

**PUBLICITY SMALL AND MEDIUM
ENTERPRISE DEVELOPMENT
ORGANIZATION**



**2016 - 2020 STRATEGIC
PLAN**

December 2015

MINISTER’S MESSAGE



Thanks to the economic policies and structural reforms that we implemented, stability has been obtained and a high growth period has been experienced in our country in the periods of our governments.

In this stable investment environment that we established, our entrepreneurs had the chance to implement their business ideas and our SMEs have grown and opened to the world. In this process, our SMEs have performed important functions in terms of reflecting the economic growth to all layers of the society and sharing the increasing welfare level. At this point, we now have the targets for 2023.

At the point of reaching 2023 targets of our country, our national organization responsible for SMEs, KOSGEB, has to accomplish critical duties. KOSGEB, who has the vision of being a strong and leader organization for the SMEs having a voice in the global market, will continue its activities with the mission of increasing the share of SMEs and entrepreneurs in the economic and social development in the next five-year strategic plan period.

We have the target of developing the production and management skills of our SMEs, their capacity to produce innovative and high added – value product/service production capacities, increasing their competitive power in the global market; popularizing entrepreneurship culture in the society, developing entrepreneurship and ensuring sustainability of the enterprises at the end of the following 5 years with the plan covering the strategic purposes and targets that are determined in line with this vision and mission. In this process, another strategic target is to increase the capacity of the institution to provide quality services by strengthening the institutional structure of KOSGEB and its perception by the society.

I would like to thank all KOSGEB personnel, who participated in the process of preparation of 2016-2020 KOSGEB Strategic plan, which is a road map for the next five years, and our valuable stakeholders, who provided very valuable contributions and I wish success in the implementation of the plan.

Fikri IŞIK

Minister of Science, Industry and Technology

Chairman of KOSGEB Executive Committee



TOP MANAGER PRESENTATION

KOSGEB, who is the protector of our SMEs, which are the driving force of the stable high growth of our country, and of our Entrepreneurs, who ensure the survival of economy through the new enterprises they establish, prepared its new Strategic Plan covering the years between 2016 - 2020.

Our Administrative Presidency, which has shown the warm face of the state to our SMEs in the field with its experience exceeding a quarter century, and which will implement its 3rd strategic plan, now became a leader directorate in this area and adopted the strategic management understanding as the institution culture. In this scope, the road map of KOSGEB is determined for the next five-year period with this plan that is prepared with a participative understanding and by obtaining contribution from institution employees at any level and from our stakeholders.

We, as the only organization of our country, which has a special law to support SMEs, have the purpose of ensuring that our SMEs and entrepreneurs exhibit a more effective and efficient activity in the new plan period within the quality service provision frame that we adopt. We will use all of our resources in order to convert our SMEs, which are the aorta of real economy, into enterprises having a high competitive power in the global market. In the plan period, KOSGEB will continue providing its resources to our enterprises and entrepreneurs as much as permitted by the budget, for the purpose of increasing the share and effectiveness of SMEs in meeting the economic and social needs of our country, increasing their competitive powers and levels and realizing integration in industry in compliance with the economic developments.

I wish KOSGEB Strategic Plan 2016-2020, which is prepared so as to direct the next five-year period, will be beneficial for our country, and I would like to thank all my colleagues in the central and country organizations, who contributed to the preparation of the plan, and our valuable stakeholders, who provided their opinions during the entire process.

Recep BİÇER
KOSGEB President

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LIST OF ABBREVIATIONS

EU	: European Union
R&D	: Research and Development
İŞGEM	: Business Development Center
GİP	: Developed Enterprises Market
GİSEP	: Entrepreneurship Strategy and Action Plan
SWOT Analysis: Strong/Weak Aspect, Opportunity/ Threat Analysis	
iVCi	: İstanbul Risk Capital Enterprise
SIS	: SME Information System
KGF	: Kredi Garanti Fonu A.Ş.
SME	: Small and Medium Enterprises
KOSGEB	: Small and Medium Enterprises Development Organization
SSAP	: SME Strategy and Action Plan
KÜSGEM	: Small Industry Development Center
KÜSGET	: Small Industry Development Organization General Directorate
SEGEM	: Industrial Training and Development Center General Directorate
SGMHDB	: KOSGEB Strategy Development and Financial Services Department
SDD	: Strategy Development Directorate
SP	: Strategic Planning
NGO	: Non-governmental Organizations
TEKMER	: Technology Development Center
TESK	: Confederation of Turkish Tradesmen and Craftsmen
TOBB	: Turkish Union of Chambers and Stock Exchanges
TÜBİTAK	: Turkish Scientific and Technologic Research Institution
TÜİK	: Turkish Statistics Institution
TTGV	: Turkish Technology Development Foundation
MDSS	: Management Decision Support System

EXECUTIVE SUMMARY

The implementation period of KOSGEB Strategic Plan 2011-2015, which was prepared under the Regulation on the Procedures and Principles for Strategic Planning in Public Directorates, expires in 2015. The preparation works for KOSGEB Strategic Plan 2016-2020 are commenced by examining the preparation works of strategic plan 2011-2015 and the problems encountered during the period of this plan, the plans of other institutions/organizations, and the documents such as Strategic Planning Guide for Public Directorates. The commencement of the works is notified to all institution personnel with a circular. Strategic Planning Steering Board is established to monitor the operation of the strategic planning process and to take important decisions related with planning process; and Strategic Planning Execution Committee is established for directly executing the strategic plan works. In order to prepare the strategic plan with a participative understanding, care has been paid to ensure that the members of the Steering Board and Execution Committee include managers of any level and personnel of a level to represent all units. In order to manage the process in a good way, “Strategic Plan Activity Steps Calendar” was created and care was paid to carry out the works in line with this calendar.

In order to ensure the participation of the stakeholders in the plan preparation process, “KOSGEB External Stakeholder Questionnaire” was applied to SMEs, public institutions and organizations and profession institutions/organizations, NGOs and associations and unions.

As the result of the works performed and meetings held, the mission of KOSGEB is determined as “*Providing supports and services to improve the competitive power of SMEs and entrepreneurs to increase their share in economic and social development*”, and its vision is determined as “*Strong and leader KOSGEB for the SMEs, which have a voice in the global market*”. “Fundamental Values” of KOSGEB and SWOT analysis were determined after taking the opinions of both the external stakeholders and the planning teams.

In KOSGEB Strategic Plan 2016-2020, 3 strategic purposes and 13 targets to reach them have been determined:

Strategic Purpose 1: Improving Production and Management Skills of SMEs and their Innovative and High Added Value Product/ Service Production Capacities and Increasing their Competitive Power in the Global Market.

Target 1.1 Development of R&D/Innovative Activities and their Transformation into Economic Values will be ensured.

Target 1.2 Access to Financing will be facilitated.

Target 1.3 Contribution will be provided to Improve the Production and Management Skills and Collaboration Cultures of SMEs in order to increase their Shares in Economy and Their Level of Efficiency.

Target 1.4 The Opportunities and Abilities of SMEs to Access Foreign Markets will be improved to ensure their internationalization.

Target 1.5 Supports for Issues with priority in the National Policy Documents will be improved.

Strategic Purpose 2: Spreading Entrepreneurship Culture, Improving Entrepreneurship and Ensuring the Sustainability of Enterprises

Target 2.1 The spread of Entrepreneurship Culture will be ensured.

Target 2.2 New Enterprises with a High Chance of Survival, Having the Potential of Creating Growth and Employment will be Supported.

Target 2.3 Special Target Groups will be Supported.

Target 2.4 The Development of Mechanisms, which will Support Entrepreneurs will be ensured.

Strategic Purpose 3: Increasing the Capacity of Providing Qualified Service
By Strengthening the Institutional Structure and Perception

Target 3.1 Effective Promotion will be Performed for KOSGEB to Strengthen its National and International Image.

Target 3.2 Continuous Improvement of Business Processes will be Ensured.

Target 3.3 Technical and Physical Infrastructure will be Strengthened.

Target 3.4 An Effective Human Resources Management will be Ensured.

1. STRATEGOC PLAN PREPARATION PERIOD

Under article 9 of the “Law on Public Financial Management and Control” numbered 5018, which was published in the Official Gazette dated 24/12/2003 and numbered 25326, public directorates were assigned with the duty of creating their missions and visions for the future in the frame of the development plans, programs, relevant legislation and the basic principles they adopted, determining strategic purposes and measurable targets, measuring the performances in line with the predetermined indicators and preparing a strategic plan with participative methods in order to monitor and assess this process.

In line with this, the implementation period of KOSGEB Strategic plan, which was prepared so as to cover 2011-2015 period will be completed in 2015. Therefore, the preparation works for the new strategic plan to be prepared so as to cover 2016-2020 period, was commenced with the in-house circular published on February 4th 2015. Strategic Planning Steering Board was established to supervise and steer the operation of the strategic planning process, and to take important decisions in relation with the planning process, and Strategic Planning Execution Committee was created in order to directly carry out the strategic plan works.

Strategic Planning and Steering Board consists of the Directorate President, Vice Presidents, Guidance and Inspection Board Chairman, Legal Counsel, Internal Audit Unit Head and Heads of Departments and Strategic Planning Steering Committee consists of SME experts under the coordination of Strategy Development and Financial Services Head. The plan preparation works were carried out with the participation and contributions of all units under the coordination of Strategy Development Directorate (SDD).

The approach, method and needs of KOSGEB Strategic planning works were assessed together with top management. Strategic planning Steering Board and Strategic Planning Execution Committee have reached an agreement in the determination of mission, vision, fundamental values, strategic purposes, strategic target and strategies, consultation was ensured with those boards during all stages of strategic plan preparation process and the works were carried out in this scope.

The strategic plan document was finalized as the result of the works, to which contribution of institution employees and stakeholders were provided, under the coordination of SGMHDB/SDD.

The following works were performed in the scope of strategic plan preparations:

- Detailed explanation of activity steps in the scope of the project were made and the relevant studies were commenced at the meetings that were held with the participation of Strategic Plan Steering Board and Execution Committee under the Chair of KOSGEB President.
- Forms were sent to all units in the central and country organization and institution's human, physical and financial resources, technologic and physical infrastructure, the activities/projects/collaborations in progress, the equivalent organizations abroad and their stakeholders were examined. Under the light of the obtained information, the needs and expectations of the institution were determined and an existing situation analysis was performed..
- “KOSGEB External Stakeholder Questionnaire” was applied to SMEs, public institutions and organizations and profession institutions/organizations, NGOs, associations and unions in order to ensure participation of stakeholders in the plan preparation process.
- SWOT Analysis was performed by obtaining the opinions of the institution employees, Steering Board and Execution Committee members and stakeholders.
- Existing situation analysis, SWOT analysis, environment analysis were completed, mission, vision and fundamental values were determined; consolidation works for strategic purposes, targets and performance indicators were performed. KOSGEB Strategic Plan was drafted with the studies of Strategic Planning Execution Committee and after obtaining the opinions of the units.
- The prepared draft strategic plan document was sent to obtain opinions from the units and the works of receiving feedbacks on the document, their consolidation and assessment were performed.
- KOSGEB Strategic Plan was presented to the approval of Steering Committee members to be finalized.

The prepared plan was sent for obtaining the opinions of the Ministry of Development and as the result of the provided feedback, it was finalized. The finalized KOSGEB Strategic Plan 2016-2020 was submitted to the approval of Ministry of Science, Industry and Technology and was put into implementation.

2. SITUATION ANALYSIS

2.1. Historical Development

KÜSGEM (Small Industry Development Center), which was established in the Ministry of Industry and Trade, in the form of a pilot project in Gaziantep in 1973 within the frame of the International Treaty between the Government of Republic of Turkey and United Nations Industrial Development Organization, started providing service with community facility workshops for the small –scale industrial enterprises.

Those efforts were subjected to a general assessment in the following years and KÜSGET (Small Industry Development Organization General Directorate) started its activities under the International Treaty on the “Development of Publication Services of Small Industry”, which was published in the Official Gazette dated September 6th 1984 and numbered 18157 basing on the Cabinet Decree dated June 17th 1983 and numbered 83/6744.

KÜSGET provided technical consultancy services with Centers of Development of Small-Scaled Enterprises, put modern administration principles into application in those enterprises, showed efforts for the establishment and spread of quality awareness at world standards, rising technologic production level and increasing employment capacity and tried to perform the services for strengthening the technical infrastructure in order to provide contemporary management skills.

Under the International Treaty on the “Provision of Industrial Training Services”, which entered into force after being acceded with the Cabinet Decree dated November 10th 1978 and numbered 7/16728, SEGEM (Industrial Training and Development Center General Directorate) commenced its activities.

SEGEM was designed to include both in-class seminar type education and in-factory, at-work implementation; to prepare training programs for the new university and higher education school graduates in order to provide them with the fundamental experiences for allowing them make a good start for their professional carriers and to respond to the specific, special needs of industrial organizations; and has been an organization providing service with the purpose of increasing the working skills of university or higher education school graduate personnel in the industry through in-factory, on-the-job training programs and preparing them for higher ranks in the organizations, where they work.

Due to reasons such as the limited period of those services, which KÜSGET and SEGEM tried to perform within the frame of project agreements and their inability to sufficiently meet the needs in the entire country, the “Law on the Establishment of Small and Medium Scaled Industry Development and Support Directorate” numbered 3624 was prepared with the purpose of joining those two organizations under a roof to provide more comprehensive, continuous and widespread services in the entire country and entered into force being published in the Official Gazette dated April 20th 1990 and numbered 20498.

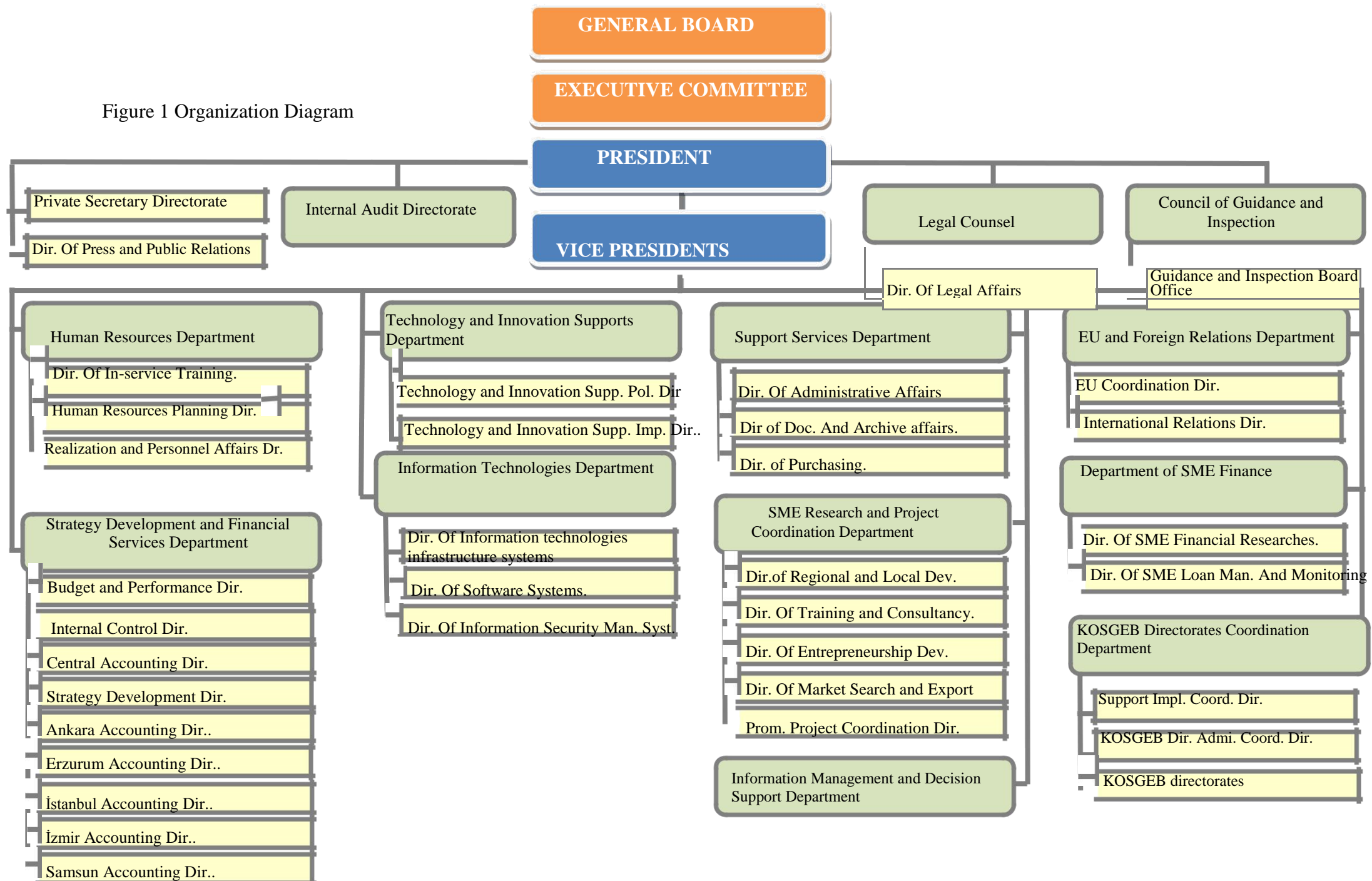
KOSGEB, which was established with the law numbered 3624 in 1990, provided services and supports only for the production industry SMEs until 2009. However, due to the increase in the added value production and employment creation potentials of the sectors other than the production sector in our country and due to the requests received from SMEs in the sectors other than the production sector, the necessity to enlarge the target population of KOSGEB so as to cover all SMEs.

In line with this, the “Law numbered 5891 on Amending the KOSGEB Establishment Law numbered 3624” was published in the Official Gazette dated May 5th 2009 and numbered 27219. The law amendment provided the necessary legal grounds for KOSGEB to support SMEs other than the ones in the production industry sectors. The Cabinet Decree numbered 15431 on the Determination of Sector and Regional Priorities of Small and Medium Enterprises that will Benefit from the Services and Supports to be Provided by KOSGEB” was published in the Official Journal dated September 18th 2009 and numbered 27353, and with this decree, the sector and regional priorities related with the enterprises that will benefit from the services and supports to be provided by KOSGEB were determined.

2.2. Organization Structure

The Presidency organization diagram is given in Figure 1 and the functions of organs and units of KOSGEB are explained thereafter in general.

Figure 1 Organization Diagram



2.2.1. KOSGEB Organs and Their Duties

The administrative Organs constituting KOSGEB are General Board, Executive Committee and Presidency.

KOSGEB General Board consists of the following;

- Under the chair of Prime Minister or a Minister to be assigned by him/her,
- Minister of Economy, Minister of Finance, Minister of National Education, Minister of Labor and Social Security, Minister of Science, Industry and Technology,
- Undersecretary of Ministry of Development, Undersecretary of Treasury, Undersecretary of Ministry of Economy, Undersecretary of Ministry of Science, Industry and Technology,
- One of the Technical University Chancellors, who will be assigned in turns for 2-year periods according to the dates of establishment by the Board of Higher Education,
- Turkish Scientific and Technologic Researches Institute President, Social Security Institution President, Turkish Standards Institute President,
- Chairman of Board of Management of Turkish Association of Chambers and Stock Exchanges, President of Association of Turkish Chambers of Engineers and Architects, President of Chamber of Mechanical Engineers, President of Chamber of Electrical Engineers, President of Chamber of Chemistry Engineers, President of Chamber of Metallurgy Engineers, President of Chamber of Civil Engineers, President of Chamber of Architects,
- President of Turkish Confederation of Tradesmen and Craftsmen, General President of Turkish Tradesmen and Craftsmen Surety Cooperatives Associations Central Association, Chairman of Board of Managers of Turkish Free Accountant Financial Consultants and Sworn Financial Consultants Chambers Association, President of Association of Turkish Banks,
- Türkiye Halk Bankası General Director, Türkiye Kalkınma Bankası General Director, general directors of other banks, which may be found eligible by the Prime Ministry,
- A total of 5 chairmen of Board of Managers, including minimum one from each of the industry chambers, trade chambers and trade and industry chambers to be selected by the General Board of Turkish Association of Chambers and Stock Exchanges,
- President of Superior Organization of Organized Industrial Regions, 2 Union Presidents to be determined by the General Board of Turkish Tradesmen and Craftsmen Confederation, Metallic Goods Craftsmen Federation President, Electrical – Electronics and Similar Technicians Tradesmen and Craftsmen Federation President, Wood Works Federation President, Turkish Travel Agencies Association President and Turkish Medium Enterprises Profession Members and Managers Foundation President, and, taking into consideration the agenda of the general board, other ministers, public and private sector representatives that may be determined by the Prime Minister.

The duty of the General Board is to take precautions to ensure that development and support decisions for the enterprises are taken, to plan the implementations and to ensure coordination

with the purpose of ensuring the adaptation of the enterprises to the technological developments and free competition environment in line with the Development Plans and Programs, to give regulatory directives, to examine the annual activity reports of the Presidency, to determine the annual work schedule principles and to make recommendations.

