needs analysis** among women entrepreneurs has been carried out to identify the best information and services would be delivered to them;

- **Five Training Centres are established** in Ankara, Bursa, Çorum, Denizli and Mersin; those centres are continuing the services and the sustainability is achieved.

- **TESK Confederation is committed** to the project objectives: particular support like provision of a Turkish project team and project offices and premises were given by TESK HQ and effective cooperation provided by all the ESOB Presidents at regional level like provision of offices and training premises. The regional ESOBs are supported the project,

- **Institutional support is granted** by regional Governors, local Mayors, Women Associations and Business Organisations and various relevant organisations. To the support of regional Governors, local Mayors, Women Associations and Business Organisations and various relevant organisations, the trained women were able to establish their own business. (see 3.1.1.4)

- **Each Training Centre provided with equipment** for training, office management and IT;

- A number of **Turkish Trainers engaged in the 5 regions** and delivered successfully training courses at the Centres;

- **European Training Experts** provided training and counselling services to women in all the 5 regions;
• **Awareness on women opportunities has grown** successful information campaigns conducted at national level resulted in hundreds of women applications are collected by each Training Centre;

• **1816 participants** of which 1630 were women and 186 men have attended the training sessions by the end of the project and received their training certificates;

• **From the trained participant 359** individuals have started a new entrepreneurship life with establishing their own business or starting business cooperation. Additionally among 214 individuals who were trained on Tourism, 51 have found executive jobs in tourism facilities all over Turkey.

• **Through the support of the Governor** and BESOB the trained women have established the first “Women Business Centre” (Uğur Böceği İş Merkezi) in Bursa in which 67 participant women have opened their shops at this centre.

• With the support of local governors, **product exhibitions of women owned enterprises** took place in the regions;

• **Free market places** for marketing their products have been given to women by Local Authorities in the regions;

• Thanks to the achieved concrete results, the **project objectives** are continuously receiving the **attention of the local and national media**: news are published on the newspapers and project representatives invited on TV programmes. This issue was also important for the visibility of the project.

• Through the establishment of the project web page www.swe.org.tr the interest of women all around the country has been waked up and constantly monitored;

• As a result of the “Supporting Women Entrepreneurs Project I” many “Supporting Women Entrepreneurs” Associations such as in Ankara, Bursa, Denizli, Erzurum were established. They are ready to support TESK and ESOB for their target concerning women entrepreneurship.

In addition to the concrete results obtained, the project has also been positively assessed by the EC Monitoring and Evaluation team who gave a Highly Satisfactorily scoring to the overall project realisation.

The project is in line with the actions carried out by the EC to promote equal opportunities, gender awareness and women entrepreneurship at European level and the efforts made by the Turkish institutions to support women active involvement in the society and economy of the country.

### 3.1.1.3 Rationale for “Supporting Women Entrepreneurship Project”

(Expansion of Supporting Women Entrepreneurs Project I)

In consideration of these very positive results and the still strong needs to be satisfied, TESK is now proposing this new project. The idea is to set-up a nationwide network of training and consultancy centres “Supporting Women Entrepreneurship.”
The project supports the development of private enterprises (SMEs as well as micro enterprises) in Turkey while at the same time placing a particular emphasis on the role of women in the private sector development. The project will aim at creating a synergy between other EU funded activities in the same field. The focus of the project's activities is on training and consultancy.

The project's strategy aims to produce viable and measurable results locally. The methodology employed will encourage the Turkish beneficiary to create additional self-sustainable Centers.

The proposed project “Supporting Women Entrepreneurship” answers to 3 main needs:

- To **enhance Ankara Training Centre as a model of other centres and relays** by introducing additional services such as advanced training, refreshment training and individual counselling, awareness of participants about incubators;
- To **satisfy similar requests of other 24 regions** to set up other centres to provide training and counselling in their areas, from which the local state executives and a very big number of NGOs as well as individual women are permanently applying;
- To set up an **enlarged network of 25 Training institutions at national level** which will have a greater impact and higher visibility in supporting women entrepreneurship.

**The added value of the Network** composed of 25 centres can be summarized as follows:

- Newly established Centres will **develop the social and economic infrastructure more rapidly** with respect to the existing ones. They will take benefit of the experience of those most developed and receive their coaching. The first advantage is therefore represented by a **better effectiveness and the best use of resources** founded by the EU;
- The network will **promote business exchanges** among Turkish regions and will contribute to **increase the size of the business** from micro to small: Family Businesses will probably develop and become SMEs. The second asset is that enterprise structure will become stronger: **company turn-over and local employment will increase**;
- **Women** will be given a more visible role in the economy and will **actively contribute** to the wealth of the country; the third benefit is that **equal opportunities are promoted and supported and concrete results achieved**;
- **TESK policy** towards **women entrepreneurship will be consolidated**.

### 3.1.1.4 Involvement of Civil Society

The preparation of this project proposal has been deeply discussed and agreed with many women supporting association from all over the country. They all expressly asked for an expansion of the support to other regions. They all engaged themselves to provide inputs for project success in the future in terms of public relations, voluntary work, organizing women tours, publicity, provision of
vocational training (for instance to the already trained women on producing and marketing handicrafts). Among the NGO’s network we can mention the following associations and institutions:

1- Women Entrepreneurs Association in Erzurum ErKadın
2- Supporting Women Entrepreneurs Association in Ankara
3- Supporting Women Entrepreneurs Association in Bursa
4- Supporting Women Entrepreneurs Association in Denizli
5- The national project Gardens of Anatolia which is supported from the mayors
6- The Basic Education of the Turkish Women project which is under protection of Mrs. Semra SEZER
7- Supporting the Handicrafts project of Turkish women with leadership of Prof. Dr. Taciser ONUK
8- Public Training Centres which are organized from the governors all around the country.
9- Institute of Entrepreneurship Başkent University Prof. Dr. Tamer MÜFTÜOĞLU

Besides this institutional support it should be mentioned that the project “Supporting Women Entrepreneurship Project” is strongly requested by women who would like to be entrepreneurs themselves who have been writing/corresponding with TESK, ESOBs and other related institutions such as Governors, Mayors, relevant NGOs, official institutions.

