

Summary Project Fiche – IPA decentralised National programmes

1. Basic information

- 1.1 CRIS Number : TR 2009/ 0320.01
1.2 Title : Strengthening Administrative Capacity of Ministry of Industry and Trade (MIT) in industrial strategy.
1.3 ELARG Statistical code : 20 (Enterprise and industrial policy)
1.4 Location : ANKARA

Implementing arrangements:

1.5 Implementing Agency:

The Central Finance and Contracting Unit (CFCU) will be Implementing Agency and will be responsible for all procedural aspects of the tendering process, contracting matters and financial management, including payment of project activities. The director of the CFCU will act as Programme Authorizing Officer (PAO) of the project.

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1.6 Beneficiary (including details of SPO): The beneficiary of the project will be the Republic of Turkey Ministry of Industry and Trade (MIT)

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Stakeholders :

Ministry of Finance

Ministry of Energy and Natural Resources

Ministry of Environment and Forestry

Ministry of Labour and Social Security

Ministry of Agriculture and Rural Affairs

Ministry of National Education

Ministry of Culture and Tourism

Ministry of Transport and Communication

State Planning Organization (SPO)

Undersecretariat of Treasury

Undersecretariat for Foreign Trade

Undersecretariat of Customs

Secretariat General for EU Affairs

The Scientific and Technological Research Council of Turkey

Revenue Administration

Turkish Statistical Institute (TURKSTAT)

Turkish Standardization Organization (TSE)

Turkish Patent Institute (TPE)

Investment Support and Promotion Agency

Turkish Accreditation Agency (TURKAK)

Small and Medium Sized Enterprises Development Organization (KOSGEB)

The Union of Chambers and Commodity Exchanges of Turkey (TOBB)

Assembly of Turkish Exporters' (TIM)

The Confederation of Turkish Tradesmen and Craftsmen (TESK)

Turkish Industrialist's and Businessmen's Association (TUSIAD)
Independent Industrialists and Businessmen's Association (MÜSİAD)
Economic Development Foundation (IKV)
Turkish Confederation of Employer Associations (TISK)
Confederation of Turkish Trade Unions (TURK-IS)
Confederation of Progressive Trade Unions of Turkey (DİSK)
HAK-IS Trade Union Confederation (HAK-IS)
Federation of Customer Associations (TÜDEF)

Financing:

1.7 Overall cost (VAT excluded)¹: 1,240,000

1.8 EU contribution: 1,116,000

1.9 Final date for contracting: 2 years following the date of conclusion of the Financing Agreement

1.10 Final date for execution of contracts: 2 years following the end date for contracting

1.11 Final date for disbursements: 1 year after the end date for the execution of contracts

To a limited extent and upon approval of MIT, some training courses for staff may be attended by selected participants from other governmental authorities and private stakeholders.

2. Overall Objective and Project Purpose

2.1 Overall Objective: To contribute to enhancing the overall industrial competitiveness of Turkey.

2.2 Project Purpose: To strengthen the capacity of MIT for better implementation, monitoring, evaluation and revising of the Industrial Strategy and Sectoral Strategies. To achieve this aim; MIT wants to strengthen its technical and the administrative capacity, improve the Entrepreneur Information System (EIS) and establish a formal dialogue mechanism (*Industrial Platform*).

2.3 Link with AP/NPAA / EP/ SA

The revised Accession Partnership for Turkey indicates the priority areas for Turkey's membership preparations. This project has a link with the short term priority of Chapter 20 on Enterprise and Industrial Policy.

3. PRIORITIES

3.1. SHORT-TERM PRIORITIES,

Ability to Assume the Obligations of Membership

Chapter 20: Enterprise and Industrial policy

– Adopt a revised comprehensive industrial policy strategy and a revised SME action plan.

The 2008 National Programme for the Adoption of the Acquis of Turkey states the need to revise the Industrial Policy Strategy for Turkey. The passage from the 2008 Draft NPAA concerning priority for Chapter 20 on Enterprise and Industrial Policy is as follows.