The Executive Committee consists of:

- Under the chair of Minister of Science, Industry and Technology,
- Undersecretary of Ministry of Development,
- Undersecretary of Treasury,
- Undersecretary of Ministry of Finance,
- Undersecretary of Ministry of Science, Industry and Technology,
- Chairman of Board of Managers of Turkish Chambers and Stock Exchanges Association,
- President of Turkish Tradesmen and Craftsmen Confederation,
- Chancellor of the Technical University represented in the General Board,
- TÜBİTAK President,
- KOSGEB President

The duty of the Executive Committee is to take implementation decisions for the development and support of SMEs in line with the policies determined by the General Board.

The Presidency is the enforcement organ of KOSGEB and consists of Presidency units and KOSGEB Directorates.

2.2.2. KOSGEB Units and Their Duties

The duties and authorities of the units in our Presidency are determined under the “Regulation on the Operation Procedures and Principles of KOSGEB Organs” and “directive on the Duties and Authorities of KOSGEB Central Organization” and they can be found at the address www.kosgeb.gov.tr.

2.3. Legislation and Legal Obligations

The duties of KOSGEB are indicated as follows in article 4 of the Law on the Establishment of Small and Medium Enterprises Development Organization numbered 3624:

- a) To support research and development activities in industry and ensuring the establishment of Technology Centers, Techno-parks, Consultancy Centers, Institutes and similar units for the implementation of activities,
- b) To ensure that the enterprises make use of the science and technology infrastructure in the universities and public and private research institutions, to strengthen the collaboration between industry and university,
- c) To access to the existing technologic information in order to increase the technology level and to produce technologic information, to ensure the spreading of produced information
- d) To establish and have established Technology Centers and Techno-parks, where the new and state of art technology – based information is compiled from the sources of universities and Research Centers, where such information is assessed, developed and made ready for production for implementation and provided for use by the enterprises,
- e) To establish and ensure the establishment of Specialization Centers, which will implement project profiles, evaluate waste capacities, increase efficiency, implement comprehensive “Technical Assistance and Support Program and Projects” on matters such as modernization, production, management, marketing, information and technology adaptation, with the purpose of directing investments in various sectors in order to ensure that the enterprises are provided with a planned management understanding, modern and contemporary operation level,
- f) To make the necessary investments for the enterprises to produce goods at international level and to become more modern enterprises, to make the necessary regulations for industry rehabilitation; to establish Consultancy Centers, which will provide active consultancy services at the worksite and on the job such as material information, design, prototype production, selection of production procedures and operations use of tools and instruments, maintenance- repair planning and work provision so as to diversify the industrial products and to develop side industry relations and to establish and ensure the establishment of

Material test and analysis and produced material physical measurement laboratories and Workshops for common use by the enterprises,

g) To establish On-the-job Technical Training Centers related with the training of Training Experts to ensure the training of personnel to be employed at Service Centers on specific specialization topics, arrangement of mass training programs, determination of training needs of enterprises and provision of necessary trainings,

h) To ensure the strengthening and development of enterprises in terms of knowledge and skills about investment, production, management and planning,

i) To search solutions for the marketing problems of enterprises, to show the efforts necessary to bring the enterprises to a level sufficient for competition in the domestic and international markets and to organize the relevant consultancy services in the most efficient way,

j) To take the necessary precautions for the development and popularization of entrepreneurship culture and environment and to support the enterprises and entrepreneurs in this scope,

k) To develop collaboration among enterprises, to support the creation and popularization of the joint investments to be realized with the contribution of domestic or foreign capital, to take the necessary precautions to improve the investment environment and to provide the necessary support.

2.3.1. KOSGEB's Target Population

KOSGEB target population consists of;

- The enterprises, which employ less than 250 employees annually,
- Whose annual net sales revenue or any of financial balance sheets do not exceed forty million Turkish Liras,
- SMEs and entrepreneurs acting in the sectors, which are determined under the “Decree on the Determination of Sector and Region – Based Priorities Related with the Small and Medium Enterprises, Which will Benefit from the Services and Supports to be provided by KOSGEB, which was published in the Official Gazette dated September 18th 2009 and numbered (Cabinet Decree numbered 2009/15431).

The criteria taken as basis in the classification of enterprises in accordance with their size are determined under the “Regulation on the Definition, Qualifications and Classifications of SMEs”, which was published in the Official Journal dated November 18th 2005, and numbered 25997. With the “Regulation on the Amendment of the Regulation on the Definition, Qualifications and Classifications of SMEs” dated November 4th 2012 and numbered 28457, the mentioned criteria was changed. In accordance with those criteria, the enterprises are classified in the following table as “micro”, “small” and “medium”.

Table1: Classification of SMEs

Definition Criteria	Micro Enterprise	Small Enterprise	Medium Enterprise
Annual Employee Number	≤9	10–49	50–249
Annual Net Sale Revenue (Million TL)	≤ 1	≤ 8	≤ 40
Annual Financial Balance Sheet Value (Million TL)	≤1	≤ 8	≤ 40

2.3.2. Legislation Information

The legislation information related with KOSGEB supports is given in the following table.

Table2: Table of Legislation Related with KOSGEB Supports

No	Legislation Name	Legislation No.	Official Gazette Date	Official Gazette Number
1	Law on the establishment of KOSGEB	3624	20.04.1990	20498
2	Law on amendment of Some Laws and Decrees in Force of Law	4684	03.07.2001	24451
3	Cabinet Decree on provision of Financial Support under Favorable Conditions by KOSGEB in order to Develop and Support Small and Medium Enterprises	2004/7131	04.05.2004	25452
4	Regulation on the Definition, Qualifications and Classification of Small and Medium Enterprises	-	18.11.2005	25997
5	Cabinet Decree on the Amendment of the Decree on Providing Financial Support with Favorable Conditions for Developing and Supporting Small and Medium Industrial Enterprises by KOSGEB	2008/13524	26.04.2008	26858

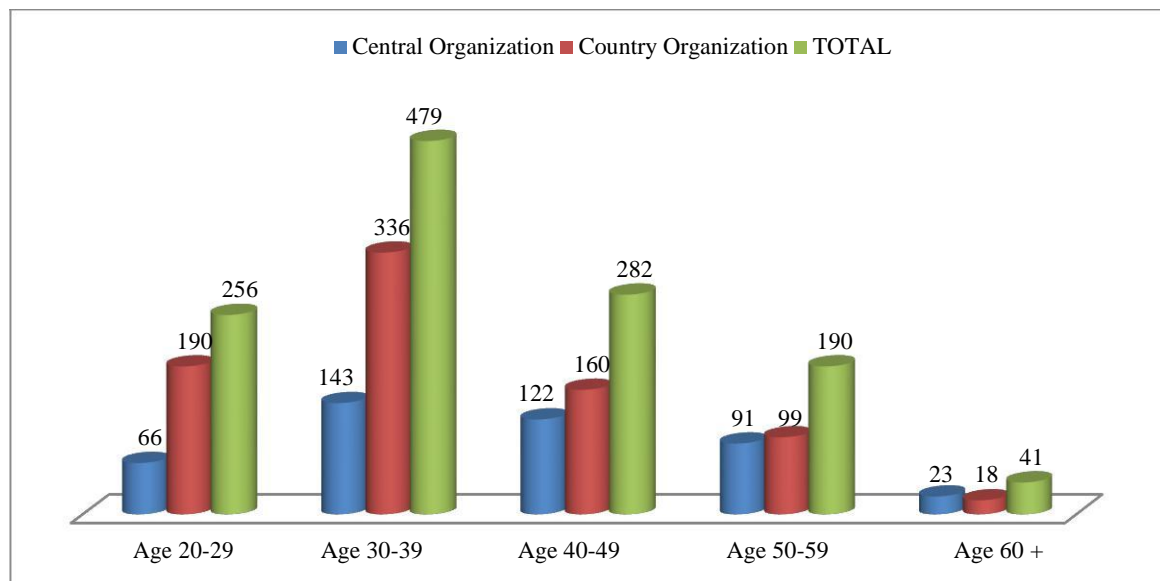
No	Legislation Name	Legislation No.	Official Gazette Date	Official Gazette Number
6	Law on the Amendment of KOSGEB Establishment Law numbered 3624	5891	05.05.2009	27219
7	Cabinet Decree on the Determination of Sector and Region-based Priorities for Small and Medium Enterprises, which will benefit from the Services and Supports to be Provided by KOSGEB	2009/15431	18.09.2009	27353
8	KOSGEB SME Loan Interest Support Regulation	-	19.09.2009	27354
9	KOSGEB Support Programs Regulation		15.06.2010	27612
10	Regulation on the amendment of the Regulation on the Definition, Qualifications and Classification of Small and Medium Enterprises		04.11.2012	28457

2.4. In-House Analysis

2.4.1. Human Resources Structure

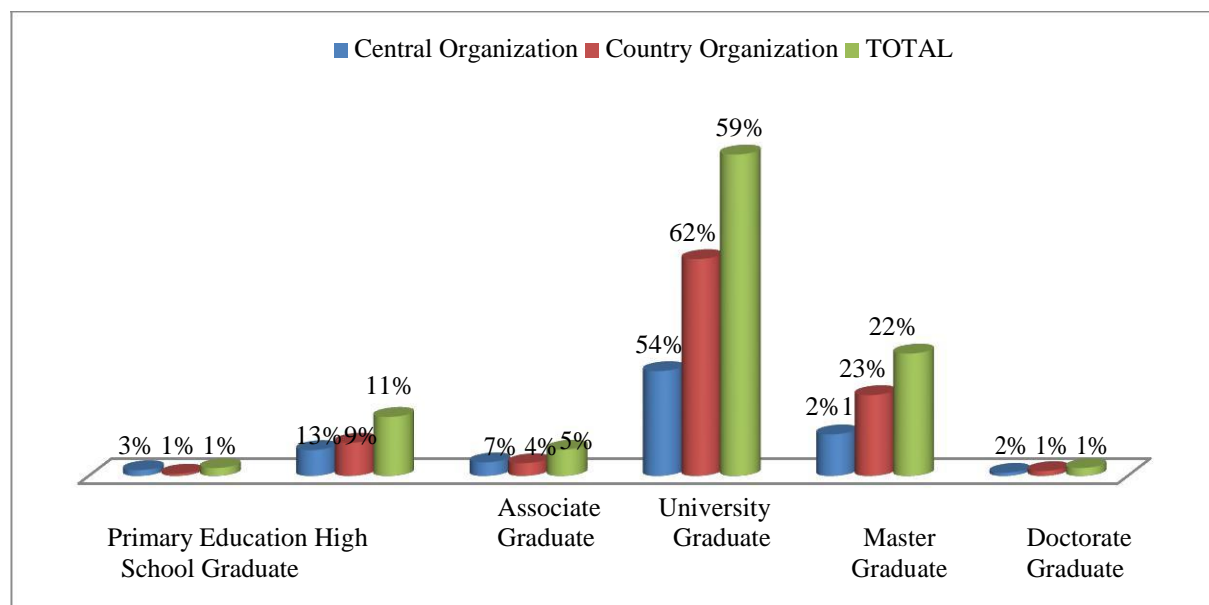
A total of 1.248 personnel is employed at our Presidency, 445 of which are in the central organization and 803 of which are in the country organization.

Graphic 1: Age Distribution of Personnel



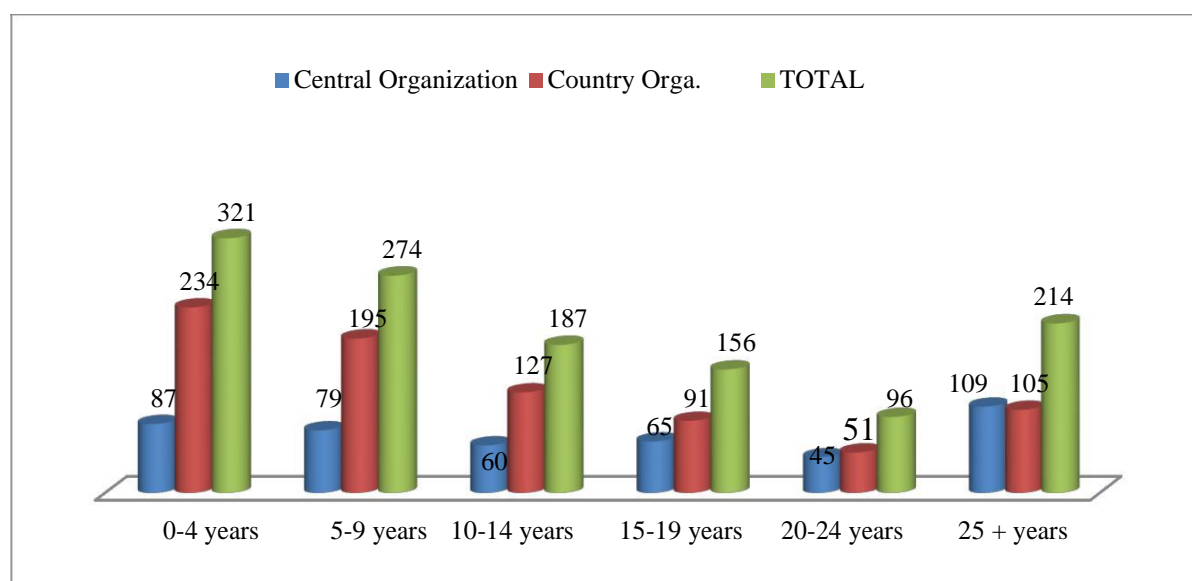
In accordance with the graphic above, it is seen that 256 personnel of our Presidency are aged 20-29, 479 are aged 30-39, that is, in total, more than half of the personnel is young and middle- aged.

Graphic 2: Education Level Distribution of Personnel



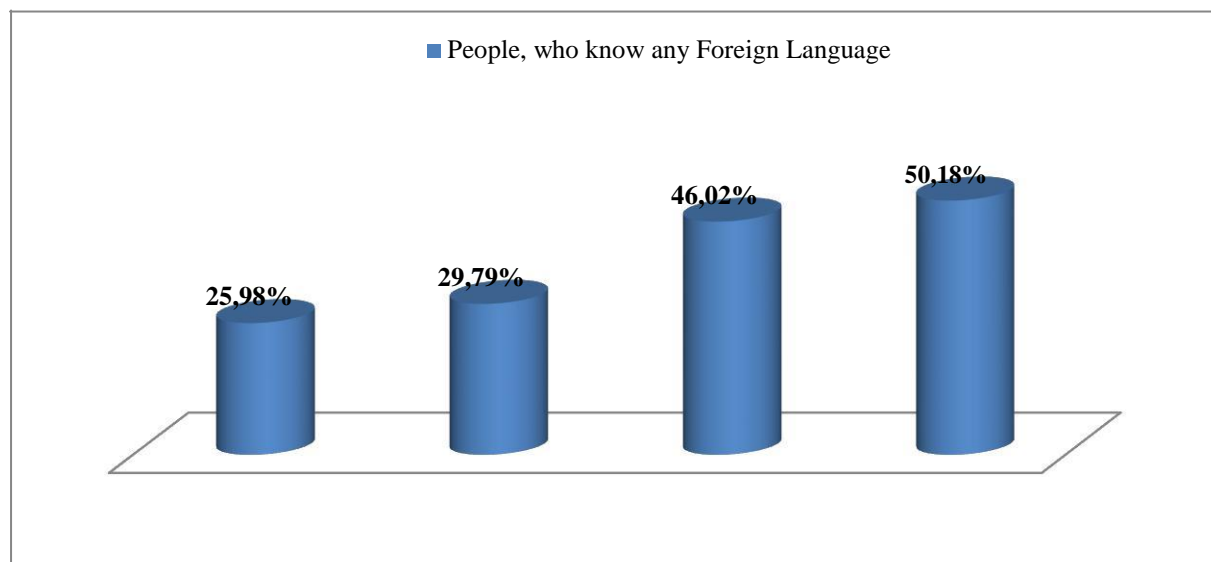
In the graphic above, it is seen that 60% of the personnel of our Presidency is university graduate and 23% is master graduate.

Graphic 3: Service Period Distribution of Personnel



Among 803 personnel in total employed by our Presidency, 127 have a service period between 10-14 years, 91 have 15-19 years, 51 have 20-24 years and 105 have 25 years or more service period.

Graphic 4: Foreign Language Knowledge Distribution of Expert/ Assistant Expert Personnel and Managers



Active Managers

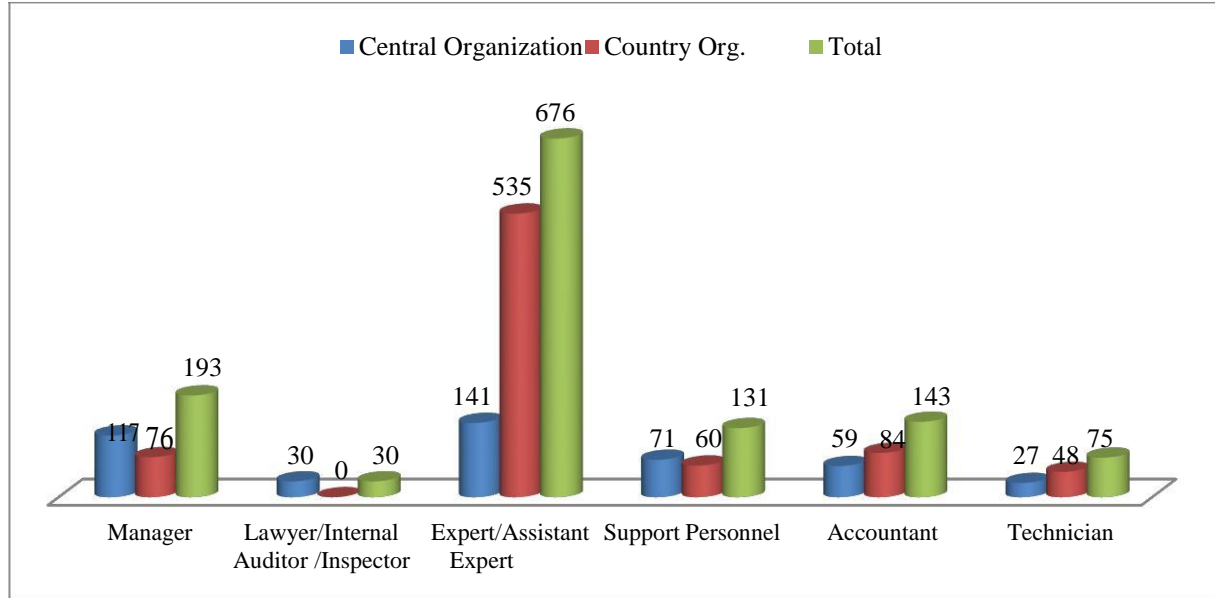
Managers

Experts

Assistant Experts

* Active Manager: Managers having expense authority

Graphic 5: Distribution of Personnel in Accordance with Titles



When Graphic 1, 2 and 3 are examined, it is seen that the education level of the personnel of our Presidency is concentrated at university and master level, that more than half is in young and middle age groups and most have a service period in excess of 5 years; In Graphic

5, it is seen that more than 50% of the personnel consists of experts and assistant experts. Those properties of the personnel makes it compulsory to maintain the service standard provided for SMEs by giving weight to regular trainings.

Personnel Employment

The principal personnel of our Presidency is employed under “Administrative Service Contract”. Personnel employment is ensured through outside appointment in the scope of outside appointment permission obtained from the Ministry of Finance, existence of vacant position, civil service situation and KPSS condition, and SME Assistant Expert and Assistant Inspector recruitments are performed by applying a competitive test. Appointment from SME Assistant Expert and Assistant Inspector titles to SME Expert and Inspector /Chief Inspector titles is performed under the relevant legislation, however the appointment to Director title is determined with appointment criteria and the authority to appoint is vested in the President under the “Law on Establishment of KOSGEB”.

Rewarding the Personnel

The personnel, who provide important savings in the expenses of the Presidency due to their extraordinary efforts and works, and their efforts and attempts basing on a technical knowledge, or who show extraordinary effort for preventing a damage or a danger can be rewarded so as not to exceed their salary for one month within one financial year, upon the confirmation of the Head of Department.

Issuance of Certificate of Success

The personnel, who exhibits success with their extraordinary efforts and works in our Presidency, can be awarded with the “Certificate of Success” by the body authorized for appointment.

In-Service Trainings Provided for Personnel

Training is provided for the personnel, who is recruited by KOSGEB in the scope of “Orientation Training” on matters such as official correspondence rules, KOSGEB legislation, ethic rules, public relations, equality of opportunities of men and women, communication, archive and filing, institutional culture, relations with superiors and inferiors, personnel rights and the relation of the Presidency with other institutions and organizations. While planning the in-service training programs, the titles of personnel are taken into consideration. The training that the personnel must be subjected to, Development Plans, action plans, strategic plan, management directives are prepared in the frame of the recommendations of In-Service Training Board members and audit reports.

KOSGEB In-Service Training Plan is prepared at the end of each year. It is discussed at the In-Service Training Board and the trainings are held upon the approval of the President.