3.1.2 Component 2:

The first multi-business incubator as a KOSGEB initiative was established in Zonguldak (a province in the North-West of Turkey) in 1998 within the framework of “Labour Adjustment Project” signed between the World Bank and Republic of Turkey. The philosophy of this model is development and promotion of entrepreneurship by local contribution and participation. In this model, the incubator is operated by a non-profit organization where KOSGEB provides the fund necessary for the establishment and operation of the incubator for a specified period (2-3 years) agreed to in the business plan of the incubator.

In incubators, besides the physical support through providing work place and common equipment, the most important component of support mechanism is to help enterprises for business development. The Zonguldak Project was coordinated by KOSGEB Entrepreneurship Development Centre. Zonguldak Incubator is still in operation.

KOSGEB has also accumulated experience in creating technology based incubators since 1991. Under the umbrella of KOSGEB, and in cooperation with universities, 14 incubators (called KOSGEB Technology Development Centres) established in different regions are accommodating young enterprises which have new ideas based on science and technology in order to enable them to acquire and enhance technological capabilities required to compete in international markets. Beside allocating space, support is provided to cover costs.
related to prototype development, supply of raw materials for test purposes, improvement of quality, procurement of technological equipment, publication of R&D, participation in international fairs, conferences, etc.

KOSGEB Entrepreneurship Development Centre has been actively participating in the “Privatization Social Support Project”, and in the Labour Redeployment component of the Project, 6 incubators have been established in Tarsus, Karadeniz Ereğli, Mersin, Adana, Eskişehir and Van within the framework of World Bank Guidelines. Tarsus Incubator is the first application within the Project. The number of enterprises currently supported in the incubator is 42 and the number of jobs created in the incubator is 191. The Project Implementation Manual was prepared by KOSGEB Entrepreneurship Development Centre. These incubators have been set up upon a bottom-up approach, the proposal for the incubator were given by local NGOs and the proposal is in the form of a business plan (operational and financial plan including premises and staff). The proposals were evaluated by KOSGEB Entrepreneurship Development Centre.

All of the above experiences have shown that business incubators
- create business and employment
- establish successful enterprises
- accelerate local development
- direct local sources towards new and different activities
- promote entrepreneurship
- refresh economy

In general, incubators support enterprises by:
- helping them in business planning and business development
- providing access to common services and equipment (internet, fax, photocopy, meeting room, accounting, secretary)
- offering office space with flexible terms
- reinforcing clustering effect
- facilitating access to capital

According to statistics, business failure rate in start-up years of small enterprises is 60-80% for the enterprises in an incubator, this rate declines to 10%.

As a result, the success of the existing incubators has increased demand for new ones to be established in Turkey. Local demand for technical and financial support for incubators is increasing rapidly. In order to meet increasing demand and to expand incubator services nationwide, KOSGEB decided to play an active role in the creation of business incubators.

In this EU Project, the objectives are:

- to contribute to local economic and social development
- to facilitate establishment of new and successful small businesses
- to develop a culture of entrepreneurship
- to promote women entrepreneurship
- to transfer European know-how to Turkey
The incubators that are planned to be established within this project, will operate on a not for profit basis. Considering that the incubator itself is a business, the most appropriate status is likely to be established as a “company” in compliance with the Turkish Commercial Law. Naturally, such a company can not have a “not for profit” status. Since there is not a separate, distinct law for “not for profit companies” in Turkey, a way needs to be found within the current commercial law. The most practical way is to designate in the “corporate charter” that revenues will not be distributed to shareholders but reinvested in the company. This has proven to work for the existing incubators and also the EU funded Business Development Centres. The incubators are expected to be established under the umbrella of local NGOs, associations or other organizations having a role and responsibility for local development.

The business plan should convince the evaluators (KOSGEB) that these local bodies have a long term commitment for the project and will comply with the requirements of their “not for profit” mission.

KOSGEB will complete the process written below before the signing of Financing Memorandum.

- **Maximum 5 incubator sites will be selected.**

Preliminary search for determining location of the incubators will be carried out by KOSGEB Entrepreneurship Development Center and KOSGEB Enterprise Development Centers located in regions. Potential locations are the places where TESK services will also be available. In addition to this, these are the areas where KOSGEB has been providing “small business start-up consulting services” to unemployed people within the framework of Privatization Social Support Project and running the “Young Entrepreneur Development Programme” designed for university students. This means that there is a market potential for incubators in these regions.

Call for proposals for the site selection of incubation centers and evaluation of proposals (through transparent process) will be carried out by KOSGEB Entrepreneurship Development Center. Proposals will be submitted by local NGOs, associations or other organizations (the tenderer). The proposals will be in the form of a business plan (KOSGEB has already prepared a template) in which the tenderer will clearly identify its mission for setting up the incubator, availability of a market (with reference to potential women entrepreneurs), physical (e.g. renovation) operational and financial plans (staffing, types of services to be provided for the client companies, renting policy, cash flows etc.). Project funds will be available to cover costs related with building renovation, equipment for common use, TA team, incubator’s personnel and operating expenses for the duration of the project. 1 proposal from each region (altogether 5 at maximum) will be selected. Business plan assessment will mainly aim analysis of proposed business model, strategic objectives, corporate governance, market and stakeholder definition, key market identification, promotional activities, client profile plan, client service programme, physical facilities, human resources, general operation and financial sustainability. (KOSGEB has already elaborated internal guidelines for assessment). As business incubators are capable of generating income (through rents, service charges etc.)
they can reach sustainability with careful planning. For this reason, the proposals will be carefully examined for income-expenditure forecasts, and KOSGEB specialists have already accumulated experience in this regard after assessing a significant number of incubator proposals for other projects.

- Appropriate legal and institutional structure of the incubators will be determined
- Equipment and refurbishment needs will be identified
- Technical specifications (for supply/work tenders) and ToRs (for the TA to the incubators and for the work supervision) will be prepared

3.2. **Sectoral Rationale:**
Not Applicable

3.3. **Results:**

3.3.1 **Component 1**

3.3.1.1 **Purpose**

To support women entrepreneurship through the provision of
- Entrepreneurship and Management Training
- Entrepreneurship and Management Consultancy

As well as to encourage existing micro and small business in which women play a key role at the same time women willing to start a business, through the provision of training and consultancy.