Priority 20.1 Adoption of a Revised Comprehensive Industrial Policy Strategy.

2.4 Link with MIPD

¹ The total cost of the project should be net of VAT and/or other taxes. Should this not be the case, the amount of VAT and the reasons why it should be considered eligible should be clearly indicated (see Section 7.6)

Section 2 – Pre-accession assistance strategy for the period 2007-2009

2.1 Strategic choices,

- *Adoption and implementation of the acquis communautaire*

The priority areas for support will be agriculture (particularly meeting veterinary and phytosanitary norms); environment; justice, liberty and security; and obligations stemming from the Customs Union Agreement.

The project hasn't link with priority areas given in the Component 1 of the Multi-annual Indicative Planning Document 2008-2010 for Turkey, but it will contribute to enhance the implementation of the *acquis communautaire*. The administrative and technical capacity in will be improved this field by this project, this will enhance policy design capacity. This capacity enhancement will help MIT to improve the quality of the implementation in this field.

2.5 Link with National Development Plan (where applicable)

Ninth Development Plan (2007-2013) is approved by Turkish Grand National Assembly on 28.06.2006 with Decision No: 877. Regarding economic and social development, the objectives Turkey intends to pursue are set out in the Ninth Development Plan (2007-2013): increasing competitiveness; increasing employment; strengthening human development and social solidarity; ensuring regional development; and increasing the quality and effectiveness of public services.

The project has link with :

2- Vision of the Plan and Basic Principles

2.1. Vision

9. The vision of the Ninth Development Plan, which was prepared in line with the international developments and basic trends regarding the 2007-2013 period and considered the past developments in the Turkish economy as well as the existing economic and social developments, was determined as “Turkey, a country of information society, *growing in stability*, sharing more equitably, *globally competitive and fully completed her coherence with the European Union*”.

7- Main Objectives: Development Axes :

7.1. Increasing Competitiveness

356. The main objective is to ensure that the economy will have a structure, which has a high technological capability and a qualified labor force, *rapidly adapts to changing conditions and which is competitive in domestic and international markets, stable and highly productive*.

514. The manufacturing industry is aimed to be the main sector to drive economic growth, within an outward oriented structure.

7.5.2. Increasing Policy Making and Implementation Capacity

695. In order to rationalize the policy formation process and to *ensure that the policies are based on data and information, a qualitative and quantitative data management system will be developed*. Numerical, fictional and analytical methods will be utilized in both policy formation and costing processes.

2.6 Link with national/ sectoral investment plans(where applicable) N/A

3. Description of project

3.1 Background and justification:

Turkish Industrial Strategy Document aiming at strengthening industrial competitiveness has being prepared in line with the policy documents such as the Ninth Development Plan (2007-2013), the Medium-Term Programme (2006-2008), and 2008 Annual Programme along with the Lisbon Strategy in coordination of Ministry of Industry and Trade (MIT) with the contributions of State Planning Organization, other Public Institutions and private stakeholders.

In 2008 Annual Programme (The measure numbered 8.1), MIT has been determined as the responsible body for coordinating the activities regarding the revising of the Turkish Industrial Strategy. Therefore, the studies of preparing a comprehensive Industrial Strategy have been executed by MIT via receiving consultancy from Economic Policy Research Institute of Turkey (EPRI) which is a public research institute. Through these studies, the Draft Turkish Industrial Strategy Document has been prepared.

The draft Turkish Industrial Strategy Document addresses in some key sectors of industry, including those referred to in the 2003 Industrial Strategy, inter alia Automotive, Machinery, White Goods Sub Sector, Electrical and Electronics, Textiles, Food and Iron-steel industry. Additionally, sector reports were prepared by Sectoral Divisions of MIT, in other sectors. In accordance with the 2009 Annual Programme (The measure numbered 118), the sector-specific strategies have being prepared by the Sectoral Divisions of MIT with the contribution of NGOs.