Annual Training Hours Per Personnel between 2011 – 2014 is shown in the following graphic

Graphic 6: Annual Training Hours Per Personnel



Graphic 6 shows that there is a reduction in the training hours per personnel between 2011-2014. It is targeted to popularize in-service training activities and to increase the training hours per employee in order to increase the knowledge and skills of personnel in 2016-2020 Strategic Plan period.

2.4.2. Technologic Infrastructure

Existing Network Structure

The Internet access of the Presidency and all KOSGEB Directorates is provided over the Metro Ethernet infrastructure established in Mamak Presidency Building. Mamak Presidency Building Internet structure has a bandwidth of 50 Mbps. Presidency and KOSGEB Directorates communicate over wide area network (WAN) TTVPN (Türk Telekom VPN) structure. KOSGEB Directorates access to servers through Metro Ethernet, GSHDSL and ADSL connections and to Internet through Metro Ethernet in Mamak Presidency Building at various rates.

Existing Databases

All of the databases included in the following table exist on MS SQL Server 2008:

Table3: Table of Existing Databases

No	Database Name	Address	Description
1	Management Decision Support System (MDSS) Database	http://ykds.kosgeb.gov.tr	Type of database is defined as OLAP(Online Analytical Processing) It has a data warehouse structure It allows gathering the portals being Used in the institution in order to Report the desired data in the databases for reporting purposes
2	Analytic Budget And Accounting Automation Database	http://muhasebe.kosgeb.gov.tr	
3	KOSGEB Document Management System Database	http://evrak.kosgeb.gov.tr	The internal and external, correspondences made in the institution are written on the application And recorded in the database
4	Integrated Information system database	http://bilgi.kosgeb.gov.tr	It is the database related with the system Operating under the Right to Information Act. Messages left from the corporate web Page. Collective e-mail sending operations also use this system and Database
5	Intranet database	http://intranet.kosgeb.gov.tr	It is the database of in-house web portal.
6	KOSGEB Corporate Web Page Database	http://www.kosgeb.gov.tr	
7	KOSGEB Examination Database	http://sinav.kosgeb.gov.tr	The database of online application Platform used for the examination Opened for KOSGEB assistant expert.
8	SME Campus Database	http://kobikampus.kosgeb.gov.tr	It is the database of the training portal Created for SMEs
9	Human Resources Information System Database	http://ik.kosgeb.gov.tr	
10	Document (legislation) System database	http://mevzuat.kosgeb.gov.tr	The database of document system Software. The software is used for Publishing the Institution legislation And for their download by the Institution personnel.
11	Loan System Database	http://kredi.kosgeb.gov.tr	It is the database of KOSGEB Loan Support Programs automation system
12	SME Information System (SIS) database	http://destek.kosgeb.gov.tr http://destekpersonel.kosgeb.gov.tr	It is the database for KOSGEB SME Information system automation.

The table above shows the diversity of databases of KOSGEB and the need for continuous improvement of work processes.

E- Process of Transition to E- signature System

Document management system provides the infrastructure necessary for the users to sign their official correspondences electronically. Transition to e-signature system was performed as of 01.01.2014 in our Presidency. The necessary improvements will be ensured in the document management system in order to provide the “Registered Electronic Mail” (REM) service mentioned in the “Regulation on the Procedures and Principles to be Applied in Official Correspondences”, which was published in the Official Gazette dated 02.01.2013 and numbered 29255. With this service, the transfer of the documents to be sent out of the institution will be made electronically, not physically.

Electronic Devices

The list of the electronic devices that our Presidency has is given in the following table.

Table4: Table of Electronic Devices

No	Type of Device	Number (Piece)
1	Computers	2.147
2	Printers	923
3	Scanners	124
4	Facsimile Devices	83
5	Projectors (Projection Devices)	133
6	Photocopier machine	157
7	Televisions	133
8	Telephones	2.077
9	Air conditions	842
10	Router Devices	11
11	Servers	44
12	Uninterruptible Power Supplies	188
13	Other Electronic Devices ¹	98
TOTAL		6.960*

* The information on electronic devices is prepared in line with the information obtained from Movable Asset Registration and Management System of Ministry of Finance/ Calculation General Directorate as of 08.05.2015.

¹ Other Electronic Devices: Other Computer Server Cases and Equipment (8), Wearable Computer Devices (3), Main Frame Computer (1), Other Computer Peripherals (12), Label Printers and Readers (1), External CD and DVD Printers and Readers (37), Data cases and Server and Network Device Cabinets (28), Other Computer Server Cases and Equipment (8)

When the electronic devices included in Table4 are examined, it is observed that the computers and printers, which are intensely used by the personnel, are sufficient, and it is targeted to strengthen the technical and physical infrastructure with priority during the KOSGEB plan period.

2.4.3. Physical Structure

KOSGEB, which provides services and supports for its target population with 88 KOSGEB Directorates in 81 provinces is acting in a total of 98 buildings. 38 of those buildings are assigned to KOSGEB and 52 of them are rented and the ownership of 8 of them belongs to KOSGEB. The total usable area of the buildings is 84.403,12 m². Furthermore, KOSGEB has 4 lands having a total area of 208.719 m² registered in its name at the title deeds office.

For our Presidency to evaluate its land of 8.096 m² located within the borders of Altındağ Municipality and to obtain a modern service building reflecting the institution identity in compliance with the conditions of the improvement plan, a “Building Construction Protocol” was signed with TOKİ. The construction of “Presidency Service Building”, which was tendered by TOKİ, is commenced and the relevant works are ongoing. It is planned to move to the new building until the end of 2016.

2.4.4. Institution Culture

The outputs obtained as the result of the employee satisfaction questionnaires are taken into consideration in the strategic plan works. In this scope, questions that will ensure the assessment of communication processes, decision making processes and traditions and values are chosen from the questionnaires applied for the years 2014 and 2015.

Communication processes in the institution are assessed in line with the answers given to the following questions;

- Managers express their requests in an understandable way.
- The works I have to do are politely notified to me.
- My director shares his/her knowledge fund (knowledge and experiences) with me.
- There is a respect – based relation among my colleagues.

- The employees help each other about work.
- The employees share their knowledge.
- The employees are in a healthy communication with other unit personnel.
- My colleagues work with awareness of responsibility.
- The necessary environment is provided for encouraging team work.
- The information sharing between units is at a sufficient level.
- I can easily reach the relevant people for the solution of the problems that I encounter in the performance of services.
- My requests related with work are responded in a short period.

The employees indicated that they are satisfied with the in-house communication processes in general.

The decision-making processes in the institution are assessed in accordance with the answers given to the following questions;

- The institution has a professional management.
- The participation of the employees of the institution in all decisions that are related with them or with the work they perform or that may affect them is ensured.
- The meetings at the institution are held so as to allow the participation of all levels.
- The decisions are made considering the long – term gains in the institution.
- The precautions to prevent interruption of services are taken in time and rapidly.
- The precautions against the economic crisis in the country are rapidly taken in the institution.
- The institution is prepared against the socio-cultural (population structure or stakeholder) changes in the country.
- The precautions against the possible changes in environmental factors are rapidly taken in the institution (the needs in health and security areas).
- The requirements of the legislation are rapidly complied with in case of natural disasters.

Although the employees indicated that the decision making processes are carried out healthily, they indicated that participation should be allowed more.

The traditions and values processes in the institution are evaluated with the answers given to the following questions;

- I know the mission of my institution.
- I know the vision of my institution.
- The targets of my institution are clear and understandable.
- I am aware of the responsibility that I have due to the institution mission.
- My works provide important contributions to the Institution vision.
- I'm pleased to work at KOSGEB.
- My works are respected.
- My personality is respected
- The training necessary to do my work is provided.
- Our institution has sense of belonging.
- There is social solidarity in our institution.
- The customer relations of the institution are good.
- The institution really pays importance to its employees.

The Employees indicated the awareness of mission and vision of KOSGEB at a high ratio and they found the targets of the institution clear and understandable.

2.4.5. Financial Condition

Our presidency is among the Administrations with special budget included in Table (II) attached to the Law on Public Financial Management and Control Law numbered 5018. The income budget of our Presidency is based on the allowance provided in the Ministry of Science, Industry and Technology. Furthermore, other incomes from the properties and rights of the Presidency and the charges received against the provided services, the subscription charges received from the Public Banks, Public Economic Enterprises, TOBB and TESK, and the share that must be reserved from the revenues obtained from land sales in the Organized Industrial Regions are among the items constituting the revenue budget.

The realizations in the last 3-year expense budget of our Presidency are shown in Table 5.

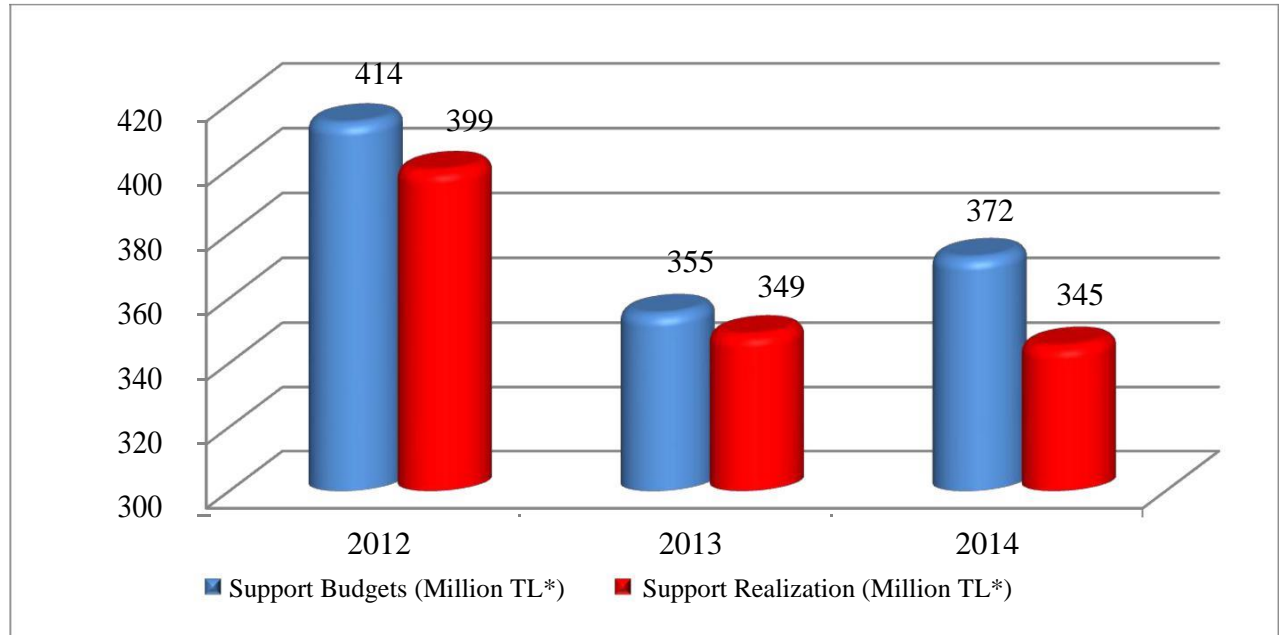
Table5: KOSGEB Expense Budget Realizations for the years between 2012-2014

EXPENSE BUDGET EXPLANATION	2012		2013		2014	
	AMOUNT (TL)	%	AMOUNT (TL)	%	AMOUNT (TL)	%
Current Expenses	139.836.027	25%	139.935.962	28%	143.711.730	29%
Investment Expenses	5.532.612	1%	7.375.681	1%	8.456.818	2%
Capital contribution to Subsidiaries	22.830.304	4%	0	0%	375.000	0%
Supports	399.361.721	70%	348.646.805	70%	345.131.641	69%
- With Reimbursement	31.215.723	5%	22.973.509	5%	25.365.021	5%
- Without Reimbursement	263.289.997	46%	321.424.870	65%	286.221.562	58%
- Loan Interest	104.856.000	18%	4.248.426	1%	33.545.057	7%
*TOTAL	567.560.663	100%	495.958.448	100%	497.675.189	100%

* "Diyarbakır and Erzurum Attraction Center Projects" are not included in the realization amounts.

When the realization numbers in Table5 are examined, it is seen that 70% of our total budget realizations for the last 3-year period consists of "Supports with and without reimbursement" and "Loan Interest Supports" given to the SMEs.

Graphic 7: Support Budgets and Realizations for the Years Between 2012 - 2014



* "Diyarbakır and Erzurum Attraction Center Projects" are not included in the support budget and realization amounts.

The amounts belonging to the support budget included in Graphic 7 are revised budget amounts as of the year end, and when assessed with the realization numbers, it is seen that support budget use was 96% in 2012, 98% in 2013, and 93% in 2014.

2.5. Institution Activities

The basic activities of KOSGEB consist of supports, laboratory services, information activities and the executed projects.

2.5.1. Supports

The detailed information related with the General Support Program, R&D, Innovation and Industrial Implementation Support Program, Entrepreneurship Support Program, SME Project Support Program, Thematic Project Support Program, Collaboration Coalition Support Program, Developing enterprises Market SME Support Program and KOSGEB Loan Interest Supports provided by our Presidency is given in the web page of our Presidency (www.kosgeb.gov.tr).

The technology development centers (TEKMER), which are established by KOSGEB to provide support for R&D and innovation and industrial implementation activities, and Business Development Centers (İŞGEM), which are established and operated with the purpose of ensuring that the enterprises survive their first years, during which they are most fragile, in a healthy way and that they grow, are the most important support tools of KOSGEB. One of the other support tools of KOSGEB is the subsidiaries, which facilitate access to financing resources for the SMEs.

TECHNOLOGY DEVELOPMENT CENTER (TEKMER)

In parallel with the developments in the world, KOSGEB s regularly developing its support model and system. In this context, R&D, Innovation and Industrial Implementation Support Program legislation was revised to more effectively and intensely support the target population and improvements were made on that legislation.

KOSGEB is performing various activities considering that the establishment of a national incubation system, where the institutions would share their knowledge and experiences to develop supports in collaboration, with the purpose of accelerating the occurrence of high added value and technology products and productions, originating from the experiences gained as the result of 25-years TEKMER implementation, would contribute to reaching 2023

Studies are continuing on mechanisms for establishing and supporting national and international incubation centers with the purpose of allowing our firms, which perform their R&D activities in our country, increase their international market, become a trademark in the international arena and make use of developed entrepreneurship ecosystems, and in order to support the creation of suitable environments for the development of SMEs and entrepreneurs, which have new ideas and inventions based on science and technology.

In the scope of those collaborations ensured with the universities, chambers of industry and trade, technopark manager companies etc. institutions and organizations with the purpose of developing the SMEs and entrepreneurs having new ideas and inventions based on science and technology, supporting techno-entrepreneurs having technologic ideas and supporting innovative activities, the number of TEKMERs was increased to 41 and the number of R&D and Innovation Collaborations reached 75. Hence, supports are being provided to the target population under a total of 116 university – industry collaboration protocols. As of the end of 2014, the existing workshop number in TEKMERs is 486 and the number of full workshops is 254.

Reconstruction and rehabilitation process was commenced in order to increase the effectiveness and qualifications of TEKMERs to make them adapt to the current conditions and provide contribution to the target population.

BUSINESS DEVELOPMENT CENTER (İŞGEM)

Business Development Centers are centers that are also called as “Business Incubator” or “Business Nursery”, which are established and operated with the purpose of ensuring that the enterprises survive the first years following their establishment, during which they are most fragile, and ensuring that they grow, by providing services such as enterprises development coaching, access to support networks, access to finance resources, worksite under appropriate conditions, common office equipment, office services etc. for the enterprises included in its structure.

The number of existing workshops in 14 İŞGEMs is 528 and the number of full workshops is 425.

SUBSIDIARIES

Kredi Garanti Fonu A.Ş. (KGF A.Ş.)

KGF A.Ş. was established under the technical collaboration agreement entered into with the Government of Federal Germany in 1993. The Company provides surety for the loans to be used from the finance organizations by SMEs in order to produce a solution of loan warranty problems. KOSGEB participated in the company in 1995 and has a share of 32,1236% today.

The budget transferred to KGF A.Ş. by our Presidency between 2011-2014 is TL 41.400.222,11. The company capital is TL 278.438.891,61 and is fully paid.

Under the “Law on Amendment of Some Laws and Decrees in Force of Law” published in the Official Gazette dated April 7th 2015 and numbered 29319, the Treasury support provided for the Loan Warranty Organizations, which provide loan surety for the firms in order to develop finance opportunities and contribute to the effective operation of the loan system, has been increased from TL 1 Billion to TL 2 Billion. In this respect, a protocol will be signed between KGF A.Ş. and Undersecretariat of Treasury following the Cabinet Decree.

The company has 37 branches including the center. The works have been carried out with 41 Contracted Finance Organizations (27 banks, 14 leasing companies).

KOBİ Girişim Sermayesi Yatırım Ortaklığı A.Ş. (KOBİ A.Ş.)

KOBİ A.Ş. was established in 1999 in order to ensure that the entrepreneurs having a vision can realize their product or service projects, which have a competitive advantage so as to provide contribution to Turkish economy, with capital and management support.

In this respect, it is continuing its activities to provide capital contribution to the existing facilities or new investments of small and medium enterprises, to participate in their risks by becoming a partner, and to provide consultancy and training services.

KOBİ A.Ş. is an enterprise capital company established with the partnership of TOBB, Halk Bankası, KOSGEB, TESK and 16 Chambers of Industry and Trade. The current capital of KOBİ A.Ş. is 38.000.000 and the share of KOSGEB in the company is 12,33%.

The budget transferred by our presidency to KOBİ A.Ş. between 2011-2014 is TL 4.685.970,00.

KOBİ A.Ş., which had its first entrepreneurship attempt in 2006 has 8 subsidiaries. There are 9 firms in the portfolio of KOBİ A.Ş. including the participation companies.

İstanbul Risk Sermayesi Girişimi (İstanbul Risk Capital Enterprise)

İstanbul Risk Sermayesi Girişimi (İstanbul Risk Capital Enterprise) (iVCi) is a financial structure created with the identity of being the first fund of funds and co-investment program of Turkey with the target of ensuring the healthy growth of risk capital sector in our country, increasing the capacity in this area and hence, providing the growth capital needed by the innovative enterprises in compliance with international standards.

KOSGEB was included in this structure as a founder partner having a size of € 160 millions under the leadership of European Investment Fund (EIF) with an Letter Of Undertaking of € 50.000.000 under the Adhesion Act signed on November 13th 2007.

The big partners of the fund are KOSGEB and European Investment Fund (EIF) with Letter Of Undertakings of 50 million each, and the remaining amount of € 60.000.000 was undertaken by Turkish Technology Development Foundation, Turkish Development Bank, Garanti Bankası and NBG National Bank of Greece.

iVCi, which is the first fund of private funds of Turkey, brings an elite investor group together and plays an effective role in the development of risk capital of Turkey by providing finance access to institutional or experienced funds at the commencement stage.

Since the establishment of iVCi, investment was made in 10 funds, one of the investments being co-investment, and in 37 companies through those funds.

The budget transferred by KOSGEB to iVCi between 2011-2014 is € 24.275.000 and 19 SMEs were accessed and 5 small scaled energy projects were supported in the same period. The total capital contribution provided by KOSGEB until today has reached €30.775.000.

As of December 31st 2014, the signed Letter Of Undertakings of the fund of € 160.000.000 are € 158,6 million. Until that date, a capital contribution of € 90.480.000 was provided, corresponding to 56,55% of the total capital.

The number of funds, which was 4-6 in 2007, which is the year of establishment of iVCi, has reached 10 portfolio funds only in the scope of iVCi today. The experience obtained from iVCi had important contributions in the number of funds in Turkey, which has exceeded 50 today.

Turkish Growth and Innovation Fund

The successful collaboration made with all participants, especially with the European Investment Fund, in İstanbul Risk Capital Enterprise, which is the first Fund of Private Funds of Turkey, has resulted in the approach of continuing this partnership in new projects.

Originating from this idea, the works for the establishment of Turkish Growth and Innovation Fund with the founder partnership of KOSGEB, European Investment Fund and Undersecretariat of Treasury as Sub-Fund B in addition to Sub Fund A iVCi, under the existing Turkish Investment Fund structure, were commenced.

It is planned to establish the Growth and Innovation Fund, which will focus on investing in Private Capital funds and Enterprise Capital funds, which target to invest in the companies with a growth potential above average, a high profitability ratio and a competitive advantage in their sectors, and on Direct Joint Investment with those funds, again in the structure of a Fund of Funds.

The target of the fund will be Turkey, including the portfolio funds that focus on investing in the companies resident in Turkey and that are established in Turkey or abroad, and including the direct joint investments.

It is envisaged that the fund will have two focuses, namely Growth and Innovation, that investments will be made so as to cover late-stage growth financing and purchase funds for more mature firms in the life cycle under the Growth focus, and that it will include the investment funds focusing on companies at the core and early stage or at the stage of establishment under the Innovation Focus.

Turkish Growth and Innovation Fund, which is planned to be established in the structure of fund of funds in the leadership of KOSGEB and European Investment Fund as iVCi in relation with the establishment of a capital fund of minimum € 180 million for rapidly growing innovative SMEs, will target to invest in companies with a growth potential above average, high profitability ratios and with a competitive advantage in their sectors and will invest in Private Capital Funds and Enterprise Capital Funds and will focus on Direct Joint Investment with those funds.