3.3.1.2 **Results:**

1. **Institution building:**
   A. 9 Training Centres in Ankara, Adana, Antalya, İstanbul, Konya, Malatya, Manisa, Nevşehir, Samsun established
   B. 16 Training Relays in Amasya, Balikesir, Düzce, Eskişehir, Erzurum, Hatay, Kastamounu, Kırklareli, Muşla, Ordu, Sivas, Tekirdağ, Tokat, Tunceli, Uşak, Yozgat created.

2. **Training:**
   A. 2700 women trained at 9 Training Centres
   B. 1800 women trained at 16 Training Relays

3. **Consulting:**
A. 900 women received consulting at 9 Training Centres concerning entrepreneurship related issues.
B. 600 women received consulting at 16 Training Relays concerning entrepreneurship related issues.

25 Business Development events organized such as business meetings, concentrate business opportunity meetings, search conferences, meetings for exchanges of experiences between women,

4. **Capacity building:**
TESK personnel trained to support the operation and sustainability of the 9 Training Centres for women entrepreneurs and able to guarantee replicability in other regions

5. **Gender enhancement:**
Increased awareness among women of the possibilities to start a new business.

**3.3.2. Component 2:**

**3.3.2.1 Purpose**

To support women entrepreneurship through establishment of maximum 5 business incubators and to improve the institutional capacity of KOSGEB and these incubators as regards entrepreneurial support.

**3.3.2.2 Results:**

1. Maximum five incubator centers to accommodate minimum 60 businesses (20 in each center) established, refurbished and equipped

2. Minimum 60 businesses (20 in each center) at maximum five incubator centers accommodated and incubating services - such as office space, common use of equipment, consulting, networking - provided.

3. A replicable incubator model (package) for future applications developed

4. The capacity of KOSGEB and the incubators improved (Project implementation team and incubators’ personnel trained)

**3.4. Activities:**

**3.4.1 Component 1:**
• Establishment of Technical Assistance Team (TAT) office, staff selection, office organisation and equipping of premises,

• Mobilisation of TESK network, Organisation of public project opening, Establishment of Steering Committee, Analysis of equipment needs for 25 areas and preparation of procurement lists, Design and initial implementation of media campaigns, visibility plan to inform about the project in the regions.

• Establishment of 9 Training Centres and 16 Training Relays: Determination and decision concerning the premises, Contracting of local staff, Trainers/Consultants selection, Training needs analysis and local market survey, Training/Consultancy services design for TESK personnel, trainers and entrepreneurs

• Overall actions across the network: Regular coordination meetings among TESK representatives of 25 areas, Equipment delivery to 25 areas, Continuation of awareness campaigns in 25 areas

• Establishment of 9 Training Centers and 16 Training Relays: On this phase all necessary activities will be defined on terms of reference (ToR).

• Continuation of training for TESK personnel, coordination meetings among TESK representatives of 25 areas and awareness campaigns in 25 areas

• Organization of seminar or meeting on business opportunities and a study-tour to EU to analyse best practices

• Continuation of training and consultancy evaluation and adjustments and trainers’ training update programme

• Final adjustments of training strategy and materials and insurance of sustainability

• Reporting Activities: Indicative work-plan for the first year, Global work-plan and Inception Report, Six Month Progress Report, Financial Report, Final Report will be provided.

3.4.2. Component 2:

• Renovation of the incubator buildings: The supervision services for the Works contract will be provided by FWC. It will also be controlled by KOSGEB Enterprise Development Centers located in regions.
• Supply common equipment: Controlled by KOSGEB Enterprise Development Centers located in regions

• Establishment of a Technical Assistance team expected to be made up of 3 members experienced in the establishment and operation of business incubators. Their role will be to assist the Implementation Team to set up detailed procedures for the project, train KOSGEB and incubator staff on the subject of business incubators with reference to European experience, prepare guidelines including good practices for micro-management of incubators, select and employ incubator staff for the duration of the project (after the project, staff salaries will be met by the incubator itself)

• Establishment of the management committees for the incubators. The management committees for the incubators will consist of the incubator manager, representatives of local government authorities, local chambers of commerce and other local actors.

• Recruiting the manager and other personnel of the incubators

• Identification of selection criteria for incubator clients

• Announcement of the opening of the incubator: to be carried out by the management committees

• Selection of incubator clients: to be carried out by the incubators

• Provide services to incubator clients

• Organization of study tours for incubators’ personnel and project team to see best practice in the EU

• Preparation of a replicable incubator model (package) for future applications

• Monitoring and Evaluation of project effectiveness (outcome based)

3.5. Linked Activities

3.5.1 Component 1:

3.5.1.1 EU Projects

“Supporting Women Entrepreneurship Project” is highly relevant not only because it is addressing a problem in Turkey but it also supports EU policies on gender issues. EC policy statements of 1995 on gender equality in development cooperation stipulated the encouragement and support of changes in attitudes, structures and procedures in relation to policy and legislation in order to reduce inequalities between women and men. One of the three objectives of the 2001 Programme of Action for the mainstreaming of gender equality in community development intervention was to mainstream gender within project and
programmes at country and regional level. Gender issues are also integrated into six priority areas –one of which is trade and development- of EC development cooperation.

Other relevant EU funded projects are:
- Small Enterprises Loan Programme (SELP)
- Support to the Turkish Employment Organisation (ISKUR)
- Vocational Training in the clothing sector
- Strengthening the Vocational Education and Training System in Turkey
- Project to Modernize Vocational and Technical Education in Turkey
- Development of European Turkish Business Centres
- Technical Assistance for the Eastern Anatolia Development Programme (EADP) Location Turkey
- SME Development (GIDEM) and Rural Development Components of Southeast Anatolia Development Programme
- Regional Development in Samsun Kastamonu and Erzurum NUTS II Regions

3.5.1.2 Relevant Current Activities

The following national projects/Institutions are sending women who are ready to establish their own business and be part of the formal economy and also women who want to reinforce their current business, to the Supporting Women Entrepreneurship Project, to train those on entrepreneurship.

1) The national project Gardens of Anatolia which is supported from the mayors of several towns,
2) The Basic Education of the Turkish Women project which is under auspices of Mrs. Semra SEZER,
3) Supporting the Handicrafts project of Turkish women with leadership of Prof. Dr. Taciser ONUK,
4) Public Training Centres which are organized from the governors all around the country and which are giving to the women technical trainings.