The Draft Turkish Industrial Strategy Document was shared with all the stakeholders and their evaluations about the Document were received in a general meeting organized in the MIT. The document revised several times in consensus with the stakeholders. Thus the document developed and present condition of MIT in this field analyzed throughout this process.

The studies of preparing an industrial strategy and sector specific strategies have been conducted by DG for Industry of MIT, with contribution of 4 experts from DG for EU Coordination.

In addition to these 4 experts in Industrial Policy and Strategy Division, 20 experts in Sectoral Divisions worked in the studies carried out in the field of industrial strategy and sectoral strategies. During the studies, the coordination and secretary activities have been carried out by these 4 experts in Industrial Policy and Strategy Division. Due to insufficient capacity of human resources in public institutes and MIT itself, most of the studies took up much time of MIT. Besides, the capacity building in public sector is very important. This capacity building shall aim at developing a skill set that is necessary for policy monitoring and evaluation, performing impact analyses, implementing the results and making statistical analyses. For an effective and efficient implementation, evaluation and development of the Industrial Strategy and in order to complete the studies timely the administrative capacity of Industrial Policy and Strategy Division and Sectoral Divisions and the stakeholders has to be strengthened.

At the same time to monitor and evaluate the implementation of Industrial Strategy Document effectively the technical capacity should be improved. At this point, the absence of an electronic database was the biggest handicap challenging the MIT, therefore the draft EIS (Entrepreneur Information System) was formed. EIS was formed by collecting existing data on manufacturing and service activities in a systematic and coherent way from existing databases. By periodically updating and presenting EIS, the investors and other users in both the public and the market can be informed to make better informed decisions. EIS is now a static system, the studies have been continued to change EIS into a dynamic system. For the present, the data gathered together and analyzed manually. The legal framework of EIS has been studied and a draft law was prepared with the contribution of the stakeholders, by MIT. After the legal and the technical framework of EIS are completed, the data will be pulled out from the stakeholders databases automatically and the system will derive the required data itself.

Further more, the studies of preparing sector specific strategies have proceeded so slowly due to existing coordination and consultation mechanisms. In order to enhance the dialogue among all parties the existing dialogue mechanisms should also be improved.

The Screening Report of 20th Chapter on Enterprise and Industrial Policy highlighted that despite Turkey's satisfactory level of alignment with the Acquis. Additionally, the Screening Report of Turkey 2006 states that Turkey needs to improve its capacity to assess industrial and notably sectoral competitiveness and it equally needs better policy analysis and results/impact assessments in order to enhance policy design and Turkey has a *fair capacity to analyze industrial competitiveness*, its capacity to *analyze the adequacy and the results/impact of policy measures can be improved*. Turkey has a satisfactory capacity to formulate adequate enterprise policy measures in specific sectors. However, its *capacity to assess the competitiveness of individual sectors needs to be improved and even more so its capacity to evaluate the results and impact of policy measures, which should be the basis for future policy design*.

The 2006 Progress Report of Turkey states that Turkey has introduced sector specific priorities in its recent key planning and programming documents, in certain areas laws have been adopted to establish a sector specific policy framework and relevant consultation mechanisms, however, no sector-specific strategies exist and Turkey has a satisfactory capacity to formulate adequate sector policy measures, however, its capacity to assess competitiveness and the impact of policy measures needs to be improved.

The 2007 Regular Report on Turkey's Accession states that *Turkey will need to improve the implementation and follow-up to policy documents and to update its industrial strategy*.

A Document Management System was developed as a working area for the Working Groups of sectors and staff of MIT as well. In this System for every sector or initiative a working area can be opened, working groups can be assigned for every sector and every initiative and the studies can be carried out by document and information sharing of experts.