Muallimköy Teknoloji Geliştirme Bölgesi Yönetici A.Ş. (Muallimköy Technology Development Manager Inc. Co.)

With entry into force of the “Law on Technology Development Regions” numbered 4691, which was published in the Official Gazette dated July 6th 2001 and numbered 24454, it is targeted to provide the necessary supports for Technology Development Regions, which play an important role in increasing the development level of our country.

A Cabinet Decree was published in the Official Gazette dated 11.06.2011 and numbered 27961 (Repeated) for the establishment of a Technology Development Region at Gebze-Muallimköy location and in order to ensure the starting of activity of the Technology Development Region, Muallimköy Teknoloji Geliştirme Bölgesi Yönetici A.Ş. was established with a capital of TL 10.000.000 in 2012. Our Presidency participated in the established manager company with a share ratio of 5% corresponding to TL 500.000 as founder partner and has paid all of its Letter Of Undertaking.

At the Extraordinary General Board meeting of Muallimköy Teknoloji Geliştirme Bölgesi Yönetici A.Ş. held on 26.03.2015, a decision was made to increase the main capital with an extra amount of TL 113.875.000,00 reaching TL 123.875.000 TL. KOSGEB has undertaken to participate in this capital increase with an amount of TL 31.250.000 in cash corresponding to 31.250 shares. Our Presidency has paid all of its capital undertaking and the share of KOSGEB in the company is 25,63%.

2.5.2. Laboratory Services

12 laboratories in 9 provinces are providing service in KOSGEB Directorates structure in order to provide support and information in technical point of view with the purpose of increasing the product quality of enterprises, ensuring competition with international firms and producing many products in the country.

KOSGEB Laboratories provide indirect support to SMEs by providing service of high quality and below the market conditions.

Metal laboratory service is provided at our KOSGEB Directorates in Ankara OSTİM, Ankara Sincan, İstanbul Anadolu Yakası, İstanbul İkitelli, İzmir, Gaziantep, Bursa, Adana, Konya, Samsun and Eskişehir and plastic and rubber laboratory service is also provided at our Bursa Directorate.

Furthermore, the environmental measurements are made by the Environment Laboratory established with the collaboration of ASO-KOSGEB and this laboratory provides encouraging services for the determination and solution of environmental risks, and this laboratory is accredited by TÜRKAK in compliance with TS EN ISO/IEC 17025:2005 standard. The tests/ analysis performed in accordance with years and laboratories are shown in Table 6.

Table 6: Analysis Based on Years and Laboratories

Laboratory Type	Years	Number of Benefiting Enterprises	Performed Test/ Analysis number
Metal	2011	4.817	68.453
	2012	5.800	76.926
	2013	5.807	70.111
	2014	6.071	60.563
	TOTAL	22.495	276.053
Plastic-Rubber	2011	194	2296
	2012	247	3031
	2013	226	2801
	2014	212	3050
	TOTAL	879	11.178
TOTAL		23.374	287.231

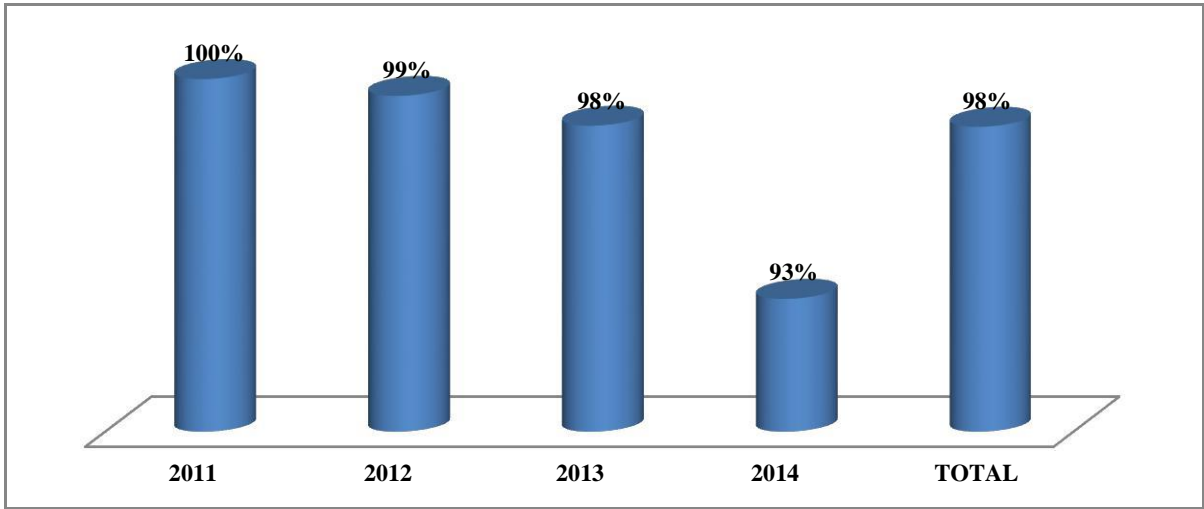
The number of personnel employed at KOSGEB laboratories is 53 and number of test analysis per person per year is 1.354.

2.5.3. Information and Training Services

SMEs are being informed by KOSGEB Directorates about the supports and services provided by all public institutions /organizations and the private sector, KOSGEB supports and services are publicised and introductory materials are prepared. Reports on economic and

Strategic issues and reports on region, sector and country are being prepared.

Furthermore, the applications made in the scope of Right to Information Act between 2011-2014 and the statistics on the incoming calls of the Call Center are given in the following graphic:



Graphic 8: Percentage of Responding To the Incoming Calls and Applications

The percentage of responding to the calls incoming to KOSGEB Call Center between 2011-2014 is 98%, however there has been a decrease in the call responding percentage as of years.

2.5.4. Projects and Protocols

Our Presidency has 78 collaboration protocols in total, 25 of which are made with domestic institutions/ organizations and 54 of which are made with the foreign institutions/ organizations
Furthermore, it is a partner of 24 projects in total, 8 of which are with domestic institutions/organizations/ NGOs and 16 of which are with foreign institutions/organizations /NGOs

2.6. Stakeholder Analysis

Stakeholder analysis is the inclusion of all people, institutions or organizations affecting all inputs, outputs and processes of an institution or organization or affected by the services and activities of that institution or organization, in the strategic planning process. The stakeholders consist of the people, groups or institutions, which are connected with the services of KOSGEB, which directly or indirectly, positively or negatively affect or are affected by its services.

At the first stage of stakeholder analysis, KOSGEB’s stakeholders were determined, then external stakeholders were prioritized in accordance with effect and importance situation and a questionnaire was applied to the stakeholders.

The stakeholder matrix prepared as the result of those works is as follows.

Table7: Stakeholder Analysis Table

Stakeholder	Employee	Customer	Fundamental partner	Strategic Partner
SMEs		√		
Entrepreneurs		√		
Ministry of Science, Industry and Technology			√	
General Board			√	
Executive Committee			√	
Public Institutions and Organizations			0	0
Universities				0
Banks/ Finance Organizations				0
International Institutions And organizations		0		0
Media organizations				0
KOSGEB personnel	√			0
Profession Organizations / NGO		0		
Goods Services production Firms				
Subsidiaries			√	0
Employees of the Service Provider Firm	0			

0 : There is a relation, which does not include all √ : There is a relation with full coverage

The KOSGEB activities, to which the customers indicated in the above table are related, are given in Table 8.

Table8: Service- Beneficiary Matrix

Service Beneficiaries	Supports	Laboratory Services	Information And Training Services	Projects
SMEs	√	√	√	√
Entrepreneurs	√		√	√

Profession organizations /NGO	√	√	√	√
International Institutions And organizations				√

In order to determine the perceptions and opinions of external stakeholders on KOSGEB in the scope of preparation works for 2016-2020 KOSGEB Strategic Plan, an online questionnaire was applied.

The questionnaire was announced to SMEs through e-mail, and to public institutions/organizations, NGOs, associations and unions through correspondences. SMEs constitute approximately 85% of the participants of the questionnaire.

As the result of assessment of the questionnaire, it is seen that the stakeholders have sufficient and medium – level information on the activity area and services of KOSGEB and that they reach information on KOSGEB through benefiting from the supports and services of KOSGEB and over the internet site of KOSGEB.

It is understood that the laboratory services of KOSGEB are the least interested services by SMEs and NGOs and this matter is related with the 1st Strategic purpose.

A big majority of SME and NGO representatives indicated that they consider KOSGEB supports important for them and this matter is related with the 1st and 2nd purpose. The Public representatives indicated that they consider information sharing and collaborations with institutions/ organizations important and this matter is related with the 3rd purpose.

The matter, which the stakeholders think KOSGEB is most successful, is the prestige and Reliability.

Additionally, all stakeholders assessed KOSGEB to be good at Accessibility, Information Communication Infrastructure, Service Quality, Impartiality, Employee Approach, Transparency and Professional Knowledge, Expertise and Experience of Employees.

The questionnaire results are used in the determination of KOSGEB's fundamental values and in KOSGEB's SWOT Analysis.

The matters, which the shareholders want to be included in 2016-2020 KOSGEB Strategic plans are determined as;

- Development of entrepreneurship,
- Internationalization of SMEs,
- Development of collaborations,
- Facilitation of access of SMEs to financing,
- Development of R&D and innovation activities of SMEs,
- Ensuring institutionalization in SMEs

Those matters are taken into consideration in the determination of strategic purposes and targets of KOSGEB.

2.7. SWOT Analysis

The opinions of institution employees, Steering Board and Execution Committee members and stakeholders are taken and SWOT Analysis is performed in the scope of strategic plan preparation works with the purpose of examining the existing condition and experience of KOSGEB and determining its strong and weak aspects and to detect the opportunities and threats originating from external environment.

Table9: Strong Aspects

STRONG ASPECTS	Related Strategic Purposes
Extensive Service Network	1, 2, 3
Field experience	1,2
The ability to make revisions in the Support Legislation according to the Changing conditions	1, 2
Being the only organization with a special law to support SMEs	1, 2
Collaborations continuing with universities, chambers etc. stakeholders	1, 2
Qualified Human Resources	3
Provided support programs	1, 2
Interest of employees	1, 2, 3
Being accessible/ reachable	1, 2
Being reliable	1, 2
Being SME – friendly	1

Table10: Weak Aspects

WEAK ASPECTS	Related Strategic Purposes
Lack of employee motivation due to the insufficiencies in carrier planning	3

Failure in effective use of data collected from the field	1,2
Insufficiency of Support System in meeting the needs of the target Population	1, 2
Lack of Program Assessment System	1, 2
Personnel and infrastructure lacks in the country organization	3
Insufficiencies in financial resources	1, 2
Lack of promotion	1, 2
Late support payments due to bureaucratic reasons	1,2
Insufficient communication with SMEs	3
Decrease in the share of production in the provided supports due to the Expansion of target population	1, 2

Table11: Opportunities

OPPORTUNITIES	Related Strategic Purposes
Increase in the precautions for the conversion of SME, Entrepreneurship and Production Industry in the policy documents	1
Existence of young population having the potential of entrepreneurship and increase in the Entrepreneurship Awareness in the society	2
Our country's becoming a focus of interest	1, 2
Increase in the demand for collaboration with KOSGEB by national and International organizations	3
Increase in the importance paid to technologic developments and R&D/ Innovation efforts	1
Economic and Political Stability	1, 2
The importance of SMEs and production in development being understood	1, 2
Increase in the financing opportunities for SMEs	1

Table12: Threats

THREATS	Related Strategic Purposes
Presidency budget not being at a level sufficient to meet the expectations Of target population	1, 2
Lack of coordination between Public Organizations in the design and Implementation of SME policies	1
Provision of programs similar to KOSGEB Support programs also by Other Institutions/ Organizations	1, 2
Lack of Corporate Identity in vast majority of the Target Population	1
The number of authorized organizations in the determination of SME Policies being more than one	1
Misleading the target population using KOSGEB name	1, 2
The intensity in the audits	3
Economic fluctuations in the global markets	1, 2

2.8. Environment Analysis

Almost all countries have an SME policy today because of both their big number and the contributions in economy. The countries are providing supports and services for SMEs in order to ensure their birth, growth, development and survival and are designing appropriate activities for increasing their competitive power. The basic document defining SME policy of Turkey is the SME Strategic and Action Plan (SSAP).

The reason for the preparation of SSAP is to ensure coordination at national level in the implementation of policies related with SMEs. The basic document in the preparation of SSAP is the 10th Development Plan covering the implementation period 2014 - 2018.

In the 10th Development Plan, the basic purpose related with entrepreneurship and SME policies is determined as *“Increasing the competitive power of SMEs to increase their contribution to economic growth”*. Furthermore, in the plan, it is said that the basis consists of *“Supporting the enterprises growing rapidly or having the potential of growth and innovative SMEs in terms of product, service and business model with priority”*. The general purpose of 2015-2018 SSAP is *“Increasing the competitive power of SMEs at international level in the business environment sensitive to the needs of small enterprises, and increasing the contribution of SMEs to the economic growth of our country”*.

The general purpose of 2015-2018 GİSEP is *“Popularizing entrepreneurship culture in our country, creating a strong ecosystem and developing entrepreneurship”*. In EU, EU Commission adopts Entrepreneurs and SMEs as keys to ensure economic growth, create employment, produce innovation and ensure social integration. The policies determined in this scope focus on the following areas:

- Creating an SME – friendly business environment,
- Encouraging entrepreneurship,
- Developing access to new markets and internationalization,
- Facilitating access to finance,
- Supporting competitiveness and innovation,
- Providing information to SMEs through basic communication networks.

2016-2020 KOSGEB Strategic Plan is prepared in line with the purposes determined in the basic macro documents and so as to include parallel areas with the policies adopted in EU and the developed countries.

An important part of the support mechanisms that may be necessary in the phases from the birth of a business idea until the establishment of the enterprise and thereafter its growth and development is being provided by KOSGEB. Institutions other than KOSGEB, which have various responsibilities in the phases of creation and implementation of SME policies are: Ministry of Science, Industry and Technology, Ministry of Development, Ministry of Economy, Ministry of Customs and Trade, Ministry of Finance, Ministry of EU, Undersecretariat of Treasury, Turkish Standards Institute, TÜBİTAK, Economy Coordination Board, Turkish Association of Chambers and Stock Exchanges (TOBB), Turkish Tradesmen and Craftsmen Confederation (TESK), Development Agencies, Turkish Technology Development Foundation (TTGV), Halk Bankası, Türkiye İhracat Kredi Bankası (EXIMBANK) A.Ş., Kredi Garanti Fonu (KGF) A.Ş., TESKOMB, SME Girişim Sermayesi Yatırım Ortaklığı A.Ş.

The indicators related with the country economies, where KOSGEB – equivalent organizations act are given in Table 13.

Table13: KOSGEB- equivalent Organizations in Developed Countries

Country	Population	SME Number	National SME Organization	
			Annual budget (Dollars)	Employee number
USA	321.4 Million	28 Million	701 Million	2.200
Japan	127.3 Million	3.9 Million	9.3 Billion	829
Southern Korea	50.6 Million	3.35 Million	7.9 Billion	1.237
Turkey (KOSGEB)	77.7 Million	3.5 Million	219 Million	1.248

Reference: SBA, SMBA, SMRJ

In accordance with this, there is no important difference between Southern Korea and Turkey in terms of SME number and the personnel employed in organizations responsible for SMEs. However, when the budgets of equivalent organizations are considered as the compared factor, it is seen that KOSGEB budget is very modest in comparison with the developed countries in meeting the needs of the target population.

Another prominent feature in the SME and entrepreneurship support systems of developed Countries are the existence of a successful governance model. This governance allows an effective collaboration, interaction and communication between the shareholders included in the system at the stages of both policy creation and design and implementation of programs. With the creation of an SME ecosystem, where complementation is on the foreground and where repetitions will be eliminated, the contribution of SMEs to the economy of our country will also increase.

According to TÜİK Business Records, the results of “Enterprise Numbers Study” shows that 3.525.431 enterprises acted in Turkey in 2014. Among those enterprises 3.519.241 employed less than 250 employees. In accordance with this, 99,8% of the enterprises in the country are SMEs taking into consideration the employee number criterion. Among those SMEs, approximately 3 million are acting in the sectors included in the target population of KOSGEB, which is determined with the Cabinet Decree. In other words, approximately 86% of SMEs acting in the country is included in KOSGEB’s target population.

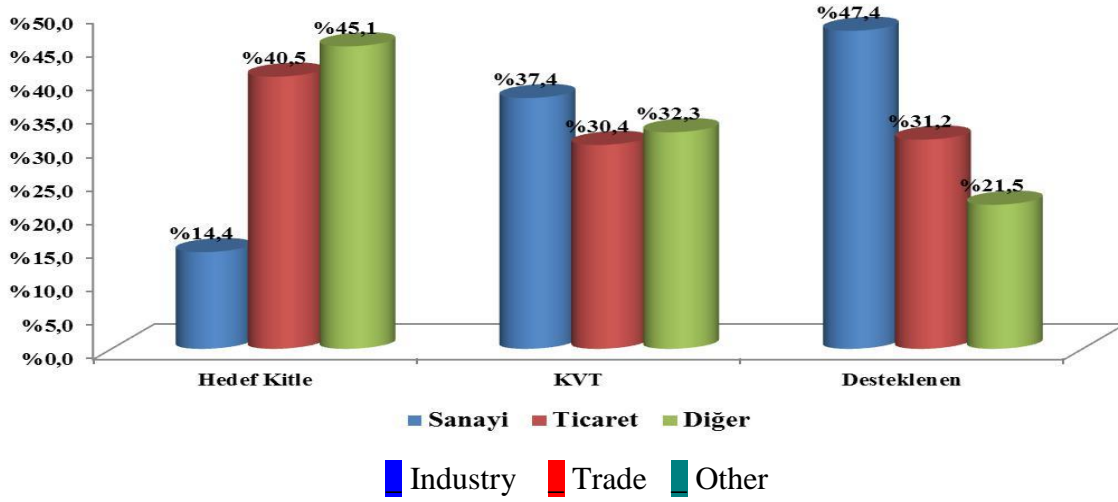
In our country, the share of enterprises with less than 10 employees among all enterprises is 93,7%. Of approximately 22 million enterprises acting in the European Union, 92,6% consists of micro enterprises. Especially in terms of the industry sector, the share of micro enterprises in all enterprises is higher in our country in comparison with EU (87,2%; 82,9%).

It is observed that the share of micro enterprises in total enterprises is lower and especially the small and medium enterprises acting in the industrial sector provide more contribution to economy due to their high number in the developed countries.

The number of enterprises having minimum one SME Information Declaration recorded in KOSGEB Database has exceeded 520 thousand as of the end of June 2015. In accordance with the latest valid declarations, 38% of those enterprises are acting in the industry sector². The distribution of SMEs acting in the target population of KOSGEB, the SMEs having minimum one approved SME Information Declaration recorded in KOSGEB database, and the SMEs supported in the scope of KOSGEB Support Programs Regulation is shown in Graphic 9 in accordance with the main sector groups.

² In NACE Rev. 2 scope, the Statistical Classification of Economic Activities in the European Union; Mining and quarry operation sector (B), Production (C), Electricity, gas, vapor and air conditioning production and distribution (D) and collection, treatment and distribution of water (E) sectors are classified as industry sectors.

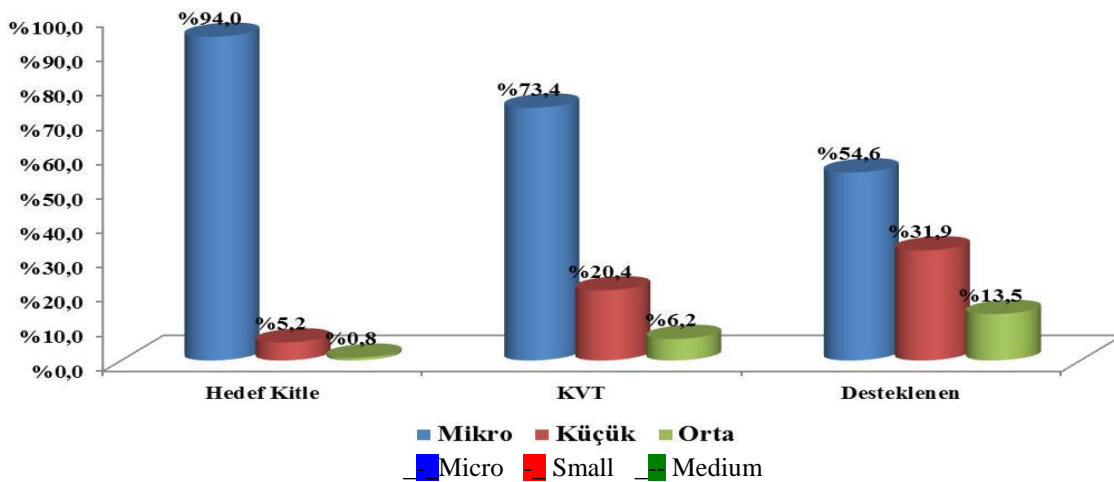
Graphic 9: SMEs in Accordance with Main Sector Groups



In accordance with this, the industry sector, which constitutes only 14% of the target population, is observed to have higher shares in terms of both registration in KOSGEB Database and being supported. Especially the SMEs acting in the industry sector have a share of 47% in all enterprises and 38% of those enterprises are small enterprises and 19% of them are medium enterprises.