3.5.2. Component 2:

3.5.2.1. EU Projects
Other relevant EU funded projects are:
- Small Enterprises Loan Programme (SELP)
- Support to the Turkish Employment Organisation (ISKUR)
- Development of European Turkish Business Centres
- Technical Assistance for the Eastern Anatolia Development Programme (EADP) Location Turkey
- SME Development (GIDEM) and Rural Development components of Southeast Anatolia Development Programme
- Regional Development in Samsun Kastamonu and Erzurum NUTS II Regions
3.5.2.2 Relevant Current Activities
Within the framework of “Privatization Social Support Project- Labor Redeployment Component”, KOSGEB Entrepreneurship Development Center will realize activities related to creating incubators and consulting programme for Business start-ups. KOSGEB’s “Young Entrepreneur Development Programme” will also create a demand for the incubators.

3.6. Lessons Learned

3.6.1. Component 1:

1. As this project is an entrepreneurship development project, the formerly –from the target groups requested and implemented- training need analysis should be followed. As well as the results of the training needs analysis and the implementation steps of the Supporting Women Entrepreneurs Project I should be assessed and improved.
2. The trainings should be implemented in a regional understandable mentality and suitable language.
3. The members of the implementing team (European and Local) should be familiar with the national and local mentality and use a non academical language.
4. The management team should be familiar with the aims and strategies of TESK and regional ESOBs as well as local entrepreneurship values and regional human resources.
5. The implementing team should have understanding for real expectations of the women to adapt the trainings to local and emerging needs.
6. The social differences between the women groups as well as the centres should be considered and respected.

3.6.2. Component 2:

KOSGEB Entrepreneurship Development Centre has completed the “Labour Adjustment Project” and currently running the “Privatization Social Support Project-Labour Redeployment component”. Total number of incubators established within the framework of these projects is 7. Implementation of these projects has shown that Business Incubators are efficient tools for regional development and employment generation. This Project experience will have accumulated for running a specific type for women. European experience and practices will have been transferred to Turkey.

4. Institutional framework

4.1. Component 1:

4.1.1. Steering and monitoring

A Steering Committee will be established. Members of Committee will consist of representatives of DPT (State Planning Organization), TESK (Confederation
of Turkish Tradesmen and Craftsmen), KOSGEB (Small and Medium Sized Industry Development Organization), EUSG (Secretariat General for EU Affairs), Directorate General on the Status and the Problems of Women and related institutions. ECD (Delegation of the European Commission to Turkey) will participate to the Committee as observer. Meetings will be held twice a year. The Steering Committee will make strategic recommendations on the annual work plans. TESK network will contribute to the success of the project. The secretariat of the Steering Committee will be provided by the implementation team.

4.1.2. Implementation

Training and consulting activities to support women entrepreneurs will be held at regional level in the Training Centres and Training Relays which will be set-up at the regional ESOB premises. ESOBs are the Chamber Union of the Tradesmen and Craftsmen which operate at local level. TESK (Confederation of Turkish Tradesmen and Craftsmen) will be authorized and ESOBs located in regions will be responsible to implement the Project. TESK is the Confederation of the Tradesmen and Craftsmen. The structure of the organization is given in the Annex 4.

The project aims at setting up new training institutions and training points for women entrepreneurs:

a- Training Centres: The training centres in Ankara, Adana, Antalya, İstanbul, Konya, Malatya, Manisa, Nevşehir, Samsun are supposed to become permanent and self sustainable centers for training/consultancy development and delivery units. These centers will be the contact points for the women entrepreneurs. In this context the already existing training center in Ankara will act as a model to the new centers. (Office equipment will not be provided for Ankara. If necessary specific office equipment will be provided.)

b- Training Relays: They are supposed to offer training/consultancy services during the life time of the project according to the specific work plans. At the moment they do not offer these services. For these reasons they will be under the coordination of the Training Centres Ankara - Kastamonu, Erzurum, , Adana – Hatay, Antalya – no relay, İstanbul – Düzce, Tekirdağ, Kırklareli, Konya- Eskişehir, Malatya – Tunceli, Sivas, Manisa – Balıkesir, Uşak, Nevşehir – Yozgat, Samsun – Amasya, Ordu, Tokat, Muğla.

4.1.3. Beneficiaries

As an institutional beneficiary, TESK (Confederation of Turkish Tradesmen and Craftsmen) will be authorized and ESOBs located in regions will be responsible to implement the Project.

The target group of the project will be women who are ready to establish their own business and be part of the formal economy and also women who want to
reinforce their current business.

The other target groups are women associations supporting women development in the economy and in the society. Among them it should be mentioned that some specific associations have been established in relation to “Supporting Women Entrepreneurs Project I” as mentioned above.

4.2. **Component 2:**

4.2.1. **Steering Committee:**

The Project Steering Committee will have a mission towards successful realization of both of the components.

It will consist of representatives of KOSGEB (3, including the Vice President), TESK (1), DPT (1), TOBB (1), NGOs (1 from each) EUSG (1), Directorate General on the Status and the Problems of Women (1) and representatives from local chambers. ECD (Delegation of the European Commission to Turkey) will participate to the Committee as observer. The Committee will meet semi-annually to monitor and evaluate the progress of the Project and to make strategic recommendations. The secretarial work of the Steering Committee will be carried out by KOSGEB.

4.2.2. **Project Implementation team:**

Republic of Turkey, Ministry of Industry and Trade, KOSGEB (Small and Medium Sized Industry Development Organization) Entrepreneurship Development Center and KOSGEB Enterprise Development Centers located in regions will be authorized to implement the Project. The responsibilities are shown above in paragraph 3.4.

4.2.3. **Beneficiaries:**

Main institutional beneficiary will be KOSGEB.