During revising National Program in 2008 the needs were analyzed with stakeholders and their visions were taken. The ideas regarding this project were shared with the authorities of SPO and the institutional capacity building requirements were determined via reaching a mutual understanding in a meeting that was held by EUSG and through such a process this project has been designed in accordance with the agreed context. Besides, in every step of the studies regarding revising the Turkish Industry Strategy Document, its Action Plan and preparing Sectoral Strategy Documents, some measures have been taken to improve coordination among public institutes and strengthen the dialog among public institutes and private stakeholders. During the studies the evaluations of all parties were asked for and the results of these studies were evaluated and the results submitted to top management. The future studies planned in line with the top managements' instructions. Through this process the weakness in the Industrial Strategy and Sectoral Strategies field was assessed. In conclusion this project file was prepared in line with the outcomes of the mentioned studies. MIT aims at strengthening its administrative and technical capacity with this project with coordination and consultation of all stakeholders.

As it is known, the English version of the draft Turkish Industry Strategy Document, without an Action Plan, was presented to authorities of European Commission on the 8th meeting of the Sub Committee No.3 on Industry, Trade and ESCS Products on 25.11.2008. At this meeting, the draft Turkish Strategy Document was submitted to European Commission authorities and it was stated that the studies of preparing an Action Plan have been continued and after completion it will be submitted to Commission.

In this context, in accordance with the assessments of European Commission on the draft Turkish Strategy Document, the studies of determining the measures that will take place in the Action Plan, studying the effects of global crisis on Turkish Industry and reflecting the results into Strategy Document have been carried out. The studies on reaching a mutual understanding on the draft

Turkish Strategy Document and its Action Plan with all parties are proceeding so slowly, but then studies are expected to be completed before the starting of the project.

In this context, MIT needs to improve its capacity for preparing industrial and sectoral competitiveness analyses, impact analyses, formulating, implementing, monitoring and revising the Industrial Strategy and sector specific strategies, and improving EIS in order to meet the closing benchmark of the 20th Chapter on Enterprise and Industrial Policy and to address the points identified during the screening process.

MIT aims at determining the formal framework of the studies that are executed in the field of Industrial Strategy and Sectoral Strategies by establishing the linkage between existing structures, especially the Technical Committees of the Coordination Council for the Investment Climate (YOIKK) that was established in 2001 in order to establish cooperating among public institutions and obtaining the opinions of all parties that will be taken into consider during making policy decisions, Small and Medium Sized Enterprise (SME) Technical Committee and other structures, eventually MIT aims at contributing achieving the objectives in the Ninth Development Plan (2007-2013) esp. the objectives regarding increasing competitiveness and increasing the quality and effectiveness of public services.

The Technical Committees of YOIKK focuses improving investment environment and SME Technical Committee focuses on solving the problems of SMEs. MIT considers that all studies should be assessed under a upper level formal framework, through this framework the studies should be coordinated and executed in a better way. This platform should be so flexible that any other Committee and stakeholder should take part in the studies executed in the frame of Industrial Platform.

Besides, MIT would like to improve its capacity for ensuring the interoperability with the private sector via creating a platform where private sector representatives discuss the problems of sectors regularly with public authorities by which the dialogue will be enhanced and a better feedback mechanism and a strategy management structure will be developed to provide a better policy ownership and efficient design of industrial strategy.

3.2 Assessment of project impact, catalytic effect, sustainability and cross border impact (where applicable)

Project impact :

With successful implementation of this project;

- The technical and administrative capacity of MIT in the field of Industrial Strategy and sectoral strategies will be strengthened,
- New strategy management mechanisms will be developed,
- Human resources will be enhanced,
- Contribution to increase the competitiveness of Turkish industry,
- Contribution to achieve the targets of NPAA,
- Contribution to achieve the targets of Ninth National Development Plan

Catalytic Effect:

In long term the ability to assume the obligations of Membership will be strengthened by effective and efficient implementation of the strategies. Services given to the industry will be faster and more effective. Besides, the new created synergy will help while facing challenges to effective decision making and new policy tools for dialogues with the government will be developed. The studies in sectors will affect the studies in industrial strategy field. By determining the priorities and vision of industry, industrial strategy studies will increase effectiveness of efforts. As the industrial strategy

is a horizontal policy area these outcomes of this project will have catalytic effect to assume NPAA priorities and affect other policy areas positively. The competitiveness of the enterprises will be improved and this will strengthen the stability of economy.