Approximately 55% of the enterprises supported in the scope of KOSGEB Support Programs Regulation in 2010 September - 2015 June period are micro enterprises, 32% of them are small and 13% of them are medium enterprises. The scale-based distribution of SMEs acting in KOSGEB's target population, SMEs having minimum one SME Approved Information Declaration recorded in KOSGEB Database and SMEs supported in the scope of KOSGEB Support Programs Regulation is given in Graphic 10.

Graphic 10: SMEs in Accordance with Their Scales



The share of small and medium enterprises, which constitute only 6% of the target population, in the enterprises registered in KOSGEB Database is approximately 27%. Almost half of the enterprises supported by KOSGEB also consists of small and medium enterprises.

In line with the national policies, it is targeted to increase the share obtained by SMEs acting in the industry sector from the supports in 2016 - 2020 period.

3. MISSION, VISION AND FUNDAMENTAL VALUES

3.1. Mission

The mission is to increase the shares of SMEs and entrepreneurs in economic and social development by providing supports and services that will develop their competitive power.

3.2. Vision

Strong and leader KOSGEB for SMEs having a voice in the global market.

3.3. Fundamental Values

No	Expression	Explanation
1	Accessibility	KOSGEB provides easily accessible services for meeting the needs
2	Leader and Steering	KOSGEB targets to be a leader in and to steer the activity area and develops expertise in this respect.
3	Target-population focused	KOSGEB is aware of customer value creation, target population wishes, expectations and requirements and acts in this direction
4	Impartiality	KOSGEB is at equal distance to all parties; it has an approach without prejudice, that is concrete and based on data and information.
5	Transparency	KOSGEB acts in compliance with the laws, in a transparent and right way
6	Effectiveness and efficiency	KOSGEB uses its resources in an effective, efficient and realistic way.
7	Accountability	KOSGEB takes the understanding of honesty and accountability to its target population as basis.
8	Innovative Approach	KOSGEB is open for new information and targets continuous improvement of existing information by discovering and trying different approaches to act with the best solutions.
9	Openness for collaboration	KOSGEB is close to collaboration with national and international
10	Dynamism	KOSGEB has the ability to make changes in its services and supports in compliance with the current conditions.

3.4. Strategic Purpose – Target Explanations

STRATEGIC PURPOSE 1: DEVELOPING THE PRODUCTION AND MANAGEMENT SKILLS AND INNOVATIVE AND HIGH ADDED VALUE PRODUCT/ SERVICE PRODUCTION CAPACITIES OF SMES AND INCREASING THEIR COMPETITIVE POWER IN THE GLOBAL MARKET.

SMEs are becoming more and more indispensable for the developed and developing country economies with their contribution in the creation of new employment areas, their ability to adapt to the changes in market conditions, their impact in economic and social development. And this situation forces countries to determine suitable policies for the encouragement and development of SMEs.

In line with the opinions and recommendations obtained from SMEs and the institutions and organizations representing SMEs through the questionnaire held in the preparation process of KOSGEB Strategic Plan, matters such as the following are in the foreground as areas open for development for SMEs;

- Internationalization,
- Development of collaborations,
- Facilitation of access to financing,
- Development of SMEs' R&D and innovation activities,
- Institutionalization in SMEs

KOSGEB, which was established to develop and support SMEs, is planning to develop a new approach with more selective and special support and service programs in order to bring SMEs to a more competitive and qualified condition at global level in line with its first strategic purpose. Concrete steps will be taken for providing the supports necessary for transition from low added value sectors to more qualified sectors and products in order to realize the necessary transformation, especially without being caught by the medium income trap. By this way, both the optimum use of SME resources will be ensured, and a positive contribution will be provided to the welfare and income level of the country in socioeconomic point of view.

Strategies:

- Starting capital will be provided for the entrepreneurs, who just established their enterprise, operation etc. expenses will be supported with public resources by providing the expenses of the personnel to be employed in R&D and innovation projects and by assigning place in the incubators to minimize the first establishment costs.
- The activities for the production and commercialization of a new product/ service, whose R&D and innovation project is successfully completed being supported with public resources, and/ or which is protected under a patent certificate, or which is obtained as the result of a doctorate study will be supported and opportunities will be provided for new investments.
- With the purpose of inclusion of technologic products, the R&D and innovation activities of which are performed in our country, in the international markets, increasing export, inclusion of domestic technology – dense starting enterprises in the developed entrepreneurship ecosystems, their participation in the international incubator establishment and acceleration programs will be supported.
- It will be ensured that SMEs benefit more from the money and capital markets.
- It will be ensured that more SMEs make use of information and awareness services.
- Joint production projects in medium – high and high technology areas will be supported with privileges and higher limits.
- The collaborations of enterprises having the purpose of producing common solutions for their common problems, will be supported.
- Joint projects will be implemented with the national and foreign institutions for the development of SMEs.
- Supports that will facilitate and encourage SMEs in opening to international markets will be provided.

Target 1.1 The development of R&D/ Innovation activities and their Conversion into Economic Values will be ensured.

One of the lagging R&D and innovation activities in Turkey is the high short-term expectations and the thought that high – budget investments are unnecessary especially by SMEs. However, R&D and innovation is an activity area, whose gains do not decrease even during the crisis periods in the medium and long term.

In order to implement R&D and innovation – based projects, the processes for the industrial applications of those projects have to be supported, too, and support must be provided to the entrepreneurs and SMEs for all rings of the chain from the idea to the product that can be commercialized. With the purpose of inclusion of the technologic products, whose R&D and innovation activities are performed in our country, in the international markets, increasing their export and inclusion of domestic technology – dense starting enterprises in the developed entrepreneurship ecosystems, their participation in incubator center establishment and acceleration programs has to be ensured. By this way, it will be possible to ensure that the R&D and innovation projects are carried out healthily and that they are converted into enterprises providing value for the country economy.

Target 1.2 Access to Financing will be Facilitated.

One of the most important problems, which the SMEs in our country encounter most, is observed to be marketing, planning and financing activities. SMEs are unable to have developed technologies due to financial deficiencies, and have to work labor – dense using old technologies. This negatively impacts the production quality, therefore, the competitiveness of SMEs decreases and their marketing and export capacities become reduced. SMEs, which exhibit a capital deficiency in general, have serious problems in both investment activities and in their daily activities due to certain economic problems such as the difficulties in warranty creation, liquidity problems and inaccessibility of long-term financing. For SMEs to come over those problems, they have to apply to alternative financing resources such as Enterprise Capital, Individual Participation Capital, and Loan Warranty System.

The provision of financing by SMEs through their equities and bank loans result in their inability to use the advantages of other alternative financing resources. KOSGEB is continuing its studies on many support programs in order to allow SMEs make more use of especially the long – term financing resources.

KOSGEB is making plans for facilitating the access of SMEs to alternative financing resources in the following periods and for allowing them increase their production, quality and standards, create employment and compete at international level.

Target 1.3 Contribution will be provided for SMEs to increase their share in economy and to improve their efficiency levels by developing their Production and Management Skills and Collaboration Cultures.

In the global competition environment, the importance of improvement of the management and organization skills is continuously increasing in order to ensure the survival of SMEs and to increase their competitive powers. The most important factor, which limits and determines the growth of an enterprise is the management capacity of the enterprise. Even if the capital, sales amount, profit, market share, etc. of the enterprises, which are not well – organized, which do not change their traditional management applications in spite of their wish for growth, which remain dependent on one person for fundamental decisions and which do not share the authority to decide with others, hence which can not create synergy, increase, the continuous growth of the management level will play a limiting role. Therefore, the enterprise owners have to be more farsighted and more conscious.

Today, “training” has become an important tool for the SMEs, which search, which first learns and then applies, which can renew themselves. However, the lack of awareness, the problems in accessing information, the deficiencies in the policies on human resources and in the professional management understanding and the costs that may occur make the enterprises avoid from benefiting from training services unless this is unavoidable. At this point, it is targeted to carry the training programs to the electronic medium and to increase the effectiveness and efficiency of the training service provided for SMEs.

Another way to close the efficiency gap between the big enterprises and SMEs is to grow the SMEs through business collaborations they will make and to increase their efficiency and profitability in production by making use of the scale economy. Today, various collaborations are mergers are taking place even among the greatest multinational companies of the world, and in this environment, it becomes harder for SMEs everyday to remain small and to compete. It is targeted to inform SMEs about the tendency for collaboration and joint work culture. By this way, production and management skills of SMEs will be developed, their efficiency levels will be risen and an increase in their share in economy will be ensured.

Supporting the projects to be prepared by the enterprises for institutionalization by increasing their management skills and accelerating their decision making processes is a method that is prioritized in the scope of this target.

Target 1.4 Internationalization of SMEs will be provided by developing the opportunities and skills of SMEs for access to Foreign Markets.

The technological developments, rapidly changing economic and political conditions created the need for the enterprises to market their products in foreign markets as well as their own domestic markets. Entries to the foreign market push the enterprises to provide better and cheaper products in the intense competition environment while encouraging the development of new products. Lack of technology, financing problem and the ambiguities in foreign currency rates make it difficult for many SMEs to open to foreign markets. The SMEs facing such problems direct to production on order (contract manufacturing), therefore, they have problems in creating their own trademarks and marketing their own products. SMEs, which can not create their own trademarks and which can not market quality products can not survive in the competition environment.

In order to increase the competition power at international level of the enterprises, which obtained export performance and which needs financial resources to increase and develop its export, KOSGEB targets to increase and continue its collaboration with the international institutions and organizations and by this way to carry more SMEs to the international markets. One of the most important problems in opening SMEs to international markets is the problem in finding qualified personnel and the problem of training. The problems in finding qualified personnel result in the inability of those enterprises to show sufficient effect in planning, standard, production, quality control stages and to reach the desired competitive power. KOSGEB will support the employment of qualified personnel, who will ensure opening of SMEs to international markets and will ensure an increase in their institutional capacities in this respect.

Target 1.5 Supports for Matters Prioritized in the National Policy Documents will be developed.

Another method that will ensure the survival and growth of SMEs in the global competition environment is increasing efficiency. In order to ensure this, an integrated efficiency management at national level is needed in terms of both total efficiency and enterprise efficiency. In the 10th Development Plan, it is indicated that there is an efficiency difference between SMEs and the big enterprises and it is emphasized that both in-sector efficiency levels and the employment shares of the sectors having high efficiency levels should be increased and it is indicated that production industry has special importance in terms of

both instruments.

In line with the emphasis such as “need for a strong production industry” and “increasing the share of production industry in total added value” included in the 10th Development Plan, KOSGEB will support the SMEs acting in the production sector with priority.

Again in connection with the target of supporting the rapidly growing enterprises or enterprises having growth potential and SMEs that are innovative in terms of product, service and business model, as included in the 10th Development Plan, it is planned to support the innovative enterprises with priority.

STRATEGIC PURPOSE 2: POPULARIZATION OF ENTREPRENEURSHIP CULTURE, DEVELOPING ENTREPRENEURSHIP AND ENSURING THE SUSTAINABILITY OF ENTERPRISES.

“Entrepreneurship Strategy and Action Plan (GİSEP) 2015-2018” is prepared and its implementation is started as the result of the joint efforts of other institutions and organizations under the coordination of KOSGEB with the purpose of popularization of entrepreneurship culture, creating a strong ecosystem and developing entrepreneurship in our country.

In line with ESAP and its second strategic purpose of Strategic Plan, KOSGEB has the purpose of developing, implementing and popularizing the entrepreneurship trainings for a sustainable support system in thematic areas with priority such as “Woman Entrepreneurship, Young Entrepreneurship, Eco Entrepreneurship” for the development of a culture that adopted the entrepreneur and entrepreneurship in our country.

Strategies:

- The existing programs will be improved and their implementation will be continued.
- Model will be developed and code of practice will be prepared for new programs.
- “On the Job Entrepreneurship Trainings” will be continued to be held to popularize the entrepreneurship culture.
- Participation in activities and organizations on entrepreneurship will be ensured in order to popularize the entrepreneurship culture.

Target 2.1 Popularization of Entrepreneurship Culture will be ensured.

The difficulty of performing business in Turkey and the hard economic conditions force people to be more creative, competitive, entrepreneurial and venturous. A new culture must be constructed for training entrepreneurial people or for creating an entrepreneurial soul. Entrepreneurship culture can be developed at every stage of training through formal training non-formal education programs, increasing the quality of entrepreneurship trainings, applications for the publicity and rewarding of entrepreneur role models. KOSGEB will continue holding “On the Job Entrepreneurship Trainings” (OJET) in order to popularize entrepreneurship culture and increase the level of success of the enterprises to be established by the entrepreneurs basing on a business plan.

Target 2.2 New Enterprises with a high chance of survival and which have the potential of Growth and Employment Creation will be supported.

The chance of survival of new enterprises in the old sectors, which are traditional and where competition is high. As the density of technology in the sector increases, the chance of success of new enterprises increases. Starting a business after creating a business plan increases the survival chance of the established enterprise. Having a business plan and managing the enterprise in compliance with that business plan increases the chance to improve the product development and organization structure of that enterprise and facilitates finding foreign capital financing and increases the probability of survival.

As much as the survival of the entrepreneurial ideas, the survival of the enterprises, which are the economic units where those ideas are put into application, is important. KOSGEB will continue providing supports in the scope of “Entrepreneurship Support Program” in the following periods for the enterprises to easily spend their first years, during which they are most fragile, and to continue their existence, and by this way KOSGEB will contribute to the country economy.

Target 2.3 Special Target Groups will be Supported.

The “On-the-job Entrepreneurship Trainings” will be continued for special target groups in order to popularize entrepreneurship culture and to increase the success levels of enterprises, which the entrepreneurs will establish basing on a business plan; a model will be developed

For “eco entrepreneurship” and the code of practice will be prepared. By this way, contribution will be provided for increasing the shares of woman, disabled and young entrepreneurs in the social and economic lives.

Target 2.4 The development of mechanisms to support entrepreneurs will be ensured.

In order to monitor the efforts for entrepreneurship, a web based portal will be created to be used interactively by entrepreneurs, SMEs and the relevant institutions/ organizations. Furthermore, in order to ensure collaboration of public and private sectors, a model will be developed by KOSGEB and İŞGEM Support will be continued.

STRATEGIC PURPOSE 3: STRENGTHENING THE INSTITUTIONAL STRUCTURE AND PERCEPTION TO INCREASE QUALIFIED SERVICE PROVISION CAPACITY.

The social, cultural, economic and political changes occurring in the world and in Turkey requires important changes in the understanding, purpose, structure, operation and methods and techniques of the public institutions. Managerial approaches, which are more flexible and capable of rapid decision – making, which are focused on purposes and results, which can produce creative solutions in the policy making and application processes and which are future – oriented, gain bigger importance.

KOSGEB, by strengthening its institutional capacity, plans;

- To continuously follow up technologic innovations, scientific and managerial developments,
- To correctly analyze the needs and expectations of its target population and ensure that the provided service has the undertaken quality,
- To positively strengthen the perception of public by correctly and effectively using press and media channels,
- To ensure continuous development for zero – error service provision by minimizing the faults caused by the processes,
- To protect the material and moral rights of the personnel and to create and maintain a reliable working environment supported with personal and professional trainings,

Furthermore, our Presidency targets to increase the institutionalization capacity by ensuring the development and continuous inspection of the internal control system in the institution in order to ensure that the activities are performed in an effective, economic and efficient way, that the resources are protected and that financial information and reports are produced in time and in a reliable way.

Strategies:

- E-signature/ mobile signature integration will be ensured both in the transactions performed in the Presidency structure and in the services provided for SMEs in electronic medium, with the purpose of reducing bureaucracy.
- Technical and physical improvements will be provided for information security.
- Infrastructure improvement will be performed to provide fast and uninterrupted service in the entire institution.
- Visual/ printed/ social media and mass communication tools will be used more effectively.
- Internal control system will be developed and the effectiveness of the system will be controlled.
- In the decision – making processes, more effective participation of employees will be ensured.
- Career and Training planning will be performed.

Target 3.1 KOSGEB will be Promoted Effectively to Strengthen its National and International Image.

KOSGEB is obliged to inform not only SMEs, but also all public on the services and supports it provides, other activities it performs, collaborations in the national and international areas. In order to increase the effectiveness of those informing and consciousness – raising activities, the collaborations in the national and international areas will increase and visual/printed/ social media and mass communication instruments will be used more in the following period. In this scope, the works performed in the scope of the collaboration protocols signed with institutions and organizations such as Ministry of Development, Development Agencies, Ministry of Science, Industry and Technology Provincial Directorates, State Materials Office etc. will be continued and new collaborations will be created in line with the requests coming from the institutions and organizations and the needs of our institution.

Target 3.2 Continuous improvement of business processes will be ensured.

Today, the continuous changes requires a change in the public service understanding. For the public sector to more easily adapt to the changes, it must have a structure that is flexible, capable of providing new services and products and that complies with the efficiency

conditions. In order to reach those targets, the business processes must be managed in a systematic way. In line with this, recognition and understanding of processes by all employees, elimination of activities, which do not produce any values, determination of potential areas of improvement and improvement of work processes continuously in a contributing way have to be ensured.

In line with the user requests, improvement of existing software for the improvement of business processes will be performed and the needed new software will be provided in 2016-2020 period.

Target 3.3 Technical and Physical Infrastructure will be Strengthened

In order to provide better service for our target population, technical infrastructure will be strengthened to increase the service quality of KOSGEB. Uninterrupted and secure provision of services provided in electronic medium will be ensured. Transition to e-signature/ mobile signature will be ensured in our services to reduce bureaucracy.

Target 3.4 An effective Human Resources Management will be Ensured.

Human resources management ensures positive improvements in terms of employee loyalty and efficiency and the quality of business life by using various criteria related with manpower. An effective and efficient human resources management increases employee satisfaction and efficiency.

No matter how strong the financial resources of a directorate are, if human resources do not have sufficient effectiveness, the chance of success will be low. It is not easy to reach efficiency and business quality targets with unsatisfied, low – motivated manpower. Originating from this idea, it is planned to create a reliable working environment, where the personal and professional improvement of personnel is supported with trainings, to strengthen the sense of belonging.

3.5. Target – Performance Indicator Relation

The relations between strategic purpose, target and performance indicators are given in the following table.