Target group is women entrepreneurs who want either start-up or develop their businesses. Local and regional organizations, SMEs established in the regions, households living in the Project implementation regions, local governments and KOSGEB are also beneficiaries.
5. Budget:

Since Component 2** is a Multi-Annual Programme, the project budget has been presented in two budget tables

**MEURO**

<table>
<thead>
<tr>
<th></th>
<th>Phare/Pre-Accession Instrument support</th>
<th>Co-financing</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>€M</strong></td>
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<tr>
<td>Year 2005 - Investment support jointly co funded</td>
<td>National Public Funds (*)</td>
<td>Other Sources (**)</td>
<td>Total Co-financing of Project</td>
</tr>
<tr>
<td>Component I</td>
<td>225.000</td>
<td>75.000</td>
<td>75.000</td>
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<tr>
<td>Component II</td>
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<tr>
<td>Investment support – sub-total</td>
<td>225.000</td>
<td>75.000</td>
<td>75.000</td>
</tr>
<tr>
<td>% of total public funds</td>
<td>max 75 %</td>
<td>min 25 %</td>
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</table>

|                      |                                        |              |            |
| Year 2005 Institution Building support |                          |              |            |
| Component I          | 4.500.000                              |              | 4.500.000  |
| Component II         |                                        |              |            |
| IB support –sub-total |                                        |              |            |
| Total project 2005   | 4.725.000                               | 75.000       | 75.000     | 4.800.000 |

* Site selection will have been completed before the signing of Financing Memorandum. After the completion of site selection by KOSGEB, budget of the component II will be finalized and accordingly included to the total project budget for the 2005 financial assistance programming package. Financing of the budget of the component II will be provided through
  - Allocating financial sources of the 6th Framework Programme or
  - Transferring certain parts of the financial sources allocated to the other projects taking part in the 2005 financial assistance programming package.
**Total budget of the component II will not exceed 3,500,000 million Euros.**

1. All investment sub-projects supported by the pre-accession fund must receive co-financing from national public funds. Minimum requirement for co-financing from national public funds is 25% of the combined PHARE and national contributions to the overall investment support.

2. Many Institution building projects will also have a degree of co-financing – this should be quantified and included wherever possible.

3. Expenditure related to equipment (regulatory infrastructure or ESC-related) and to Technical Assistance supporting investment (e.g. pre-feasibility study / supervision of works / technical specifications) should be considered as Investment support in the project fiche.

4. All co-financing must be provided on a joint basis. Parallel co-financing will, in a principle, not be accepted. Exceptions to this rule have to be agreed with the Commission in advance.

5. All co-financing should be clearly quantified, also the degree of certainty of such co-financing (i.e. for National Public Funds: is it already earmarked in local or national budget, for FI's Loans, private funds: are they already approved/under appraisal, etc.).

6. Where parallel co-financing is accepted and justified per exception to the normal rule it should be provided in monetary form. If this is not possible there should be clear criteria set out for the valuation of any non-monetary contributions (that should be quantified in the table).

7. If twinning is involved, clearly state the expected budget of the twinning covenant.

8. The financial engineering of the project should be closely monitored against actual delivery during implementation and against the objectives that were set in the project fiche so that corrective actions may be taken where required.

6. **Implementation Arrangements**

   6.1. Implementing Authority and Implementing Agency

   6.1.1 Implementing authority for component I

The implementing authority for component I will be TESK. TESK will set-up a Central Implementation Team adequately staffed and provide premises and logistical support (office space, furniture, access to telephone and fax, etc.). In Ankara the Implementation Team will be composed of TESK nominated and paid staff (full-time Turkish Project Director and Project Assistant) and the Technical Assistance Team provided by the contractor.

The ESOBs will provide premises and logistics support (office space, furniture, access to telephone and fax, etc.) and staff (especially full-time secretarial support) for the Training Centers and Relays.

The proposed TAT for project implementation is: This part will be defined in ToR.

Contact person at TESK:
6.2.1 Implementing Authority for component II

The implementing authority for Component 2 will be KOSGEB. KOSGEB will set-up a Project Coordination Unit (PCU) adequately staffed and provide premises and logistical support (office space, furniture, access to telephone and fax, etc.) in Ankara. The PCU will be composed of KOSGEB nominated and paid staff (full-time Turkish Project Director and Project Assistant) and the Technical Assistance Team provided by the contractor for the supervision of the Works Contract.

Contact person at KOSGEB:

Mrs. Necla HALİLOĞLU - Director of Entrepreneurship Development Center
Address: KOSGEB Girişimcililiği Geliştirme Merkezi Abdülhak Hamit Cad. No: 866 Altınvevler/ANKARA/TURKEY
Tel: 90 312 368 95 00
Fax: 90 312 368 07 15
E-mail: nhaliloglu@kosgeb.gov.tr

6.2.3. Implementing Agency

The Central Financing Contracting Unit (CFCU) will be the Implementing Agency and will be responsible for all procedural aspects of the tendering process, contracting matters and financial management (including payments) of the project activities.

PAO: Nuri Ercan TORTOP
Director of CFCU
Ehlíbeýt Mahallesi 6. Sokak no:18 Ekşioğlu İş Merkezi Kat:4 06520 Balgat Ankara Turkey
Tel: (+90 312) 472 37 00
Fax: (+90 312) 472 37 44
E-mail: ercan.tortop@cfcu.gov.tr

6.2. Twinning

Not Applicable

6.3. Non-Standard Aspects
Supply Contract for Component 1: Derogation on rules of origin for “All-in-one” “Multimedia projector” and “Black-White copier” is needed.

6.4. Contracts

Three contracts are foreseen for Component I:

1 Service Contract for Technical Assistance to be signed at the beginning of the project for € 4.500.000.

1 Supply Contract for Procurement of training equipment to be signed for € 300.000.

Four contracts are foreseen for Component 2:

1 Works Contract for renovation of incubator buildings.

1 Service Contract (FWC) for Technical Assistance for Supervision of Works Contract.

1 Supply Contract for Procurement of incubator common use equipment.

1 Service Contract for Technical Assistance to the incubators

7. Implementation Schedule

7.1 Component I

7.1.1 Start of tendering/call for proposals
September 2005

7.1.2. Start of project activity
February 2006

7.1.3 Project completion
January 2008

7.2. Component II

7.2.1 Start of tendering/call for proposals
September 2005

7.2.2. Start of project activity
April 2006

7.2.3 Project completion
March 2008
8. Equal opportunity:

**Component I:** Equal opportunity will be guaranteed. Although the project mainly focuses on Women Entrepreneurship, equal opportunity will be ensured by some specific measures. During the training and consultancy facilities of Component I, men will also be able to attend programs in a 20% proportion, in any case of request.