Sustainability:

The results of this project will be used as a reference for further activities of MIT. Especially for the new strategy mechanism design which is one the important outcomes of this project will give an idea to the public idea for strategy management. Furthermore, sustainability will be in the form of the improved human resources, both in terms of administrative and technical capacity of MIT, including the infrastructure, for sound policy development and operational effectiveness and the trained staff will transfer the accumulated knowledge to the future recruits.

Cross Border Impact:

The project will provide a fresh impetus for the industry, the competitiveness of the enterprises will be improved by achieving the goals of this project the business relations will be increase on the borders.

3.3 Results and measurable indicators:

The results to be achieved by activities and the indicators within the scope of this project are as given below.

Result 1) The administrative capacity of MIT was developed in order to implement, improve, monitor and evaluate industrial strategy and sectoral strategies.

Timely completion of the studies regarding industrial strategy and sectoral strategies by MIT.

Result 2) Technical capacity was developed in order to analyze sectors timely.

Timely completion of the required statistical analyses by sectoral divisions of MIT.

Result 3) The dialogue between public institutions and the relevant stakeholders (private sector and NGOs) on industrial policy and strategy was strengthened.

Consultation and cooperation mechanism working properly and effectively, evaluations and visions of stakeholders are flowing through MIT on time.

3.4 Activities: The following activities will be held within the scope of the project:

Activity 1.1. Training on implementing, developing, monitoring and evaluation of industrial strategy.

Activity 1.2. Training on impact analysis of current practices and regulatory impact analysis.

For Activities 1.1. and 1.2. Training of 40 experts for sectoral departments; 10 experts for the coordination of industrial policy and strategy; 15 experts for statistics and data analysis and experts of stakeholders in 2010.

The number of experts : 150

Activity 1.3. Consultancy on design, implementation and evaluation of surveys.

A survey study on sectors in 2 selected sectors were prepared by Sectoral Divisions of MIT through the consultancy on design, implementation and evaluation of surveys and the outcomes of this study was used in the Activity 2.1.

Activity 1.4. Consultancy on experiencing good practices in other countries.

Two countries were selected and study tours were conducted to the relevant authorities of these countries for the experts of MIT in order to experience good practices in the field of industry policy and strategy and a report was prepared for each study tour.

Two reports on good practices of other countries were prepared through the consultancy on the good practices in selected countries. The outcomes of this study will be used in the Activities 2.1 and 3.2.

Activity 1.5. Consultancy on competitiveness analysis of sectors.

The competitiveness analysis of 2 selected sectors were prepared by Sectoral Divisions of MIT through the consultancy on competitiveness analysis of sectors and the outcomes of this study was used in the Activity 2.1.

Activity 2.1. Consultancy on improvement of the Entrepreneurship Information System.

- The data collection of EIS will be analyzed.
- The infrastructure of EIS will be analyzed.
- Best practices of information systems in two country concerning industry will be evaluated.
- The data that is essential for the studies in the field of Industrial Strategy and Sectoral Strategies will be determined.
- A report that includes evaluations and proposals in order to improve EIS will be prepared on sufficiency of EIS.