Table14: Strategic Purpose- Target- Performance Indicators

Strategic Purpose	Strategic Target	Performance Indicator
S.A.1 Developing the production and management skills of SMEs and their innovative and high added value product/ service production capacities And to increase their global market	S.H.1.1 Development of R&D/Innovation Activities and their conversion into economic Values will be ensured.	1.1.1 Ratio of increase in the number of enterprises benefiting From R&D and Innovation Program in Comparison with the previous year. (%)
		1.1.2 Number of R&D personnel supported in the scope of R&D And Innovation program scope. (number)
		1.1.3 Ratio of increase in the number of enterprises making use of Industrial Implementation Program in comparison with the previous year. (%)
		1.1.4 Number of personnel supported in the scope of industrial Implementation Program. (Number)
		1.1.5 Number of enterprises supported in the scope of Support For the establishment of international incubation center. (Piece)
		1.1.6 Number of reconstructed TEKMERs. (Piece)
		1.1.7 Share of R&D, payments made in the scope of Innovation and Industrial Implementation Program in all support payments. (%)
		1.1.8 Number of enterprises benefiting from Industrial graduated Implementation Support Program among the ones successfully from R&D, Innovation program. (piece)
		1.1.9 Ratio of enterprises supported in the scope of R&D

		Innovation Program after applying as an entrepreneur to the enterprises supported in the scope of total R&D Innovation Program. (%)
	S.H.1.2 Access to financing will be facilitated.	1.2.1 Number of enterprises benefiting from loan interest Support programs. (pieces)
		1.2.2 Number of enterprises benefiting from DEM SME Support program. (pieces)
		1.2.3 Capital contribution to İstanbul Risk Capital Enterprise (iVCi) .
		1.2.4 Capital contribution to Turkish Development and Innovation Fund.
		1.2.5 Number of information/ promotions provided for SMEs About loan warranty system, enterprise capital and capital markets. (Pieces)
		1.2.6 Number of enterprises benefiting from Borsa İstanbul Special Market Support Program. (pieces)
		1.2.7 Number of activities performed for increasing the use of EU funds. (Pieces)
		1.2.8 Number of participants of activities for increasing the use of EU Funds. (pieces)
	S.H.1.3 By developing production and management skills of SMEs, and their collaboration culture, contribution will be	1.3.1 Number of enterprises benefiting from support programs to be implemented about Energy Efficiency/ Environment etc. (pc)
		1.3.2 Number of training programs provided for SMEs in Electronic medium. (pieces)
		1.3.3 Number of benefiting from trainings provided for SMEs in

	provided for increasing their share in economy	Electronic medium. (pieces)
	and their efficiency levels	1.3.4 Number of enterprises supported in the scope of SME Gel-SME Development Support Program. (pieces)
		1.3.5 Number of projects supported in the scope of Profession Organization Project Support Program (pieces)
		1.3.6 Number of Enterprises supported in the scope of General Support Program. (pieces)
		1.3.7 Total number of tests/analysis performed by KOSGEB laboratories. (pieces)
		1.3.8 Number of enterprises making use of Collaboration - Coalition Support Program. (Pieces)
		1.3.9 Number of enterprises establishing partnership for Developing their project execution and collaboration capacities. (pieces)
	S.H.1.4 Internationalization of SMEs will be	1.4.1 Number of enterprises benefiting from Domestic International Fair Support. (pieces)
		1.4.2 Number of enterprises benefiting from the support program To be implemented for the internationalization of SMEs (pieces)
		1.4.3 Number of foreign trade personnel supported in the scope Of qualified personnel employment support. (pieces)
		1.4.4 Number of enterprises benefiting from International. Business Travel Support (pieces)
		1.4.5 Number of enterprises benefiting from logistic support. (pc)
	Ensured by improving the ability and markets	

	opportunities of SMEs for access to international markets	1.4.6 Number of enterprises benefiting from Matching Support. (pc)
		1.4.7 Number of globally emerging enterprises that are supported. (pc)
		1.4.8 Percentage of realization of European Enterprises network Consortiums' Business Plans (%)
S.A.2	S.H.1.5 Supports for topics prioritized in the National policy documents will be improved	1.5.1 Number of Enterprises supported with collaboration projects for joint production in Medium-High and High Technology areas (pieces)
		1.5.2 Number of rapidly growing enterprises supported. (pieces)
		1.5.3 Number of Enterprises supported in sectors acting as Medium-high/ high technology sectors (pieces)
		1.5.4 The share obtained by supported production sector enterprises from all support programs. (%)
		1.5.5 Number of supported "Innovative Enterprises". (pieces)
S.A.2	S.H.2.1 Popularization of entrepreneurship Culture will be ensured	2.1.1 Number of held On-the-job Entrepreneurship Training programs. (pieces)
		2.1.2 Number of entrepreneur candidates certificated upon Completing the On-the-Job Entrepreneurship Training Programs. (pieces)
		2.1.3 Number of universities awarding their students with. Business Plan Reward (pieces)

Popularization of entrepreneurship culture, Developing entrepreneurship And ensuring the sustainability of enterprises	S.H.2.2 Enterprises with a high chance of Survival, and a high employment creation potential Will be supported.	2.2.1 Number of enterprises benefiting from New Entrepreneur Support (pieces)
		2.2.2 Ratio of Survival of enterprises benefiting from New Entrepreneur Support. (%)
		2.2.3 Share obtained by Entrepreneurs in the Production Industry From New Entrepreneur Support. (%)
	S.H.2.3 Special target groups will be supported.	2.3.1 Number of enterprises benefiting from support programs to be implemented for encouraging eco-entrepreneurship (pieces)
		2.3.2 Number of on-the-job Entrepreneurship Training Programs. (pieces)
		2.3.3 Number of Entrepreneurs in the special target groups benefiting from New Entrepreneur Support. (Pieces)
	S.H.2.4 Improvement of mechanisms to support Entrepreneurs will be ensured.	2.4.1 Creation of Entrepreneurship portal
		2.4.2 Number of collaborations with private-public sectors For developing entrepreneurship. (pieces)
		2.4.3 Number of Operator Organizations receiving İŞGEM support. (pieces)
		3.1.1 Number of calls responded by Call Center. (pieces)
		3.1.2 Type of printed and visual materials prepared for effective Promotion. (pieces)
		3.1.3 Number of news in the local and national media. (pieces)
		3.1.4 Number of published e-magazines. (pieces)
	S.H.3.1 Effective promotion of KOSGEB will be	3.1.5 Ratio of satisfaction with KOSGEB supports and services.

S.A.3 Increasing the capacity to provide qualified service by strengthening the institutional structure and perception.	performed to strengthen its national and international image.	(%)
		3.1.6 Number of collaborating countries. (pieces)
		3.1.7 Number of collaborated international organizations. (pieces)
		3.1.8 Number of signed Memorandums of Understanding. (pieces)
		3.1.9 Number of programs/projects implemented jointly On the basis of international organizations and countries. (pieces)
	S.H.3.2 Continuous improvement of business § Processes will be ensured.	3.2 1 Ratio of realization of internal audit programs. (%)
		3.2.2 Number of performed audits. (pieces)
		3.2.3 Percentage of meeting the demands of units for the Improvement of business processes in electronic medium. (%)
		3.2.4 Ratio of realization of Internal Control Harmonization Action Plan. (%)

Strategic Purpose	Strategic Target	Performance Indicator
	S.H.3.3 Technical and Physical Infrastructure Will be reinforced.	3.2.5 Number of “Internal Control General Conditions” that are complied with (cumulative). (pieces)
		3.3.1 Number of physically improved buildings. (pieces)
		3.3.2 Percentage of responding to demands for the improvement of technical and physical conditions in the electronic media by the units. (%)
		3.3.3. In all work processes included In digital medium, transition to the use of electronic signature/ mobile signature.
		3.3.4 Establishment of KOSGEB Disaster Recovery Center
		3.3.5 Conversion of the internet connection of all KOSGEB Directorates to metro Ethernet connection structure.
		3.3.6 Obtaining ISO 27001 Certificate.
	S.H.3.4 An effective human resources management will be ensured. abroad	3.4.1 Total training hours per employee. (Hour/person)
		3.4.2 Number of employees sent for training in the country/ (pieces)

The realization numbers planned for the 5-year strategic planning period for the performance indicators are given in the following table.

Table15: Target- Performance Indicators Relation

Strategic Purpose	Strategic Target	Performance Indicator	2014	2016	2017	2018	2019	2020
S.A.1 Improving the Production and Management Skills of SMEs, And their Innovative and High added value Product/service Production Capacities and Increasing Their competitive Power in the Global market	S.H.1.1 - Improvement Of R&D and Innovation Activities And their Conversion to Economic values Will be ensured.	1.1.1 Ratio of increase in the number of Enterprises benefiting from R&D and Innovation program in comparison With the previous year. (%)	-23%	5%	5%	5%	5%	5%
		1.1.2 Number of R&D personnel R&D Supported in the scope of R&D and Innovation Program. (pieces)	1.099	1.100	1.150	1.200	1.300	1.400
		1.1.3 Ratio of increase in the number of Enterprises benefiting from Industrial Implementation program in comparison With the previous year. (%)	-3,8%	5%	5%	5%	5%	5%
		1.1.4 Number of personnel supported in the scope of Industrial Implementation program. (pieces)	334	350	375	400	425	450
		1.1.5 Number of enterprises supported In the scope of International Incubation Center establishment support. (pieces)	-	1	1	1	1	1
		1.1.6 Number of TEKMERs that are reconstructed. (pieces)	-	-	3	3	3	3
		1.1.7 Share of payments made in the Scope of R&D Innovation and Industrial Implementation Support Program In all support payments. (%)	18%	20%	21%	22%	23%	25%

Strategic Purpose	Strategic Target	Performance Indicator	2014	2016	2017	2018	2019	2020
		1.1.8 Among the ones successfully graduated from R&D, Innovation Program, number of enterprises Benefiting from Industrial Implementation support program. (pieces)(new application every year)	63	65	70	75	80	85
		1.1.9 Ratio of enterprises applying As entrepreneurs and supported in The scope of Innovation program To the enterprises supported in the Scope of Innovation Program. (%)	16%	18%	19%	21%	23%	25%
	S.H.1.2 Access to Financing Will be facilitated.	1.2.1 Number of enterprises benefiting From loan interest support programs . (pieces)	3.140	2.000	2.000	2.000	2.000	2.000
		1.2.2 Number of enterprises benefiting From DEM SME Support program (pieces)	7	2	2	2	2	2
		1.2.3 Capital contribution to İstanbul Risk Capital Enterprise (iVCi).	14.354.250	20.540.000	25.000.000	25.000.000	-	-
		1.2.4 Capital contribution to Turkish Growth and Innovation Fund.	-	11.500.000	25.000.000	25.000.000	25.000.000	25.000.000
		1.2.5 Number of information/ Promotion to SMEs relating to Loan warranty system, enterprise Capital and capital markets. (pieces)	84	20	20	20	20	20

Strategic Purpose	Strategic Target	Performance Indicator	2014	2016	2017	2018	2019	2020
		1.2.6 Number of enterprises benefiting From Borsa İstanbul Special Market Support Program. (pieces)	-	1	2	2	2	2
		1.2.7 Number of activities performed EU For increasing the use of EU Funds (pieces)	-	2	2	2	2	2
		1.2.8 Number of participants of Activities for increasing the use of EU funds (pieces)	-	150	150	150	150	150
	S.H.1.3 Contribution will Be provided for Increasing the efficiency levels SMEs in Economy by Improving their Production and Management Skills and collaboration Cultures	1.3.1 Number of enterprises benefiting From the support programs to be Implemented on Energy Efficiency /Environment etc. (pieces)	-	-	20	20	20	20
		1.3.2 Number of training programs provided for SMEs in electronic medium. (pieces)	15	25	25	25	25	25
		1.3.3 Number of benefiting from the Trainings provided for SMEs in Electronic medium. (pieces)	3.229	4.500	5.500	7.500	8.500	10.000
		1.3.4 Number of enterprises supported In the scope of SME Gel-SME Development support program. (pieces)	-	-	400	500	500	500
		1.3.5 Number of Projects supported In the scope of Profession Organization Project Support Program (pieces)	6	8	9	9	10	10

Strategic purpose	Strategic Target	Performance Indicator	2014	2016	2017	2018	2019	2020
		1.3.6 Number of enterprises supported In the scope of General Support Program (pieces)	23.035	20.000	20.000	20.000	20.000	20.000
		1.3.7 Total test/ analysis number Performed by KOSGEB laboratories (pieces)	62.899	64.000	64.000	64.000	64.000	64.000
		1.3.8 Number of enterprises benefiting From Collaboration – Coalition support program. (pieces)	63	65	65	70	70	70
		1.3.9 Number of enterprises establishing Partnership for developing their Capacities to perform joint business. (pieces)	320	320	320	325	325	350
	S.H.1.4 Internationalization of SMEs will Be ensured by Developing Their Opportunities and Skills to access International Markets	1.4.1 Number of enterprises benefiting from International Specialization Fair Support (pieces)	5.603	6.000	6.000	6.000	6.000	6.000
		1.4.2 Number of enterprises benefiting From the support program to be Implemented for the internationalization Of SMEs (pieces)	-	-	100	100	100	100
		1.4.3 Foreign trade personnel number Supported in the scope of Qualified Personnel support. (pieces)	-	100	110	120	130	140
		1.4.4 Number of enterprises benefiting From International Business travel support. (pieces)	3.600	3.600	3.600	3.600	3.600	3.600

Strategic Purpose		1.4.5 Number of enterprises benefiting From Logistic support. (pieces)	-	10	10	15	15	20
		1.4.6 Number of enterprises benefiting From Matching Support. (pieces)	48	50	50	50	75	75
		1.4.7 number of Supported global – born Enterprises. (pieces)	-	-	5	5	5	5
		1.4.8 Percentage of realization of Business plans of European Enterprises Network Consortiums (%)	-	75%	75%	75%	75%	75%
	S.H.1.5	1.5.1 Number of enterprises supported With collaboration projects for joint production in technology areas. (pieces)	-	5	10	10	10	10
	Prioritized in	1.5.2 Supported rapidly growing Enterprise number. (pieces)	-	-	10	10	10	10
	National Policy documents Will be	1.5.3 Number of enterprises supported In sectors acting as medium-high technology. (pieces)	3.570	3.600	3.700	3.800	3.900	4.000
	Improved	1.5.4 Share obtained by production Sector enterprises that are supported From all support programs. (%)	47%	≥%40	≥%40	≥%40	≥%40	≥%40

Strategic Purpose	Strategic Target	Performance Indicator	2014	2016	2017	2018	2019	2020
S.A.2 Popularizing entrepreneurship Culture Developing entrepreneurship And ensuring That enterprises Create sustainability.	S.H.2.1 Popularization of entrepreneur-Ship culture	1.5.5 Number of supported “Innovative Enterprises”. (pieces)	-	-	10	15	20	20
		2.1.1 Regularly Implemented Entrepreneurship Training Program Number (pieces)	227	240	255	270	285	300
		2.1.2 Number of entrepreneur candidates certificated upon completing Regularly Implemented Entrepreneurship Training Programs. (pieces)	6.454	6.500	6.750	7.000	7.500	8.000
		2.1.3 Number of universities rewarding Their students with Business Plan Reward. (pieces)	1	2	2	3	4	5
	S.H.2.2 New enterprises with a high Chance of, Survival, Growth and	2.2.1 Number of enterprises benefiting From New Entrepreneur Support. (pieces)	10.199	10.000	10.200	10.500	10.750	11.000
		2.2.2 Ratio of survival of enterprises						
		Benefiting from New Entrepreneur Support. (%)	83%	85%	85%	85%	85%	85%
Employment								

Potential will							
Be supported	2.2.3Share of Entrepreneurs acting in Production industry from New Entrepreneur support. (%)	25%	25%	25%	25%	25%	25%
S.H.2.3	2.3.1Number of enterprises benefiting from						
Special target	Support program to be implemented for						
Groups will be supported	Support program to be implemented for Encouraging eco-entrepreneurship (pieces)	-	-	10	10	10	10

Strategic Purpose	Strategic Target	Performance Indicator	2014	2016	2017	2018	2019	2020
		2.3.2 Number of on-the-job Entrepreneurship Training Programs. (pieces)	20	30	30	30	30	30
		2.3.3 Number of entrepreneurs in the Special target groups benefiting from New Entrepreneur Support. (pieces)	480	600	600	600	600	600
	S.H.2.4 Development of mechanisms to support Entrepreneurs (pieces) Will be ensured	2.4.1 Creation of Entrepreneurship portal.	-	-	√	-	-	-
		2.4.2 Number of collaborations With private-public sectors for developing entrepreneurship. (pieces)	-	1	1	3	3	3
		2.4.3 Number of operator organizations Benefiting from İŞGEM Support. (pieces)	1	1	1	1	1	1
S.A.3 Increasing the Capacity to Provide qualified service by strengthening Institutional	S.H.3.1 Effective Promotion of KOSGEB will Be performed	3.1.1 Number of calls responded by The call center. (pieces)	70.000	90.000	100.000	110.000	120.000	125.000
		3.1.2 Type of printed and visual Materials prepared for effective promotion. (pieces)	4	5	6	6	6	7

Structure and perception	To strengthen Its national and international image	3.1.3 Number of news in local and National media. (pieces)	14.000	15.000	16.000	16.000	17.000	17.500
		3.1.4 Number of published e-magazines. (pieces)	-	12	12	12	12	12

Strategic Purpose	Strategic Target	Performance Indicator	2014	2016	2017	2018	2019	2020
		3.1.5 Ratio of satisfaction with KOSGEB Supports and services. (%)	-	70%	80%	80%	80%	80%
		3.1.6 Number of collaborated countries (pieces)	53 countries	60 countries	61 countries	62 countries	63 countries	64 countries
		3.1.7 Number of collaborated International organizations. (pieces)	10 organizations	10 organizations	10 organizations	10 organizations	10 organizations	10 organizations
		3.1.8 Number of signed Memoranda Of Understanding. (pieces)	9	2	2	2	2	2
		3.1.9 Number of programs/projects Carried out jointly on international Organizations and countries basis. (pieces)	4	6	6	6	6	6
	S.H.3.2 Continuous Improvement Of business Processes shall be ensured.	3.2.1 Ratio of realization of internal Audit programs. (%)	80%	100%	100%	100%	100%	100%
		3.2.2 Number of performed audits. (pieces)	4	7	7	7	7	7
		3.2.3 Percentage of responding to the Demands for the improvement of Business processes in electronic Medium. (%)	-	80%	80%	80%	80%	80%

Strategic Purpose	Strategic Target	Performance Indicator	2014	2016	2017	2018	2019	2020
		3.2.4 Ratio of Realization of Internal Control Compliance Action Plan (%)	-	22%	50%	50%	% 60	% 40
		3.2.5 Number of “Internal Control General Conditions” complied with (cumulative). (pieces)	-	25	39	54	69	79
	S.H.3.3 Technical and Physical Infrastructure Will be reinforced.	3.3.1 Number of physically improved buildings. (pieces)	5	5	5	5	5	5
		3.3.2 Percentage of meeting the Demands made for the improvement of technical and physical Conditions in electronic medium. (%)	-	80%	80%	80%	80%	80%
		3.3.3 In all work processes included In digital medium, transition to the use of electronic signature/ mobile signature.	-	-	-	-	√	-
		3.3.4 Establishment of KOSGEB Disaster Recovery Center	-	-	√	-	-	-
		3.3.5 Conversion of all KOSGEB Directorates’ Internet connection to Metro Ethernet connection structure.	-	√	-	-	-	-
		3.3.6 Obtaining ISO 27001 certificate.	-	-	-	√	-	-

Strategic Purpose	Strategic Target	Performance Indicator	2014	2016	2017	2018	2019	2020
	S.H.3.4 An effective human Resource Management will be provided	3.4.1 Total training hour per employee (Hour/person)	16,34	15	16	17	18	19
		3.4.2 Number of employees sent to Trainings in the country/ abroad. (pieces)	828	852	850	850	850	850

4. RELATION OF TOP POLICY DOCUMENTS AND STRATEGIC PLAN

Relation of Top Policy Documents and Strategic Plan is given in the following table.

Table16: Relation of Top Policy Documents and Strategic Plan

Reference Policy Document	Relevant Policy/Plan Provision	Target Related with Strategic target
64th Government Program- Women	We will ensure the continuity of subventions applied for The employment of women. Woman Entrepreneurship Program will be prepared and put into application and we will facilitate the participation of our women in the business life.	2.3
64th Government Program- Entrepreneurship And SMEs	We will increase the number and effectiveness of centers such as business development, incubator and accelerator centers. In this context, we are continuing our efforts for The establishment of a superior fund for early stage entrepreneurship, where lack of financing is felt most.	1.1
64th Government Program- Entrepreneurship and SMEs	It is one of our basic targets to increase the competition Power of our SMEs to provide more contribution to growth. As the 64th government, we consider supporting the enterprises that grow or that have a growth potential as an important requirement of economic growth and social development	1.1, 1.5
64th Government Program- Entrepreneurship And SMEs	In order to increase access of SMEs to financing, we will make arrangements to eliminate the barricades in front of the use of movable assets as warranty. We will support the activities of opening SMEs to stock exchange, increase the number of SMEs, to which the Loan Warranty Fund provides surety, and popularize the Enterprise Capital Funds.	1.2
64th Government Program- Entrepreneurship and SMEs	We are continuing our efforts for increasing the innovative financing opportunities and technologic entrepreneurship support models such as enterprise capital and individual participation capital	1.2
64th Government Program-Science, Technology and innovation	We will ensure that the costs of TSE And patent documents of Small and Medium Enterprises are borne by the state.	1.1, 1.3
64th Government Program-Trade	We will ensure that the enterprises are opened more to the newly developing surrounding country markets through trademark creation and institutionalization in the trade services.	1.3
64th Government Program-Energy Safety	The use of products, which consume energy in an efficient way instead of inefficient products will be encouraged.	1.2

Reference Policy Document		Relevant Policy/Plan Provision	Relevant target in strategic plan
64th Government Program- Youth		We will hold programs about topics such as financing, technology, administration and marketing for reinforcing young entrepreneurship.	1.2
10th Development Plan 2014-2018 Art. 158		The harmony between the education system and manpower market will be increased by providing the skills and competencies required by the business life, adoption of entrepreneurship culture, reinforcement of school – enterprise relation in professional and technical education taking not consideration the medium and long – term sector projections, originating from the perspective of learning for life.	2.1
10th Development Plan 2014-2018 Art. 249		In the context of social gender equality, strengthening of the role of women in social and economic life, protection of family institution and developing its status and strengthening of social integration are fundamental purposes.	2.3
10th Development Plan 2014-2018 Art. 251		Inclusion of women more in the decision-making mechanisms, increasing their employment, rising their education and skill levels will be ensured.	2.3
10th Development Plan 2014-2018 Art. 257		Awareness will be created on social gender based budgeting and sample implementations will be developed.	2.3
10th Development Plan 2014-2018 Art. 443		There will be important policy areas in the following period in terms of strengthening the macroeconomic stability with finance, money and payments balance policies, development of human capital, activation of manpower market, increasing the technology and innovation development capacity, reinforcement of physical infrastructure and improvement of institutional quality and realization of our growth strategy.	1.1
10th Development Plan 2014-2018 Art. 448		Increase in the institutional quality at firm, and in general, at country level, will contribute to stable and high growth. Improvement in the firms' governance processes and extension of their lives and solution of their scale problems have importance. In the upper scale, the functionality of transparency, accountability and superiority of law principles will be strengthened on the basis of rules in order to minimize ambiguities. In the same scope, the struggle against non-recorded economy and corruption will be continued, foreseeing and stability will be ensured in tax payments, intellectual property and patent rights will be protected, activation of markets will be ensured and investment environment will be reinforced. In this way, healthier functioning of decision making processes in our country will be ensured and production capacity will be increased faster by making production more attractive.	1.1