**Component II:** As the name implies, this project will be directed towards development of women, so the target group has been identified as mainly women who have potential for becoming entrepreneurs. Where necessary (depending on specific cases, for the purpose of networking or if there is extra room in the incubators which can not be filled by women, men will be offered an opportunity).

9. Environment:

Not applicable.

10. Rates of Return:

Not applicable.

11. Investment Criteria:

11.1. Catalytic effect

**Component 1:**
This project will provide a fresh impetus for women entrepreneurship. In the process of accession to the EU, supporting entrepreneurship is one of the most important priorities. On the other hand, women entrepreneurs have less opportunity to attain entrepreneurship education in Turkey. Training services of the project, included various aspects of entrepreneurship such as legal procedures, accounting, management etc., will not only encourage women to establish their own businesses but also create a trustworthy knowledge base to ensure long-standing businesses for especially women entrepreneurs.

**Component 2:**
Although KOSGEB has planned to include business incubators into its array of activities, the plans are to set up only 5 new incubators in the coming 3 year period within a World-Bank assisted project. These will be general (not gender-specific) incubators as negotiated with the Bank.

However, women in Turkey are recognized as an important segment of entrepreneurship development programmes. KOSGEB aims to take a pioneering role in this respect and develop and test a “women’s incubator” model which can later be adopted and implemented by relevant agencies with EU or own funds.

KOSGEB needs technical know-how and financial resources from EU, since current resources are not available for a gender-specific incubator.

11.2. Co-financing
KOSGEB will provide the required co-financing for two components.

11.3. Additionality
Not applicable.

11.4. Project readiness and size
After beneficiary complete implementation documents needed (TOR etc.) the project will be ready for contracting.

11.5. Sustainability

Component I:
The training centers in 9 provinces will be sustainable after completion of the project. According to the TESK Law 507, TESK allocates %20 percent of its budget for trainings. That helps sustainability in 9 training centres. Furthermore, infrastructure for education activities has been already prepared. TESK and ESOB personnel will be trained to support the operation and sustainability of Women entrepreneurs.

Component II:
Sustainability of the incubators can be looked at from 2 perspectives:

1) Financial sustainability
2) Operational sustainability

Financial sustainability means that the incubator can generate enough income to cover its expenditures after the project funds. A realistic business plan which shows income and expenditure projections up to and after the break even point is the best tool to foresee the sustainability of the incubator. The business plan template and evaluation criteria of KOSGEB will ensure a healthy evaluation.

Since incubators generate income mainly through collection of rents from its clients, sustainability can be achieved by maintaining a proper balance between incomes and expenditures. This will be evident from the financial forecasts. Apparently, those tenders which provide enough evidence for self sustainability will be awarded.

As for operational sustainability: The incubators will be set up having a corporate status. In addition, local stakeholders will be involved in the project from the outset. The commitment of these stakeholders and the incubator company is important for long term sustainability. This is the reason why the incubators are not established under a “support programme” of KOSGEB but under a separate and independent legal status.

11.6. Compliance with state aids provisions
The project respects the state aids provisions and is fully consistent with the EC Enterprise Policy based on the European Charter for Small Enterprises.

12. Conditionality and sequencing:
For component I,
• TESK will establish CIT in Ankara before the launch of Service and Supply tenders,
• TESK will provide the written commitment of 9 ESOBs, where training centres will be established, to provide all necessary (including premises, staff, logistic, etc.) support concerning the sustainability during and after the completion of project and the written commitment of 16 ESOBs, where training relays will be established, to provide all necessary (including premises, staff, logistic, etc.) support during the project.
• TESK and ESOBs will provide necessary infrastructure (premises, support staff, etc.) before the signature of the contracts.

No sequencing is foreseen for Supply and Service Contracts of Component I.

For project implementation, sequencing is as follows:
– Project set-up and strategy design (4 months)
– Initial implementation (8 months)
– Full implementation (10 months)
– Sustainability achievement of the established training centres and the related training relays (2 months)

For component II,
• KOSGEB will establish PCU in Ankara,
• KOSGEB will finalize the site selection of maximum five Incubation Centres through a transparent process before the launch of tenders.
• KOSGEB will provide the written commitment of host organizations of maximum five Incubation Centres concerning the provision of all necessary financial/technical support for the sustainability of centers, KOSGEB will provide necessary infrastructure for TAT before the signature of the contract

Annexes to project fiche

1. Logical framework matrix in standard format
2. Detailed implementation chart
3. Contracting and disbursement schedule by quarter for full duration of programme
4. List of relevant laws and regulations
5. List of relevant strategic plans and studies
## ANNEX I

**LOGFRAME PLANNING MATRIX FOR SUPPORTING WOMEN ENTREPRENEURSHIP**

Programme No:  
Country: Turkey  
Total Budget 4.800.000EUR  
Contracting period expires  
Disbursement period expires  
EC Budget 4.725.000EUR