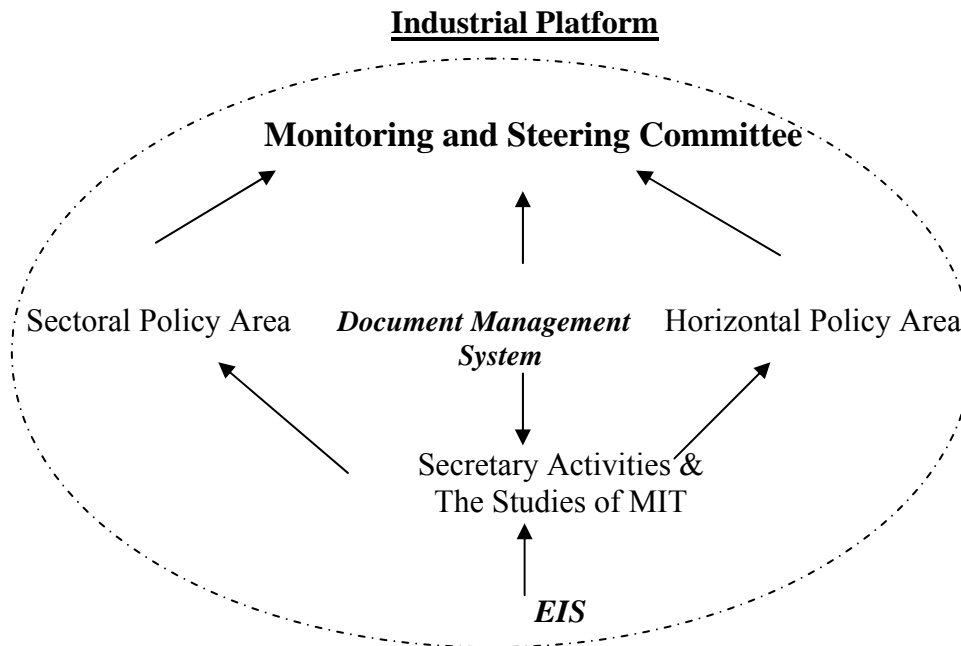
Activity 2.2. Translation of the relevant policy and strategy papers.

Activity 3.1. Holding two meetings with the stakeholders by the end of the project to raise the awareness for improving policy ownership of industrial strategy.

Activity 3.2. To design a new strategy management system to improve coordination and consultation among stakeholders.

- To identify the problems of the strategy management system by analyzing the existing mechanisms and identifying the required mechanisms.
- To prepare a report that includes outcomes of the assessments and proposals
- To develop a formal consultation mechanism (Industrial Platform) in order to enable private sector representatives discuss the problems of sectors with public authorities by this way the dialogue and feedback mechanism shall be enhanced and a better policy ownership shall be provided.
- Holding two meetings of new consultation mechanism to discuss the problems of sectors by public and private sector representatives and preparing two final reports after meetings.

The formal structure that MIT designed is below. A new structure shall be formed through the activities of the project in consultation with all stakeholders.



MIT designed a formal consultation mechanism and named as Industrial Platform that includes two main policy areas. In the first policy area, for the sectoral studies with contribution of the Technical Committees of MIT, The Sectoral Committees of TOBB, the experts of public and private institutions, in coordination and secretary of MIT should be carried out. In the second area the studies in the horizontal fields should be executed. The outcomes of the studies conducted by the Technical Committees of the YOIKK, Small and Medium Sized Enterprise (SME) Technical Committee and the other studies relevant to Industry should be input for the studies. New initiatives shall be started by MIT both in sectoral and the policy horizontal areas and the studies should be conducted with usage of existing structures.

Industrial Platform should be a frame and the studies should be monitored and steered by a upper level Monitoring and Steering Committee. All the outcomes of the studies should be assessed by this Monitoring and Steering Committee and the plans, programs and sectoral documents approved of by this Committee should be submitted to Economic Coordination Council (EKK).

The existing dialogue mechanisms should be improved in order to support Sectoral Divisions during sectoral studies will make a great contribution to policy design studies. In this scope, close cooperation has to be enabled among public and private stakeholders and coordination and consultation mechanisms shall be evaluated. The establishment and operation of a continuous dialogue mechanism on sectoral basis will be the most important part of the studies and it will increase effectiveness of the studies.

The responsibility and authority of institutions that are stakeholders of the studies of revising, implementing, monitoring and evaluating of the industrial strategy has to be in coherence in line with their organizational structures and resources. All these issues should be taken into consideration in the studies of developing a new strategy mechanism.