Reference Policy Document	Relevant Policy/Plan Provision	Related Target in Strategic plan
	In this respect, new international direct investment entries will increase in the productive areas, and a positive contribution will be provided in terms of both efficiency through technology transfer and in terms of growth through employment creation impact.	
10th Development Plan 2014-2018 Art. 450	In the plan period, the increase in the productivity of capital stock through the development of human capital, technology and innovation activities will play an important role on TFV increase. An average annual increase of 1.1 is targeted in TFV in the plan period. This increase being sourced from the industry sector, where commodity goods are produced, has a critical role in terms of healthily continuing growth.	1.3, 1.5
10th Development Plan 2014-2018 Art. 451	The reversing of the decrease tendency of the share of industry in GNP is a requirement for stable and high growth. A strong production industry will be needed in terms of realization of 2023 export targets. In the plan period, a growth of 6.4 percent in the industry sector and some increase in its share in GNP are foreseen with the steps to be taken for the development of industry and for increasing its competitive power. The agriculture sector is expected to grow with an annual average of 3.1 percent and its share in GNP is expected to decrease to 6,8% at the end of the plan period, and services sector is expected to exhibit a tendency parallel with GNP.	1.4
10th Development Plan 2014-2018 Art. 477	... It is targeted to increase the share of medium-high and high technology production industry products in export, to increase service export and to diversify it.	1.5.
10th Development Plan 2014-2018 Art. 478	The existing opportunities for exporters' access to new markets will be improved.	1.4.
10th Development Plan 2014-2018 Art. 485	The mechanisms necessary for using e-trade as an effective instrument in increasing export will be developed.	1.4.
10th Development Plan 2014-2018 Art. 593	Substitution – renewal, maintenance – repair and rehabilitation expenses will be increased in order to obtain maximum benefit from the existing capital stock.	3.3
10th Development Plan 2014-2018 Art. 596	The process of planning, implementing, monitoring and assessing public investment projects will be strengthened and in this scope, the capacities of public institutions and organizations will be developed	3.1,3.2, 3.3, 3.4

Reference Policy Document		Relevant Policy/ Plan Provision	Relevant Target in Strategic Plan
10th Development Plan 2014-2018 Art. 626		The basic purpose of R&D and innovation policy is to contribute to the increase in the technology and innovation activities on sector focus and their conversion into benefits, creation of an innovation- based ecosystem and commercialization of the research results and to ensure that our country obtains a high competitive power in global scale with technology – dense products	1.1
10th Development Plan 2014-2018 Art. 628		R&D and innovation programs that will produce new sectors, products and trademarks that are competitive at international level and that have a high added value will be implemented.	1.1, 1.3, 1.5
10th Development Plan 2014-2018 Art. 629		The innovation system will be provided with a structure that centers on grouping approach and entrepreneurship.	1.1
10th Development Plan 2014-2018 Art. 630		Coordination will be provided for R&D supports and the existing support programs will be reviewed by performing impact analysis studies. R&D activities will be supported in integration, considering the market conditions and taking into account commercialization around common targets.	1.1.
10th Development Plan 2014-2018 Art. 631		In all sectors, especially in the energy and production industry, R&D and innovation activities will be supported for the development of green products having high added value using clean technologies that will ensure the effective use of natural resources and prevention of environmental deteriorations.	1.1, 1.5
10th Development Plan 2014-2018 Art. 632		The structure and operation of technology development regions will be activated in order to maximize university – industry collaboration, joint R&D and innovation activities between enterprises and innovative entrepreneurship.	1.1.
10th Development Plan 2014-2018 Art. 633		It shall be ensured that the research centers, incubation centers, technology transfer and innovation centers and technology development regions are focused on certain areas and that they work in an integrated structure with each other and those structures will be encouraged to support the relevant group activities.	1.1.
10th Development Plan 2014-2018 Art. 634		Precautions that will facilitate the collaboration of universities and private sector will be taken and interfaces will be created. In this frame, care will be paid for the reconstruction of higher education, and encouragement of academicians and students for R&D and entrepreneurship activities.	1.1, 2.1
10th Development Plan 2014-2018 Art. 637		The public supply system will be improved so as to encourage Innovation, endenization, environmental sensitivity, technology transfer and innovative entrepreneurship.	1.1

Reference Policy Document	Relevant Policy/ Plan Provision	Relevant Target in Strategic Plan
10th Development Plan 2014-2018 Art. 638	The public institutions, in collaboration with the private sector, will strengthen the capacities for steering R&D activities and implementing their results.	1.1.
10th Development Plan 2014-2018 Art. 644	... in order to obtain maximum benefit from the production capacities of sectors and to increase the domestic production share in the created total value, the collaborations between the production industry sectors have to be strengthened.	1.5.
10th Development Plan 2014-2018 Art. 661	Priority will be given to increasing the efficiency of small enterprises in the food, clothing, metal goods, furniture sectors, where the efficiency difference is high between large-scale firms and small-scale firms.	1.5.
10th Development Plan 2014-2018 Art. 662	Development of pre-competition collaboration, network creation, joint R&D and design, joint supply and marketing activities of the enterprises will be encouraged	1.1.
10th Development Plan 2014-2018 Art. 689	The basic purpose is to increase the competitive power of SMEs and to increase their contribution to growth. In this scope, supporting enterprises, which grow fast or have the potential of growth and innovative SMEs in terms of product, service and business model with priority is a principle.	1.5
10th Development Plan 2014-2018 Art. 690	The entrepreneurship culture will be developed with implementations such as formal and non-formal education programs for entrepreneurship at every level of education, increasing the quality of entrepreneurship education, publicity and rewarding of entrepreneur role models	2.1.
10th Development Plan 2014-2018 Art. 691	The institutional capacities and collaboration levels of all institutions and organizations providing service and support in the entrepreneurship ecosystem will be increased. The profession organizations having public corporate personality will be reconstructed in order to increase their contribution to economy and to support entrepreneurship.	2.2, 2.4
10th Development Plan 2014-2018 Art. 692	The qualities and quantities of incubator, business development centers and Accelerations will be increased and their effective service will be ensured. In this scope, support models will be developed under the collaboration of public, NGOs and private sector collaboration.	1.1., 2.4.
10th Development Plan 2014-2018 Art. 693	Priority will be given to innovation, efficiency and increase in employment as well as woman, young entrepreneurs and social entrepreneurship in the provision of entrepreneurship and SME supports. The processes of monitoring and assessing in implementation will be improved and the contribution of supports to economy will be measured making use of the impact analysis.	2.3.

Reference Policy Document	Relevant Policy/ Plan Provision	Relevant Target in Strategic Plan
10th Development Plan 2014-2018 Art. 694	Enterprise capital, individual participation capital, loan warranty fund, micro loan applications and capital market opportunities will be developed and access of new enterprises and SMEs to financing will be facilitated	1.2.
10th Development Plan 2014-2018 Art. 695	R&D, innovation and export capacities of SMEs will be developed and their internationalization levels will be increased	1.4.
10th Development Plan 2014-2018 Art. 696	Acting of SMEs in a more organized way in collaboration both among themselves and with big enterprises, universities and research centers will be supported.	1.1.
10th Development Plan 2014-2018 Art. 697	Branding, institutionalization of SMEs and development of innovative business models by them will be ensured.	1.3.
10th Development Plan 2014-2018 Art. 706	The creation of an intellectual property rights system that is effective, popular and adopted by the society for the protection of intellectual property and for using the rights and ensuring an increase in the contribution of products, which are subject to such rights, to the development process, constitute the basic purpose.	1.1
10th Development Plan 2014-2018 Art. 708	The service capacity of technology transfer and innovation service will be extended in order to ensure that the enterprises benefit more effectively from the intellectual rights system and supports.	1.1
10th Development Plan 2014-2018 Art. 709	The effectiveness of the existing mechanisms will be increased about the commercialization of intellectual rights.	1.1
10th Development Plan 2014-2018 Art. 710	Social awareness will be increased with the activities of promotion and training for informing the public at any level.	1.1
10th Development Plan 2014-2018 Art. 728	BIT product and service purchase processes in public projects, especially FATİH Project, will be arranged with an understanding ensuring an increase in domestic added value and development of SMEs.	1.3
10th Development Plan 2014-2018 Art. 729	The implementation of R&D, innovation and export subventions for information and communication technologies in a focused structure, the effects of which are measurable, will be ensured.	1.1
10th Development Plan 2014-2018 Art. 860	Ensuring high added value service production and efficiency increase in the trade activities, encouraging technology use and innovation and increasing service quality, protection of competition and consumer and establishment of an environment that allows balanced development among the sections in the sector constitute the basic purpose.	1.3
10th Development Plan 2014-2018 Art. 917	In low- income regions, economic activity branches will be diversified, SME and micro enterprises will be developed, agricultural efficiency will be increased and in the urban and rural areas life quality will be improved, human and social capital will be reinforced.	1.3

Reference Policy Document	Relevant Policy/ Plan Provision	Relevant Target in Strategic Plan
	The level of integration of those regions with the national market and other regions will be risen; the provision quality and accessibility of training, health, communication and local management services will be increased	
10th Development Plan 2014-2018 Art. 919	The transformation of production structure in medium-income regions, increase in sector diversity, development of entrepreneurship environment and culture and creation of new employment areas will be ensured. With the improvement of the infra and superstructure of the cities, the attraction of those regions in terms of living and investment conditions will be increased.	2.1
10th Development Plan 2014-2018 Art. 926	Specialization of industrial centers in the areas, where they have competitive superiority will be supported. At those centers, R&D and innovation infrastructure will be developed, high added – value goods and service production will be encouraged, their integration with global production systems will be facilitated.	1.1
10th Development Plan 2014-2018 Art. 1035	In production and services, environment – friendly implementations such as renewable energy, eco-efficiency, clean production technologies will be supported, and the development and branding of environment – friendly new products will be encouraged.	1.3
10th Development Plan 2014-2018 Art. 1041	Green growth opportunities will be assessed in areas such as energy, industry, agriculture, transportation, construction, services and urbanization, and new business areas, R&D and innovation ensuring environment – sensitive economic growth will be supported.	1.1
10th Development Plan 2014-2018 Art. 379	It is a fundamental purpose to increase service quality and personnel efficiency in all processes in the public sector from recruitment to retirement.	3.2.
10th Development Plan 2014-2018 Art. 380	It is targeted to increase the knowledge and skill level of public personnel through the popularization of in-service training implementations, to take competence as basis in public human resources processes, to popularize flexible working patterns starting from appropriate institutions and to develop a functional performance assessment system.	3.2.
10th Development Plan 2014-2018 Transformation programs with priority 1-14	Experience sharing meetings between firms will be held.	1.3

Reference Policy Document	Relevant Policy/ Plan Provision	Relevant Target in Strategic Plan
10th Development Plan 2014-2018 Transformation Programs With Priority 1-26	In the enterprises, studies will be performed for the purpose of increasing institutionalization awareness and information sharing.	1.3
10th Development Plan 2014-2018 Transformation Programs With Priority 1-28	With the purpose of providing information and consciousness-raising services to more SMEs, studies for the presentation of training programs in electronic medium will be shown.	1.3
10th Development Plan 2014-2018 Transformation Programs With Priority 1-29	Re-arrangements will be made in the supports provided to SMEs taking into consideration the dimension of institutionalization and supports will be provided for projects prepared for the development of management skills and competencies of SMEs	1.3
10th Development Plan 2014-2018 Transformation Programs With Priority 1-30	The opportunities for the institutionalization of enterprises provided by Profession Organizations will be increased and the projects to be developed will be supported	1.3
10th Development Plan 2014-2018 Transformation Programs With Priority 1-31	New models for the development of the capacities of enterprises to carry out joint projects and to collaborate will be prepared.	1.3
10th Development Plan 2014-2018 Transformation Programs With Priority 1-32	Supports for allowing enterprises benefit from independent audit services will be provided	1.2

Reference Policy Document		Relevant Policy/ Plan Provision	Relevant Target in Strategic Plan
10th Development Plan 2014-2018 Transformation Programs With Priority 1-55		Access to financing resources by SMEs will be facilitated.	1.2
10th Development Plan 2014-2018 Transformation Programs With Priority 1-58		Activities for the publicity of EU funds to SMEs will be held..	1.2
10th Development Plan 2014-2018 Transformation Programs With Priority 8-7		Women entrepreneurship program will be prepared and implemented.	2.3
10th Development Plan 2014-2018 Transformation Programs With Priority 8-8		Activities of promotion of entrepreneurship for women will be performed	2.3
10th Development Plan 2014-2018 Transformation Programs With Priority 11-5		An increase in the human resources for commercialization in SMEs will be ensured.	1.1
10th Development Plan 2014-2018 Transformation Programs With Priority 11-6		Mentorship mechanism will be developed and implemented in order to increase the capacity of the firms for commercialization.	1.1

Reference Policy Document	Relevant Policy/ Plan Provision	Relevant Target in Strategic Plan
10th Development Plan 2014-2018 Transformation Programs With Priority 11-24	Loan warranty mechanism that can provide support for the commercialization projects of innovative entrepreneurs will be established.	1.1
10th Development Plan 2014-2018 Transformation Programs With Priority 11-27	The system will be reconstructed in order to increase the effectiveness of Technology Development Centers (TEKMERS).	1.1
10th Development Plan 2014-2018 Transformation Programs With Priority 11-28	Establishment of Incubator centers and Accelerations will be supported to support innovative entrepreneurship in the sectors with priority.	1.1
10th Development Plan 2014-2018 Transformation Programs With Priority 11-29	An analysis study for the collaborations that can be ensured with the existing catalysis will be performed in the provision of innovative entrepreneurship supports.	1.1
10th Development Plan 2014-2018 Transformation Programs With Priority 14-13	Support programs will be developed to allow SMEs implement the energy efficiency measures that they determined with energy efficiency studies.	1.2
10th Development Plan 2014-2018 Transformation Programs With Priority 14-14	Collaboration networks on energy efficiency will be used in SMEs.	1.3

Reference Policy Document	Relevant Policy/ Plan Provision	Relevant Target in Strategic Plan
10th Development Plan 2014-2018 Transformation Programs With Priority 18-74	The capacity of logistic firms to carry out joint projects and to collaborate will be developed.	1.3
10th Development Plan 2014-2018 Transformation Programs With Priority 19-4	On-the-job entrepreneurship trainings will be popularized.	2.1
Mid-Term Program Art.68	R&D based, innovative, environment-friendly production structure, which creates high added value will be supported, the commercialization and branding processes of the obtained products will be applied and micro reforms in those areas will be Acceleration.	1.1, 1.3
Mid-Term Program Art.81	Support will be provided for SMEs to ensure compliance with international standards with the purpose of increasing ease of access to international markets, capacity development and technical support programs will be applied, and hence their R&D, innovation and export capacities will be improved, their branding, institutionalization and innovative business model development will be ensured.	1.1, 1.3, 1.4
Mid-Term Program Art. 82	The data on SME loan reliability will be made more transparent and easy-to-access and policies that will ensure more effective use of financial instruments that will decrease the risks related with loan provision for SMEs will be developed.	1.2
Mid-Term Program Art. 220	Implementation of policies for increasing the ratios of participation in manpower and employment of disadvantaged groups, especially women and the disabled, will be continued.	2.3
National Science, Technology and Innovation Strategy 2011-2016	Strengthening the role of SMEs in Strategic Purpose Y4. National Innovation System.	1.1.
National Science, Technology and Innovation Strategy 2011-2016	Increasing the joint project production capacity of SMEs, which perform Y.4.1.2 R&D and innovation activities within its own structure, with universities and research institutions.	1.1.

Reference Policy Document	Relevant Policy/ Plan Provision	Relevant Target in Strategic Plan
National Science, Technology and Innovation Strategy 2011-2016	Y4.1.4. Facilitation of access to information on SME R&D and innovation supports and intellectual and industrial property rights, popularization of informing activities and their diversification.	1.1.
National Science, Technology and Innovation Strategy 2011-2016	Y4.1.5. Development of policies for increasing R&D and innovation human resources employment in SMEs.	1.1.

5. COSTING

Strategic purpose and target costs are planned to be as follows.

Table17: Target- Budget Table

Strategic Purpose	Strategic Target	Budget				
		2016	2017	2018	2019	2020
S. A. 1. Developing the production and management skills, innovative and high-added value product/ service production capacities of SMEs and increasing their competitive power in the global market.	Development of R&D/innovation activities and their transformation into economic value will be ensured.	74.100.000	79.063.999	83.927.462	88.123.835	92.530.026
	Access to financing will be facilitated.	159.219.000	169.885.167	180.335.311	189.352.076	198.819.680
	Contribution will be provided for increasing the share of SMEs in economy and their efficiency levels and for developing the production and management skills and collaboration cultures of SMEs.	130.287.000	139.014.996	147.566.224	154.944.535	162.691.762
	*Internationalization of SMEs will be ensured by developing their opportunities and abilities to access international markets.	17.505.000	18.677.669	19.826.589	20.817.918	21.858.814
	Supports for the matters prioritized in the national policy documents will be developed	17.000	18.139	19.255	20.217	21.228
	Total	363.623.000	387.982.301	411.848.251	432.440.663	454.062.696
S.A.2 Popularizing entrepreneurship culture, developing entrepreneurship and	Popularization of entrepreneurship culture will be ensured.	250.000	266.748	283.156	297.314	312.180
	New enterprises having a high chance of survival and a potential of growth and employment creation will be supported	70.250.000	74.956.085	79.566.858	83.545.201	87.722.461
	**Special target groups will be supported.	27.790.000	29.651.667	31.475.630	33.049.411	34.701.882
	Development of mechanisms that	5.256.000	5.608.102	5.953.073	6.250.727	6.563.263

Ensuring the sustainability of enterprises	Will support entrepreneurs will be provided.					
	Total	75.756.000	80.830.935	117.278.717	123.142.653	129.299.786
Increasing qualified service provision capacity by strengthening institutional structure and perception.	KOSGEB will be effectively promoted and its national and international image will be strengthened.	1.376.000	1.468.179	1.558.491	1.636.416	1.718.236
	Continuous improvement of business processes will be ensured.	700.000	746.893	792.837	832.479	874.103
	Technical and physical infrastructure will be strengthened.	1.500.000	1.600.486	1.698.936	1.783.883	1.873.077
	An effective human resources management will be ensured	-	-	-	-	-
	Total	3.576.000	3.815.558	4.050.265	4.252.778	4.465.417
TOTAL OF TARGET COSTS		442.955.000	472.628.795	533.177.232	559.836.094	587.827.899
GENERAL MANAGEMENT EXPENSES		173.953.000	185.606.205	165.547.768	173.825.156	182.516.414
GRAND TOTAL		616.908.000	658.235.000	698.725.000	733.661.250	770.344.313

*Since the budget related with this target is included in the total budget of General Support Program, it is not added to the total budget amount of S.A.1 targets.

** Since the budget related with this target is included in the total budget of Entrepreneurship Support Program, it is not added to the total budget amount of S.A.2 targets.

Table18: Resource/ Budget Table

Resources	2016	2017	2018	2019	2020
Treasury Aid	540.849.000	577.767.000	613.467.000	644.140.350	676.347.368
Net Financing	5.000.000	5.000.000	5.000.000	5.000.000	5.000.000
Self-revenues	71.059.000	75.468.000	80.258.000	84.520.900	88.996.945
Budget	616.908.000	658.235.000	698.725.000	733.661.250	770.344.313

6. STRATEGIC PLAN IMPLEMENTATION, MONITORING AND ASSESSMENT PROCESS

The successful execution of the implementation process is as important as the preparation of 2016 - 2020 KOSGEB Strategic Plan. In order to determine the success of the implementation process and to show the progress obtained with the plan, systematic monitoring and assessment activities are indispensable. By subjecting administrative activities to monitoring and assessment, strategic plan will no longer be a document and will turn into a guide that will lead us to our mission and vision.

The success of monitoring and assessment activities will be obtained with the direct contribution of each unit and employee of the institution to the process. In this respect, the units related with the targets will be responsible for the provision of basic data related with monitoring and assessment as well as for implementation. The distribution of those responsibilities at the level of units is given in Annex-2. The coordination of monitoring and assessment activities and the secretarial services will be performed by SGMHDB.

6.1. Monitoring of Strategic Plan

Monitoring will be performed through the systematic follow up and reporting of the realization condition of the targets determined in the plan. The data on progress will be sent to SGMHDB until the 15th day of January and July of each year, on the basis of performance indicators, by the responsible units. “Six-month Progress Reports” to be prepared by SGMHDB will be submitted to the SP Steering Board at the monitoring meetings to be held. The progress reports will include assessments on matters such as the successes obtained in the implementation process and the sustainability of the obtained results. In case of a difference between the targets and the realizations, the reasons of deviation will be assessed and recommendations related with corrective precautions will be produced.

6.2. Assessment of Strategic Plan

SP Steering Board is responsible for the assessment of Strategic Plan. The implementation results will be compared to and measured in accordance with the purposes and targets in the scope of the assessment to be made basing on the monitoring reports.

Assessments on the up-to-date condition of Strategic Plan will be made at SP Steering Board meetings, and the targets, which lost their importance/ topicality will be determined, and new targets will be determined, whenever necessary.

The annual targets related with the purposes and targets included in the strategic plan, the activities determined to reach such targets and the resource needs of them will be determined through “Directorate Performance Programs”. The implementation results of the performance programs will be assessed in detail in the “Directorate Activity Report”. The activity reports to be prepared in this scope will increase accountability and transparency and will be as rich as required to ensure the detailed analysis of the degree of reaching the performance results targeted in the strategic plan and performance program.

6.3. Assessment on 2011 - 2015 Directorate Strategic Plan

Our Presidency determined 4 strategic purposes, 13 strategic targets and performance indicators related with those targets in 2011-2015 period Strategic Plan. Annual Performance Programs were prepared to reach the strategic purposes, targets and performance indicators indicated in the Strategic Plan, and their realization conditions were reflected to the activity report as the result of the monitoring reports prepared in 3, 6, 9 and 12 month periods.

In the assessment performed in relation with the plan period, the realization conditions of targets were shown with indicators classified as “Reached”, “Partially Reached” and “Could not be Reached”. As the result of the assessment performed at the end of 2011-2014 period, 63% of 56 indicators were reached, 23% was partially reached and 14% could not be reached. The reasons of inability to reach the determined indicators includes the problems in monitoring some determined indicators and inability to correctly perform monitoring, and the lack of conditions necessary for performing an analysis study.

Strategic Purpose1: Developing the Managerial Skills and Institutional Competencies of SMEs.

5 targets and 14 indicators were determined in the scope of the strategic purpose: *“Developing the Managerial Skills and Institutional Competencies of SMEs”*. 57% of 14 indicators determined were reached, 21% was partially reached and 21% could not be reached.

The condition of realization of Strategic Purpose 1 in accordance with targets is given in the following table:

Table19: Table of Realization of Strategic Purpose 1 In Comparison with Targets

Target	Indicator Number	Realization Condition		
		Could not be reached	Partially Reached	Reached
H.1.1 Popularizing the use of supports and Increasing their effectiveness	5	-	20% (1)	80% (4)
H.1.2. Developing project culture in SMEs .	2	50% (1)	50% (1)	-
H.1.3. Developing the Joint Business Culture of SMEs and increasing their power.	2	100% (2)	-	-
H.1.4. Developing Collaborations with national and international organizations.	2	-	-	100% (2)
H.1.5. Developing the capacities of SMEs to make use of Alternative Financing Resources .	3	-	33% (1)	67% (2)
TOTAL	14	21% (3)	21% (3)	57% (8)

Strategic Purpose 2: Increasing the R&D and Innovation – Based Activities of SMEs

2 targets and 8 indicators were determined in the scope of the strategic purpose *“Increasing R&D and Innovation – based Activities of SMEs”*. 100% of 8 determined indicators were reached.

The indicator realization condition in accordance with the targets of Strategic Purpose 2 is shown in the following table:

Table20: Table of Realization of Strategic Purpose 2 In Comparison with Targets

Target	Indicator Number	Realization Condition		
		Could not be reached	Partially Reached	reached
H.2.1. Increasing awareness about R&D and innovation and ensuring the popularization of supports in this area.	5	-	-	100% (5)
H.2.2. Ensuring the conversion of R&D and innovation activities into economic benefits.	3	-	-	100% (3)
TOTAL	8	-	-	100% (8)

Strategic Purpose 3: Developing Entrepreneurship Culture and Encouraging the Establishment of New Successful Enterprises.

3 targets and 13 indicators were determined in the scope of the strategic purpose “*Developing Entrepreneurship Culture and Encouraging the Establishment of New Successful Enterprises*”. 62% of 13 determined indicators were reached, 23% was partially reached and 15% could not be reached.

The indicator realization condition in accordance with the targets of Strategic Purpose 3 is shown in the following table:

Table21: Table of Realization of Strategic Purpose 3 In Comparison with Targets

Target	Indicator Number	Realization Condition		
		Could not be reached	Partially Reached	Reached
H.3.1. Ensuring an improvement in the entrepreneurship environment at a level that is comparable with developed countries, by ensuring the popularization of entrepreneurship culture in the entire population.	2	-	50% (1)	100% (1)
H.3.2. Ensuring the habit of Establishing Business basing on a Plan and increasing the success chances of the established new enterprises.	7	29% (2)	14% (1)	57% (4)
H.3.3. Developing woman entrepreneurship.	4	-	25% (1)	75% (3)
TOTAL	13	15% (2)	23% (3)	62% (8)

Strategic Purpose4: Ensuring the Continuous Development of the Institution for Providing Qualified Service

3 targets and 21 indicators were determined in the scope of the strategic purpose “*Ensuring the Continuous Development of the Institution for Providing Qualified Service*”. 52% of 21 determined indicators were reached, 33% were partially reached, 14% could not be reached.

The indicator realization condition in accordance with the targets of Strategic Purpose 4 is shown in the following table:

Table22: Table of Realization of Strategic Purpose 4 In Comparison with Targets

Target	Indicator	Realization Condition		
	Number	Could not be reached	Partially Reached	Reached
H.4.1. Developing Business processes and ensuring an effective human resources management by increasing the motivation of employees	8	38% (3)	25% (2)	38% (3)
H.4.2. Establishing the Integrated Information System that will support Information – based Decision Making Processes, Developing the Information Communication Infrastructure and Ensuring Effective Information Flow	6	-	33% (2)	67% (4)
H.4.3. Ensuring effective promotion of KOSGEB and strengthening its image	7	-	43% (3)	57% (4)
TOTAL	21	14% (3)	33% (7)	52% (11)

ANNEX 1 – STRATEGIC PLANNING TEAM

The list of members of the Strategic Planning Steering Board and Strategic Planning Executive Committee is given hereunder.

STRATEGIC PLANNING STEERING BOARD MEMBERS

MEMBERS
President
Vice presidents
President of Council of Guidance and Inspection
Legal Consultant
Internal Audit Unit Head
Head of Strategy Development and Financial Services Department
Head of SME Researches and Project Coordination Department
Head of EU and Foreign Relations Department
Head of Human Resources Department
Head of Technology and Innovation Supports Department
Head of Department of SME Finance
Head of KOSGEB Directorates Coordination Department
Head of Support Services Department
Head of Information Management and Decision Support Department
Head of Information Technologies Department

STRATEGIC PLANNING EXECUTIVE COMMITTEE MEMBERS

Unit	Members
Strategy Development and Financial Services Department	İmran GEZİNTİ, Head of Department (Committee Coordinator) A. Ozan KEMALOĞLU, Director Hale ÖZYÜREK, SME Expert Kazim GENÇ, SME Expert Sevginur GÜNER, SME Expert Tarkan İLDENİZ, SME Expert
Presidency Consultants	Ayşe ÖNER Canan AKYOL Metin KARAÇAY Selim ÖNDEŞ
Office of Legal Counsel	M. Kuddusi KEVSER, Lawyer
Human Resources Department	Ahmet BAYDAR, SME Expert
Technology and Innovation Supports Department	Bahar ÖZER ERDOĞAN, SME Expert
SME Researches and Project Coordination Department	Aynur HAYTAOĞLU, SME Expert Hatice KESKİN, SME Expert Murat DEMİREZ, SME Expert Şeyda İKİZ, SME Expert Zerrin ÇAKAR, SME Expert
EU and Foreign Relations Department	Gülşen ALPER, SME Expert Esra ATAŞ, SME Expert
Department of SME Finance	Ufuk ACAR, SME Expert
Information Management and Decision Assistance Department	Sedat SADIOĞLU, SME Expert
KOSGEB Directorates Coordination Department	Mümtaz Oğuz TAŞ, SME Expert
1-) KOSGEB Ankara OSTİM Directorate	Eda BAYATA, SME Expert
2-) KOSGEB Ankara Siteler Directorate	Yılmaz DURAK, SME Expert
3-) KOSGEB Ankara Sincan Directorate	Kürşat Emre DUNAY, SME Expert
Information Technologies Department	Çağrı COŞKUN, SME Expert
Press and Public Relations Directorate	Yıldız SAPMAZ, SME Expert

ANNEX 2 – PERFORMANCE INDICATOR – RESPONSIBLE / RELEVANT UNIT RELATION

Strategic Purpose	Target	Performance Indicator	Responsible Unit	Relevant Unit
S.A.1 Developing the production and management skills of SMEs and their value added product /service production capacities and increasing their competitive power in the global market	S.H.1.1 Development of R&D/Innovation activities and their conversion into economic values will be ensured.	1.1.1 Ratio of increase in the number of enterprises benefiting from R&D and Innovation program (%)	Technology and Innovation Supports Department	KOSGEB Directorates SGMHDB
		1.1.2 Number of R&D personnel supported in the scope of R&D and Innovation program . (pieces)	Technology and Innovation Supports Department	KOSGEB Directorates SGMHDB
		1.1.3 Ratio of increase in the number of enterprises benefiting from Industrial Implementation Program. (%)	Technology and Innovation Supports Department	KOSGEB Directorates SGMHDB
		1.1.4 Number of personnel supported in the scope of Industrial Implementation Program. (pieces)	Technology and Innovation Supports Department	KOSGEB Directorates SGMHDB
		1.1.5 Number of enterprises supported in the scope of International Incubation Center Establishment Support (pieces)	Technology and Innovation Supports Department	KOSGEB Directorates SGMHDB
		1.1.6 Number of reconstructed TEKMERs. (pieces)	Technology and Innovation Supports Department	KOSGEB Directorates
		1.1.7 Share of payments made in the scope of R&D, Innovation and Industrial Implementation Support Programs in all support payments. (%)	Technology and Innovation Supports Department	SGMHDB
		1.1.8 Number of enterprises successfully graduated from R&D, Innovation Program and benefiting from Industrial Implementation Support Program (pieces)	Technology and Innovation Supports Department	KOSGEB Directorates SGMHDB
		1.1.9 Ratio of enterprises, which applied as entrepreneur and which are supported in the scope of R&D Innovation Program to the enterprises supported in the scope of R&D Innovation Program. (%)	Technology and Innovation Supports Department	SGMHDB
	S.H.1.2 Access to financing will be facilitated	1.2.1 Number of enterprises benefiting from Loan Interest Support Programs (pieces)	Department of SME Finance	KOSGEB Directorates SGMHDB

Strategic Purpose	Target	Performance Indicator	Responsible Unit	Relevant Unit
		1.2.2 Number of enterprises benefiting from DEM SME Support Program (pieces)	Department of SME Finance	KOSGEB Directorates SGMHDB
		1.2.3 Capital contribution to İstanbul Risk Capital Enterprise (iVCi).	Department of SME Finance	
		1.2.4 Capital contribution to Turkish Growth and Innovation Fund.	Department of SME Finance	
		1.2.5 Number of information/ publicity provided for SMEs on Loan warranty system, enterprise capital and capital markets (pieces)	Department of SME Finance	KOSGEB Directorates SGMHDB
		1.2.6 Number of enterprises benefiting from Borsa İstanbul Special Market Support Program (pieces)	Department of SME Finance	KOSGEB Directorates SGMHDB
		1.2.7 Number of activities performed for increasing the use of EU funds (pieces)	EU and Foreign Relations Department	KOSGEB Directorates KOSGEB Directorates Coordination Department
		1.2.8 Number of participants in the activities performed for increasing the use of EU Funds (pieces)	EU and Foreign Relations Department	KOSGEB Directorates KOSGEB Directorates Coordination Department
	S.H.1.3 Contribution will be provided for increasing the share in economy and efficiency levels of SMEs by developing their production and management skills and collaboration cultures	1.3.1 Number of enterprises benefiting from the support programs to be implemented for energy efficiency/ Environment etc. (pieces)	EU and Foreign Relations Department	SGMHDB
		1.3.2 Number of training programs provided for SMEs in electronic medium. (pieces)	SME Research and Project Coordination Department	
		1.3.3 Number of benefiting from trainings provided for SMEs in electronic medium.	SME Research and Project Coordination Department	KOSGEB Directorates KOSGEB Directorates Coordination Department
		1.3.4 Number of enterprises supported in the scope of SME Gel-SME Development Support Program (pieces)	SME Research and Project Coordination Department	KOSGEB Directorates SGMHDB

Strategic Purpose	Target	Performance Indicator	Responsible Unit	Relevant Unit
		1.3.5 Number of projects supported in the scope of Profession Organization Project Support Program (pieces)	SME Research and Project Coordination Department	KOSGEB Directorates SGMHDB
		1.3.6 Number of enterprises supported in the scope of General Support Program (pieces)	SME Research and Project Coordination Department	KOSGEB Directorates SGMHDB
		1.3.7 Total number of tests/analysis performed at KOSGEB laboratories. (pieces)	SME Research and Project Coordination Department	KOSGEB Directorates SGMHDB
		1.3.8 Number of enterprises benefiting from Collaboration – Coalition Support Program (pieces)	SME Research and Project Coordination Department	KOSGEB Directorates SGMHDB
		1.3.9 Number of enterprises that established partnerships to implement joint projects and to develop joint business capacities. (pieces)	SME Research and Project Coordination Department	KOSGEB Directorates SGMHDB
	S.H.1.4 The opportunities and abilities of SMEs for reaching international markets will be developed and their internationalization will be ensured.	1.4.1 Number of enterprises benefiting from domestic International Specialization Fair Support (pieces)	SME Research and Project Coordination Department	KOSGEB Directorates SGMHDB
		1.4.2 Number of enterprises benefiting from support programs to be implemented in the internationalization of SMEs (pieces)	SME Research and Project Coordination Department	KOSGEB Directorates SGMHDB
		1.4.3 Number of foreign trade personnel supported in the scope of Qualified Personnel Employment support (pieces)	SME Research and Project Coordination Department	KOSGEB Directorates SGMHDB
		1.4.4 Number of enterprises benefiting from Support for Business Trips Abroad (pieces)	SME Research and Project Coordination Department	KOSGEB Directorates SGMHDB
		1.4.5 Number of Enterprises benefiting from Logistic Support (pieces)	SME Research and Project Coordination Department	KOSGEB Directorates SGMHDB
		1.4.6 Number of Enterprises Benefiting from Matching Support (pieces)	SME Research and Project Coordination Department	KOSGEB Directorates SGMHDB

Strategic Purpose	Target	Performance Indicator	Responsible Unit	Relevant Unit
		1.4.7 Number of supported Globally Emerging Enterprises (pieces)	SME Research and Project Coordination Department	KOSGEB Directorates SGMHDB
		1.4.8 Number of Enterprises reached by European Enterprises Networks Consortiums (pieces)	EU and Foreign Relations Department	KOSGEB Directorates KOSGEB Directorates Coordination Department
	S.H.1.5 Supports for topics prioritized in the national policy documents will be developed	1.5.1 Number of enterprises supported with collaboration projects for joint production in Medium-High and High Technology areas (pieces)	SME Research and Project Coordination Department	
		1.5.2 Number of Rapidly Growing Enterprises that are supported (pieces)	SME Research and Project Coordination Department	KOSGEB Directorates SGMHDB
		1.5.3 number of enterprises supported in sectors acting as Medium-high/ high technology (pieces)	Technology and Innovation Supports Department	KOSGEB Directorates SGMHDB
		1.5.4 Share obtained by production sector enterprises that are supported, from all support programs (%)	SME Research and Project Coordination Department	Technology and Innovation Supports Department KOSGEB Directorates SGMHDB
		1.5.5 Number of supported “Innovative Enterprises” (pieces)	Technology and Innovation Supports Department	KOSGEB Directorates SGMHDB
S.A.2 Popularizing entrepreneurship culture, developing entrepreneurship and ensuring the sustainability of enterprises	S.H.2.1 Popularization of entrepreneurship culture will be ensured	2.1.1 Number of On-the-job Entrepreneurship Programs that are held (pieces)	SME Research and Project Coordination Department	KOSGEB Directorates SGMHDB
		2.1.2 Number of entrepreneur candidates, who are certificated upon completing the Arranged On-th-Job Entrepreneurship programs (pieces)	SME Research and Project Coordination Department	KOSGEB Directorates SGMHDB
		2.1.3 Number of universities rewarding their students with Business Plan Rewards. (pieces)	SME Research and Project Coordination Department	KOSGEB Directorates

Strategic Purpose	Target	Performance Indicator	Responsible Unit	Relevant Unit
	S.H.2.2 New enterprises with a high chance of survival, having growth and employment creation potential will be supported	2.2.1 Number of enterprises benefiting from New Entrepreneur Support. (pieces)	SME Research and Project Coordination Department	KOSGEB Directorates SGMHDB
		2.2.2 Ratio of survival of enterprises benefiting from New Entrepreneur Support. (%)	SME Research and Project Coordination Department	SGMHDB
		2.2.3 Share obtained by Entrepreneurs acting in Production Industry from New Entrepreneur Support (%)	SME Research and Project Coordination Department	KOSGEB Directorates SGMHDB
	S.H.2.3 Special target groups will be supported	2.3.1 Number of enterprises benefiting from support programs to be implemented for the encouragement of eco-entrepreneurship (pieces)	SME Research and Project Coordination Department	KOSGEB Directorates SGMHDB
		2.3.2 Number of on-the-job Entrepreneurship Training Programs (pieces)	SME Research and Project Coordination Department	KOSGEB Directorates SGMHDB
		2.3.3 Number of entrepreneurs included in special target groups benefiting from New Entrepreneur Support (pieces)	SME Research and Project Coordination Department	KOSGEB Directorates SGMHDB
	S.H.2.4 Development of mechanisms that will support entrepreneurs will be ensured.	2.4.1 Creation of Entrepreneur Portal	Information Technologies Department	SME Research and Project Coordination Department
		2.4.2 Number of collaborations with private-public sectors to develop entrepreneurship (pieces)	SME Research and Project Coordination Department	
		2.4.3 Number of operator organizations benefiting from İŞGEM support (pieces)	SME Research and Project Coordination Department	KOSGEB Directorates SGMHDB
	S.A.3 Increasing the capacity of provision of qualified service by strengthening institutional structure and perception	3.1.1 Number of calls responded by the call center (pieces)	Directorate of Press and Public Relations	
		3.1.2 Printed and visual material types prepared for effective promotion (pieces)	Directorate of Press and Public Relations	
		3.1.3 Number of news on the local and national media (pieces)	Directorate of Press and Public Relations	
		3.1.4 Number of published e-magazines. (pieces)	Directorate of Press and Public Relations	
		3.1.5 Ratio of satisfaction with the supports and services of KOSGEB. (%)	Directorate of Press and Public Relations	

Strategic Purpose	Target	Performance Indicator	Responsible Unit	Relevant Unit
		3.1.6 Number of collaborated countries. (pieces)	EU and Foreign Relations Department	
		3.1.7 Number of collaborated international organizations. (pieces)	EU and Foreign Relations Department	
		3.1.8 Number of signed Memoranda of Understanding. (pieces)	EU and Foreign Relations Department	
		3.1.9 Number of programs/projects executed jointly on the basis of international organizations and countries (pieces)	EU and Foreign Relations Department	
	S.H.3.2 Continuous improvement of business processes will be ensured.	3.2.1 Ratio of realization of internal audit programs (%)	Internal Audit Directorate	
		3.2.2 Number of performed audits (pieces)	Internal Audit Directorate	
		3.2.3 Percentage of responding to requests for the improvement of business processes made by units in electronic medium (%)	Information Technologies Department	
		3.2.4 Realization ratio of Internal Control Compliance Action Plan (%)	SGMHDB	
		3.2.5 Number of “Internal Control General Conditions” that are complied with (cumulative). (pieces)	SGMHDB	
	S.H.3.3 Technical and physical infrastructure will be reinforced	3.3.1 Number of physically improved buildings. (pieces)	Support Services Department	
		3.3.2 Percentage of meeting the requests for the improvement of physical and technical conditions, made by the units in electronic medium (%)	Information Technologies Department	
		3.3.3 Transition to use of electronic signature/ mobile signature in all business processes in digital media	Information Technologies Department	
		3.3.4 Establishment of KOSGEB Disaster Recovery	Information Technologies Department	

		Center.		
		3.3.5 Conversion of Internet connection of all KOSGEB Directorates into metro Ethernet connection structure	Information Technologies Department	
		3.3.6 Obtaining ISO 27001 certificate.	Information Technologies Department	
	S.H.3.4 An effective human resources management will be ensured.	3.4.1 Total training hour per employee. (Hour/Person)	Human Resources Department	
		3.4.2 Number of employees sent for trainings in the country/ abroad. (pieces)	Human Resources Department	