<table>
<thead>
<tr>
<th>Overall Objectives</th>
<th>Objectively Verifiable Indicators of Achievement</th>
<th>Sources and Means of Verification</th>
<th>Assumptions/Risks</th>
</tr>
</thead>
</table>
| To support women entrepreneurship and to get them to play a more active role in business | • Increased number of new Small Businesses owned/managed by women  
• Increased share of women entrepreneurs in already existing Small Businesses  
• Increased size and performances in already existing Small Businesses  
• Increased visibility of women in society  
• Increased number of Small Businesses in the formal sector | • Official statistics on women’s participation in setting up new Small Businesses  
• Official statistics on women’s participation in Small Businesses management  
• Official statistics on Small Businesses performances  
• Participation of women representative associations in official policy making initiatives  
• Official statistics on the informal/formal sector Small Businesses | At national and regional level:  
• Positive overall economic growth trends  
• Set up of a reliable and timely data collection system on women participation in Small Businesses for official statistics  
• Reliable and timely data collection about business performances  
• Specific services developed to support business and SME sector (training, consulting, fiscal, access to credit, EU accession measures, etc.)  
• Incentives for entrepreneurs to formally register enterprises  
• Effective infrastructures (transports, telecommunications, etc..)  
• Continued political support to enhance women’s role in society |
<table>
<thead>
<tr>
<th>Project Purpose</th>
<th>Objectively Verifiable Indicators of Achievement</th>
<th>Sources and Means of Verification</th>
<th>Assumptions/Risks</th>
</tr>
</thead>
</table>
| To support women entrepreneurs through the provision of  
  - Entrepreneurship and Management Training  
  - Entrepreneurship and Management Consultancy  
As well as to encourage existing micro and small business in which women play a key role at the same time women willing to start a business, through the provision of training and consultancy.  
The studies of Training Centres (TC), Training Relays (TR) and Incubators will be harmonized in order to ensure synergy of Project.  
Component 1  
- Training programmes, packages and delivery time schedules  
- Attendance records on participation  
- Delivery time schedules of individual/group consultancy & individual coaching  
- Consulting reports  
- 9 Training Centres (TCs) and 16 Training Relays (TRs)  
- Technical Assistance Team (TAT)  
- Implementation Team(IT)  
- Entrepreneurs especially women are ready to access and make best use of training and consultancy services  
- Continued interest and commitment from TESK in supporting the 9 TCs, the 16 newly established TRs and women entrepreneurs in general  
- Availability of competent trainers/consultants  
- Capacity of women to combine attendance to training/consultancy and family obligations  
- Availability in TESK of competent training managers |
| To support women entrepreneurship through establishment of business incubators and to improve the institutional capacity of KOSGEB and incubators  
Component 2  
- Increased number of women entrepreneurs by 20% in project regions  
- 90% of businesses supported in incubators will be still alive at the end of the project  
- Project Evaluation Reports  
- Official Statistics, Trade and Craftsmen Registers  
- Political commitment  
- Efficient coordination among national and local structures  
- Active participation of institutions involved |
<table>
<thead>
<tr>
<th>Outputs / Results</th>
<th>Objectively Verifiable Indicators of Achievement</th>
<th>Sources and Means of Verification</th>
<th>Assumptions/Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Component 1</strong></td>
<td></td>
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</tr>
<tr>
<td>1) <strong>Institution building:</strong></td>
<td>1) <strong>Institution building:</strong></td>
<td>1) <strong>Institution building:</strong></td>
<td>1) <strong>Institution building:</strong></td>
</tr>
<tr>
<td>• Establishment of 9 TCs in: Ankara, Adana, Antalya, İstanbul, Konya, Malatya, Manisa, Nevşehir, Samsun</td>
<td>• Established self-sustainable services: training and consultancy delivery time schedules</td>
<td>• TESK local branches (ESOB s)</td>
<td>• TESK ready to support institutional networking and financial support</td>
</tr>
<tr>
<td>• Establishment of 16 new TRs in: Amasya, Balıkesir, Düzce, Eskişehir, Erzurum, Hatay, Kastamonu, Kırklareli, Muğla, Ordu, Sivas, Tekirdağ, Tokat, Tunceli, Uşak, Yozgat</td>
<td>• Formal accreditation by TESK of 9 TCs offering continued services</td>
<td>• TESK local branches (ESOB s)</td>
<td>2) <strong>Training:</strong></td>
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<td>2) <strong>Training:</strong></td>
<td>2) <strong>Training:</strong></td>
<td>2) <strong>Training:</strong></td>
<td>2) <strong>Training:</strong></td>
</tr>
<tr>
<td>• 2700 women trained at 9 TCs</td>
<td>• Official attendance certificates released to women having attended training</td>
<td>Inventory of certificates of trainees attendance, data base of women enrolled in Centres activities complete with their attendance frequency percentage:</td>
<td>• Training and consultancy are offered according to women’s real needs and attendance constraints (in terms of time schedule, transport facilities, etc.) to attract women to apply for training and to avoid high fall out rates during training delivery</td>
</tr>
<tr>
<td>• 1800 women trained at 16 TRs</td>
<td>3) <strong>Consultancy:</strong></td>
<td>• 9 newly established TCs</td>
<td>• Effective information/awareness raising campaigns</td>
</tr>
<tr>
<td>3) <strong>Consultancy:</strong></td>
<td>3) <strong>Consultancy:</strong></td>
<td>• 16 newly established TRs</td>
<td>4) <strong>Capacity building:</strong></td>
</tr>
<tr>
<td>• 900 women receiving consulting at 9 TCs</td>
<td>Consultants’ reports</td>
<td>Inventory of consultancy reports, data base of women receiving support:</td>
<td>• TESK personnel is motivated to invest in the project as support to women entrepreneurs becomes a priority for TESK</td>
</tr>
<tr>
<td>• 600 women receiving consulting at 16 TRs</td>
<td>Business Development Events Programmes and Registration fiches from participants</td>
<td>9 established TCs</td>
<td>5) <strong>Gender enhancement:</strong></td>
</tr>
<tr>
<td>25 Business Development events organized</td>
<td></td>
<td>16 established TRs</td>
<td>• Credit lines available for</td>
</tr>
</tbody>
</table>
4. **Capacity building:**
TESK personnel trained to support the sustainability of the 25 TCs and TRs for women entrepreneurs and able to guarantee replicability in other regions

5. **Gender enhancement:**
Increased **awareness** among women of the possibilities to start a new business

| Component 2 | 4) **Capacity building:**
TESK training managers and trainers official attendance certificates and reports on training management issues.
| 5) **Gender enhancement:**
Increased access of women entrepreneurs to business start up support initiatives and tools (i.e. business plans prepared, requests for credits submitted etc.) |
| --- | --- |
| • Maximum five incubator centers to accommodate minimum 60 (20 in each centre) businesses established refurbished and equipped
• Minimum 60 businesses(20 in each center) at maximum five incubator centers accommodated and incubating services-such as office space, common use of equipment, consulting, networking-provided
• Development of a replicable incubator model (package) for future applications | • Maximum five incubator centers accommodating minimum 60 (20 in each centre) businesses established by 2009
• Application manual for incubator model for future applications prepared by 2009 |
| | • Project Progress and Monitoring Reports
• Project Evaluation Report
• Activity reports of incubators |
| | • Political Commitment of Turkish Government and the EU
• Availability and sustainability of sufficient human resources
• Cooperation and full involvement of local stakeholders |