3.5 Conditionality and sequencing: N/A

3.6 Linked activities N/A

3.7 Lessons learned

The choice of project partners and the participants is of great importance in terms of wide effect of the project. The training activities, especially which many institutions participated, good coordination is vital for the effective implementation of the projects. It is also noteworthy that a good knowledge of sector specific expertise in the field is crucial for success of the project. The past experience of the MIT shows the fact that establishing the necessary legal framework towards creating a effective strategy management mechanisms is depend on political will. It is essential that the reform program build in mechanisms for industrial strategy to transform the industry to a more competitive structure.

All project-based activities must be timely supervised and approved by the SPO. The PMU Head will be the intermediary for transfer of information from the project team to the SPO and to facilitate the procedures for approvals.

There should be effective communication between the stakeholders and MIT.

4. Indicative Budget (amounts in EUR)

			SOURCES OF FUNDING										
			TOTAL EXP.RE		TOTAL PUBLIC EXP.RE		IPA COMMUNITY CONTRIBUTION		NATIONAL PUBLIC CONTRIBUTION				
ACTIVITIES	IB (1)	INV (1)	EUR (a)=(b)+(e)	EUR (b)=(c)+(d)	EUR (c)	% (2)	Total EUR (d)=(x)+(y)+(z)	% (2)	Central EUR (x)	Regional/Local EUR (y)	IFIs EUR (z)	EUR (e)	% (3)
Activity 1													
contract 1.1 Service Contract (Training, Technical Assistance)	x	-	1,240,000	1,240,000	1.116.000	90	124.000	10	124.000				-
TOTAL IB			1,240,000	1,240,000	1.116.000		124.000		124.000				
TOTAL INV													
TOTAL PROJECT			1,240,000	1,240,000	1.116.000		124.000		124.000				

NOTE: DO NOT MIX IB AND INV IN THE SAME ACTIVITY ROW. USE SEPARATE ROW

Amounts net of VAT

- (1) In the Activity row use "X" to identify whether IB or INV
- (2) Expressed in % of the **Public** Expenditure (column (b))
- (3) Expressed in % of the **Total** Expenditure (column (a))

5. Indicative Implementation Schedule (periods broken down per quarter)

Contracts	Start of Tendering	Signature of contract	Project Completion
Contract 1.1 Service Contract	2010 1 ST Q	2010 4 TH Q	2011 4 TH Q

All projects should in principle be ready for tendering in the 1ST Quarter following the signature of the FA

6. Cross cutting issues (where applicable)

6.1 Equal Opportunity

Equal opportunity principles and practices in ensuring equitable gender participation in the project will be guaranteed. Male and female participation in the project will be based on the relevant standards of the EU and will be assured by official announcements published to recruit staff needed for the project. The main criteria for staff recruitment will be appropriate qualifications and experiences, not sex or age. Both men and women will have equal opportunities and salaries.

6.2 Environment

Realizing increasing global sensitivity of environment, the industrial strategy considers the impacts of the industry and the industrial policies to the environment. The measures are to be taken at decreasing impacts of industry but these measures will be negatively impacting the competitive strength of the industry in the mid-term. The project itself is not focused on achieving a goal in the field of environment and not has any adverse environmental impacts, other than transport activities. Nevertheless, the Industrial Platform, the dialog mechanism which is one of the outcomes of the project, will help challenging issues regarding environment.

6.3 Minorities

According to the Turkish Constitutional System, the word minorities encompasses only group of persons defined and recognized as such on the basis of multilateral or bilateral instruments to which Turkey is a party. This project has no negative impact on minority and vulnerable groups.

ANNEX I. LOGICAL FRAMEWORK MATRIX IN STANDARD FORMAT

LOGFRAME PLANNING MATRIX FOR Project Fiche	Programme name and number	“ Strengthening Administrative Capacity of MIT in industrial strategy ” No: TR 2009/ 0320.01	
	Contracting period expires: FA + 2 years	Disbursement period expires: 1 year after the end date for the execution of contracts	
	Total budget : 1,240,000	IPA budget: 1.116.000	
Overall Objective	Objectively Verifiable Indicators	Sources of Verification	
To contribute to strengthening industrial competitiveness	The industrial competitiveness level was increased.	- Commission Annual Progress Reports on Turkey. - Annual Government Programme. - Turkey’s rank in The Global Competitiveness Report.	
Project Purpose	Objectively Verifiable Indicators	Sources of Verification	Assumptions
To strengthen administrative capacity of Ministry of Industry and Trade (MIT) for formulating, monitoring and evaluating industrial strategy.	- Timely completion of the studies regarding industrial strategy and sectoral strategies by MIT. - Timely completion of the required statistical analyses by sectoral divisions of MIT. - Consultation and cooperation mechanisms working properly and effectively evaluations and visions of stakeholders are flowing through MIT	Annual Action Report of MIT Training Documents Project Progress Report Annual Government Programme Annual Action Report of MIT Monitoring and Evaluating Report for Industrial	- Government is dedicated to improve legal framework. - Acceptation and adoption of new process design for the industrial strategy by public stakeholders. - Gaps in the field of industry policy and strategy among both public and private stakeholders are felt.

	on time.	Strategy of MIT Annual Action Report of MIT Project Progress Report Reports of industrial platform	- Support of stakeholders and continuity of their contribution to the project. - Willingness of staff and continuity of their contribution to Project.
Results	Objectively Verifiable Indicators	Sources of Verification	Assumption
<p>1- Existing administrative capacity was developed in order to implement, improve, monitor and evaluate industrial strategy and sectoral strategies.</p> <p>2- Technical capacity was developed.</p> <p>3- The dialogue between public institutions and the relevant stakeholders on industrial policy and strategy was strengthened.</p>	<ul style="list-style-type: none"> - The experts of MIT and stakeholders trained. - 2 survey studies on selected sectors was prepared. - 2 study tours to experience good practices in the field of industry policy and strategy and a report for each study tour. - 2 competitiveness analyses of selected sectors. - Entrepreneurship System was improved. - A new strategy management system designed and two organizations were arranged by the end of the project. - The dialogue enhanced by holding two meetings with the stakeholders by the end of the project. - A new strategy management system designed. 	<p>Annual Action Report of MIT Project Progress Report Monitoring and Evaluating Report for Industrial Strategy of MIT Reports of new consultation mechanism Training Documents</p>	<ul style="list-style-type: none"> - Employment of New industry experts - Continuity of the support of stake holders - Willingness of staff and continuity of their contribution to Project
Activities	Means	Costs	Assumptions

<p>1.1. Training on implementing, developing, monitoring and evaluation of industrial strategy was received.</p> <p>1.2. Training on impact analysis of current practices and regulatory impact analysis was received.</p> <p>1.3. Consultancy on design, implementation and evaluation of surveys was received.</p> <p>1.4. Consultancy on experiencing good practices in other countries was received.</p> <p>1.5. Consultancy on competitiveness analysis of sectors was received.</p> <p>2.1. Consultancy on improvement of the Entrepreneurship System was received, in order to collect and analyze the data to be used during monitoring, evaluation and developing of industrial strategy and sectoral strategies.</p> <p>2.2. Relevant policy and strategy papers to be put into practice were translated.</p> <p>3.1. Two meetings with the stakeholders was held by the end of the project to raise the awareness for improving policy ownership of industrial strategy.</p> <p>3.2. Two industrial platform meetings were held to discuss the problems of sectors by public and private sector representatives and a final report was prepared at the end of each meeting.</p> <p>3.3. A new strategy management system designed to improve coordination and consultation among stakeholders.(Two meetings of new consultation mechanism was held within the project)</p>	<p>1 Service Contract</p>	<p>1,240,000 Euro</p>	<ul style="list-style-type: none"> - Support of stake holders - Continuity of the target group to attend training programs - Willingness of staff and continuity of their contribution to Project
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