SFBs and SMEs with procedures and requirements easy to meet for women entrepreneurs

• Viable business ideas reflected in coherent business plans
<table>
<thead>
<tr>
<th>Activities</th>
<th>Objectively Verifiable Indicators of Achievement</th>
<th>Sources and Means of Verification</th>
<th>Assumptions/Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capacity of KOSGEB and the incubator centers improved</td>
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<tr>
<td><strong>Component 1</strong></td>
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<tr>
<td><strong>1) Institution building:</strong></td>
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<tr>
<td>Establishment of Implementation Team (IT) office: staff selection, office organisation and equipping of premises</td>
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<td>Establishment of Steering Committee (SC)</td>
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<tr>
<td>Analysis of equipment needs for 25 areas and preparation of procurement lists</td>
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<tr>
<td>Mobilisation of TESK network</td>
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<tr>
<td>Equipment delivery to 25 areas</td>
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<td>Organisation of project promotion seminar</td>
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<td>Identification of premises</td>
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<tr>
<td>Appointment of local staff</td>
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<tr>
<td>Reporting Activities: Indicative work-plan for the first year, Global work-plan and Inception Report, Six Month Progress Report, Financial Report, Final Report will be provided.</td>
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<tr>
<td><strong>2) Training and 3) Consultancy</strong></td>
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<tr>
<td>Regular coordination meetings among TESK representatives of</td>
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<td>TA contract (TAT: Technical Assistance Team)</td>
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<tr>
<td>Premises and equipment, TESK local staff, TAT inputs</td>
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<tr>
<td>Creation of a communication network of TESK and ESOB’s</td>
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<td>Auditorium, official invitations</td>
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<td>Official consultations</td>
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<tr>
<td>Implementation Team (IT) inputs</td>
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<tr>
<td>Reporting by IT and Contractor</td>
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<tr>
<td>Prompt availability of adequate office space at TESK, recruitment of qualified TESK staff completed rapidly</td>
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<td>All SC members undertake a proactive role in the project</td>
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<td>Prompt procurement exercise under separate contract</td>
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<td>Prompt availability of premises</td>
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<td>Prompt availability of qualified staff</td>
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<td>Prompt availability of trainers/consultants</td>
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<td>Experts available for Training Need Analysis (TNA)</td>
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<td>Results from TNA promptly</td>
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<tr>
<td>25 areas</td>
<td>Available for training design</td>
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<tr>
<td>• Target group definition</td>
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<td>• Training needs analysis (TNA)</td>
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<tr>
<td>• Trainers/Consultants selection</td>
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<tr>
<td>• Training/Consultancy services design for TESK personnel, trainers and entrepreneurs</td>
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<tr>
<td>• Trainers’ training deliver</td>
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<td></td>
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<tr>
<td>• Curricula finalization</td>
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<tr>
<td>• Women’s training/consultancy delivery</td>
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<tr>
<td>• Training/consultancy evaluation and adjustments</td>
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<tr>
<td>• Continuation of training and consultancy evaluation and adjustments</td>
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</tbody>
</table>

4) **Capacity Building**

- Training of TESK training managers and trainers, including study tours to EU
- Continuation of coordination meetings among TESK representatives of 25 areas
- Continuation of trainers’ training update programme
- Insurance of sustainability
- Final adjustments of training strategy and materials

5) **Gender enhancement:**

- Design and initial implementation of media campaigns to inform

- TESK strategic commitment to support women entrepreneurs is shared by all its members

- Seminar perceived as operational action to undertake individual responsibility about project success and not just formal
- Organization of business development events
- Continuation of awareness campaigns in 25 areas
- Organisation of seminar or meeting on business opportunities

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<tbody>
<tr>
<td></td>
<td></td>
<td>meeting</td>
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</table>

31
| Component 2                                                                 | Service contracts (TA for works supervision and TA for incubators) | Service contracts | Political commitment of the Turkish Government and the EU  
| Renovation of the incubator buildings                      | • Works contracts                                                  |                | • Cooperation and full involvement of all relevant stakeholders  
| Supply common equipment                                    | • Supply contracts                                                |                | • Successful coordination between KOSGEB and TESK            
| Establishment of a Technical Assistance Team                |                                                                 |                |                                                             
| Establishment of the management committees                  |                                                                 |                |                                                             
| Recruiting the personnel of the incubators                  |                                                                 |                |                                                             
| Identification of the selection criteria for clients        |                                                                 |                |                                                             
| Announcement of the opening of the incubators                |                                                                 |                |                                                             
| Selection of incubator clients                              |                                                                 |                |                                                             
| Provide services to clients                                 |                                                                 |                |                                                             
| Organization of study tours                                 |                                                                 |                |                                                             
| Preparation of a replicable incubator model                  |                                                                 |                |                                                             
| Monitoring and evaluation of project effectiveness (outcome based) |                                                                 |                |                                                             |
## ANNEX 2

### TIME IMPLEMENTATION CHART

**Project No:**
**Project Title: SUPPORTING WOMEN ENTREPRENEURS PROJECT**

#### Component 1

<table>
<thead>
<tr>
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<th>2008</th>
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<td>Establishment of IT</td>
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<td>Full Implementation</td>
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<td>Training completed for 4500 w</td>
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## Component II:

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<td>Tender of renovation</td>
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<td>Complete renovation work</td>
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<td>Establish the management Committees</td>
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<tr>
<td>Recruit the personnel of the incubators</td>
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<tr>
<td>Identify the selection criteria for clients</td>
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<tr>
<td>Admit clients to incubators</td>
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<td>Provide services to clients</td>
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<tr>
<td>Organize study tours</td>
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<td>Monitor and evaluate</td>
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<td>Prepare implementation Manual</td>
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### ANNEX 3

**Project Title: SUPPORTING WOMEN ENTREPRENEURSHIP PROJECT**

**Component 1**

**COMMITMENT (CONTRACT) and DISBURSEMENT SCHEDULE**

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ANNEX 4

List of relevant Laws and Regulations are;

- The Republic of Turkey Constitution, Article 173
- Tradesmen and Craftsmen Law Numbered 507
- Law of Small and Medium Sized Industry Organization (KOSGEB) Numbered 3624
ANNEX 5

List of relevant strategic plans and studies:

