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ANNEX III

of the Commission Implementing Decision on the Annual action plan in favour of Türkiye for 2022

Action Document for Jean Monnet Scholarship Programme

Annual Action plan

This document constitutes the annual work programme in the sense of Article 110(2) of the Financial Regulation, and annual and multiannual action plans and measures in the sense of Article 9 of IPA III Regulation and Article 23 of NDICI - Global Europe Regulation

1. SYNOPSIS

1.1. Action Summary Table

Title	Jean Monnet Scholarship Programme Annual action plan in favour of Türkiye for 2022		
OPSYS	ACT-60838 JAD.981448		
Basic Act	Financed under the Instrument for Pre-accession Assistance (IPA III)		
Team Europe Initiative	No		
Zone benefiting from the action	The action shall be carried out in the Republic of Türkiye		
Programming document	IPA III Programming Framework ¹		
PRIORITY AREAS AND SECTOR INFORMATION			
Window and thematic priority	Windows 2: Good governance, EU <i>acquis</i> alignment, good neighbourly relations and strategic communication Thematic Priority 2: Administrative capacity and EU <i>acquis</i> alignment		
Sustainable Development Goals (SDGs)	Main SDG: SDG 16: Peace Justice and Strong Institutions Other significant SDGs: SDG 4: Quality Education		
DAC code(s)	11420 - Higher education		
Main Delivery Channel	Central Government - 12001		
Markers (from DAC form)	General policy objective	Not targeted	Significant objective
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>
			<input checked="" type="checkbox"/>

¹ Commission Implementing Decision of 10.12.2021 adopting the Instrument for Pre-Accession Assistance (IPA III) Programming Framework for the period 2021-2027 C(2021) 8914 final

	Aid to environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality and women's and girl's empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Trade development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, maternal, new-born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Disaster Risk Reduction	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Nutrition	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Principal objective
	Biological diversity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Policy objectives	Not targeted	Significant objective	Principal objective
	Connectivity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Digitalisation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Migration	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Covid-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BUDGET INFORMATION				
Amounts concerned	Budget line: 15.020101.01 Total estimated cost: EUR 15 600 000 The total amount of EU budget contribution EUR 15 600 000, of which EUR 15 600 000 for indirect management with IPA III beneficiary			
MANAGEMENT AND IMPLEMENTATION				
Implementation modalities (type of financing and management mode)	Project Modality Indirect management with the Republic of Türkiye			
Final Date for the conclusion of Financing Agreement	At the latest by 31 December 2023			

Final date for concluding contribution / delegation agreements, procurement and grant contracts	3 years following the date of conclusion of the Financing Agreement, with the exception of cases listed under Article 114(2) of the Financial Regulation
Indicative operational implementation period	72 months following the conclusion of the Financing Agreement
Final date for implementing the Financing Agreement	12 years following the conclusion of the Financing Agreement

1.2. Summary of the Action

The Jean Monnet Scholarship Programme (JMSP) is Türkiye's longest and most prestigious EU funded scholarship programme. It is known and accepted as one of the brand programmes of the EU. The JMSP contributes to the development of Türkiye's human resources capacity in fields related to EU *acquis* by granting scholarships for academic studies in EU Member States. The objective is to broaden participants' perspectives about the European integration process, enrich their knowledge about the EU and enhance dialogue between Turkish professionals and their EU counterparts. Under this action, grants will be provided for graduate studies in the EU. This action also includes a technical assistance (TA) component.

An important characteristic of the JMSP is focusing on administrative capacity. There are multiple aspects involved in strengthening a country's administrative capacity to implement and enforce the EU *acquis*. One of them is to develop the human resource capacity in all areas covered by the EU *acquis*. Since the EU *acquis* covers a wide spectrum of fields, well-equipped professionals are needed in several disciplines and sectors. Higher education is one of the tools for investing in people and thus boosting administrative capacity. In this context, the JMSP provides opportunities for Turkish professionals to undertake academic studies at a university (or an equivalent institution) in one of the EU Member States. The aim is to build solid support for Türkiye's accession to the EU, raise awareness about Türkiye's accession process and develop workforce in the relevant disciplines. Under the Programme, scholarships are granted to people involved or to be involved in professional life so that they can deepen and enrich their knowledge on areas of EU *acquis* related field by following an academic study programme in an EU Member State. The Programme helps scholars to enhance civil society dialogue, familiarise with EU countries, the EU system, expand their networks, find opportunity to see good practices, enhance Türkiye's people-to-people relations with EU counterparts, and create links between people.

This AD is prepared in line with the IPA III Programming Framework, where it is highlighted to modernise public administrations at all levels of government. Regarding the link with SDG 16, the JMSP contributes to increasing the capacity of human resources in Türkiye and to developing effective, accountable and transparent institutions at all levels.

2. RATIONALE

2.1 Context

The specific objective of IPA III under 'Thematic Priority 2: Administrative capacity and EU *acquis* alignment' as defined under the IPA III Programming Framework is to bring beneficiaries' policies and legislation in line with the EU policies and the EU *acquis*, and to build administrative capacity to fully and

effectively implement sector policies and the adopted legislation, building the ability of beneficiaries to take on the obligations of membership as well as the digitalisation efforts. This objective constitutes a crosscutting priority and complements administrative capacity building under other Windows in line with the sector approach.

The JMSP supports improvement towards an efficient and accountable public administration and aims to facilitate regulatory reform for alignment, and indirectly contributes to the progress on negotiation chapter benchmarks by enhancing the human resources capacity of public institutions.

Jean Monnet scholars equipped with both skills and up-to-date knowledge on the EU policies and the EU *acquis* in the various EU Member States, where the EU legislation is under implementation, contribute to the harmonisation process of Türkiye and the Union membership target.

The overall objective of the EU assistance to candidate countries and potential candidates is to support the IPA III beneficiaries in adopting and implementing the political, institutional, legal, administrative, social and economic reforms required by those beneficiaries to comply with Union values and to progressively align to Union rules, standards, policies and practices with a view to Union membership, thereby contributing to their stability, security and prosperity. The JMSP includes mobility of Turkish citizens to a broad range of EU Member States and this will foster inter-personal and inter-cultural dialogue. The JMSP strengthens bonds between Turkish and EU citizens. The Programme plays a role in strengthening the links between EU and Turkish societies. These objectives clearly correspond to the priority of strengthening cooperation with Türkiye on people-to-people contacts, as stressed by the EU leaders in March 2021. The JMSP gives general support to sector policies and reforms by enhancing human resources capacity in fields relevant to the body of the EU *acquis*. This will be key in particular in areas relevant for the proper functioning of the EU-Türkiye Customs Union, migration and security, health and Türkiye's alignment with the EU climate policy, which are among key priorities in the EU-Türkiye relations, as identified by the European Council.

Within the IPA III Strategic Response of Türkiye, the Thematic Priority 2 under Window 2 is about improvements in the *acquis* alignment in a variety of fields. Türkiye has also adopted the new National Action Plan for EU Accession for 2021-2023², which encompasses steps for the forthcoming period in respect to legislative alignment, as well as institutional and administrative measures. The new Action Plan for EU Accession will be a guiding document for Türkiye in the period ahead.

At national level, two pillars of the 11th Development Plan of Türkiye (NDP) (2019-2023)³ are relevant to the objectives of the JMSP: “qualified people, strong society” and “rule of law, democratisation and good governance”. These pillars are aimed at achieving the ultimate vision of “a stronger and more prosperous Türkiye that produces more value and shares more fairly”. The indication of strong ownership of rule of law, democratisation and good governance principles can be ensured by enhancing, among others, human resources capacity of public institutions, which is one of the JMSP's main objectives. The NDP puts emphasis on the extension of lifelong learning principles targeting the continuous development of individuals' personalities and abilities; increasing Türkiye's level of internationalisation in the field of higher education and on the importance of enhancement of human resources capacity. These principles are all in line with the objectives of the JMSP.

At global level, the UN's 2030 Agenda for Sustainable Development⁴ highlights values of fostering intercultural understanding, tolerance, mutual respect and an ethic of global citizenship and shared responsibility and recognises that all cultures and civilizations are crucial enablers of sustainable development. More specifically, SDG 16 is aimed at promoting peaceful and inclusive societies for sustainable development,

² https://www.ab.gov.tr/siteimages/birimler/kpb/uep/21_23_UEP_EN.pdf

³ https://www.sbb.gov.tr/wp-content/uploads/2021/12/Elventh_Development_Plan_2019-2023.pdf

⁴ https://www.un.org/ga/search/view_doc.asp?symbol=A/RES/70/1&Lang=E

providing access to justice for all and building effective, accountable and inclusive institutions at all levels. In this regard, JMSP serves the achievement of sustainable development.

As regards links to other relevant actions, one of the most notable scholarship opportunities in higher education is the Joint Master Degree option under the Erasmus+ Programme as a follow-up to the Erasmus Mundus Programme. The beneficiaries of the Programme are awarded either a joint degree or multiple degrees from universities in the EU and receive financial support throughout their academic studies. The Member States run several other scholarships schemes i.e.: the German Academic Exchange Services (DAAD) in Germany or the Eiffel Scholarship Programme in France. In addition, the Republic of Türkiye also offers scholarships for public-sector employees under the framework of the ‘Legislation Concerning the Public Officials to Be Sent Abroad for Training Purposes’. However, both the range of studies and the eligible countries supported within the scope of this scholarship is extremely wide, whilst JMSP is the first and leading institutionalised programme in Türkiye to provide fellowships for academic studies on subjects related to the EU *acquis*.

2.2 Problem Analysis

Strengthening the administrative capacity for the implementation and enforcement of the EU *acquis* has various dimensions, one of them is the development of human resources. During the accession process, important responsibilities fall upon every segment of the society from public institutions to the private sector and from non-governmental organisations (NGOs) to the universities. For this reason, individuals in candidate countries who closely follow EU-related disciplines need to be well-equipped and knowledgeable with the latest developments on the EU *acquis*. In this context, the JMSP provides opportunities for graduate studies at a university, or an equivalent institution in one of the EU Member States, with the aim of familiarising the participants with the EU *acquis* and developing a more qualified workforce in the relevant disciplines. The JMSP enhances enrichment of academic knowledge related to the EU legislation among Turkish professionals leading to the enhancement of the human resources that Türkiye in its efforts to align with the EU *acquis*. Human capital equipped with sufficient theoretical knowledge and academic training in Member States, where the *acquis* is already implemented will eventually contribute to the harmonisation process in Türkiye.

The end beneficiaries of the JMSP are the public sector, private sector, Civil Society Organisations (CSOs) employees as well as the university students and academics in Türkiye. For each academic year, 50% of the total number of scholarships is planned to be allocated to the public sector while 30% are allocated to the university sector, and 20% to the private sector (including CSOs)⁵. Applicants for the JMSP firstly satisfy certain eligibility criteria such as holding an undergraduate degree or being a senior undergraduate student, having a minimum undergraduate cumulative grade points average (CGPA) specified during the call and having a valid foreign language proficiency certificate. Applicants satisfying the eligibility criteria are invited to sit on a selection exam consisting of questions related to the following indicative subjects: EU *acquis* chapter from which the applicant applied, European Union and EU-Türkiye relations. According to the selection exam scores, a success ranking is established for each sector (public, university and private).

This action is planned to support the development of human resources capacity in fields relevant to the EU *acquis*. This will be supported by inter-personal and inter-cultural dialogue through mobility and the improvement of educational attainment by investing in people. The social and academic network established as a result of the JMSP will be beneficial for both the Turkish and EU societies. The action includes mobility

⁵ The quotas allocated to the sectors could be shifted with the aim of exploiting the available number of scholarships to the maximum possible extent. Similarly, the number of scholarships to be awarded could be increased depending on the available budget of the Programme and the probable savings that could occur due to the prevailing circumstances. Similarly, re-allocation of budget between the components within the scope of this Action Document could be put into practice in order to ensure the effective and optimal use of the funds.

of Turkish scholars to a broad range of the EU Member States and this will foster inter-personal and inter-cultural dialogue, forge links between Turkish and EU societies by eliminating prejudice.

By its very nature and unlike other grant programs, the JMSP supports directly individuals, not institutions. Providing equal application conditions for all applicants and ensuring the inclusiveness of the Programme are important priorities. Again unlike other grant programmes, there are several expenses already covered by the applicants and scholars (e.g.: foreign language proficiency exam fees, universities' application fees, travel costs to attend the JMSP written exam, tuition fee balance amounts of academic programmes exceeding the ceiling defined by the Programme, health expenditures due to unexpected circumstances like the pandemic). Considering this implicit, the co-financing provided by the scholars as the grantees (i.e.: scholarship awardees) will be fully financed by the Programme.

3. DESCRIPTION OF THE ACTION

3.1. Intervention Logic

The underlying intervention logic for this action is the following:

Provided that the target groups of the JMSP participate to the action actively and/or relevant hosting institutions and graduate programmes are available and/or sufficient resources are available to the Directorate for EU Affairs (DEUA) to establish and sustain effective communication with the relevant institutions, then the outputs of this action can be reached.

The overall objective of JMSP is supporting Türkiye in its efforts towards accession by upgrading Türkiye's administrative capacity for the effective implementation of the EU *acquis* (impact). This will be ensured by the specific objective (outcome) of enhancing human resources capacity in fields relevant to the EU *acquis* via improving educational attainment and enhancing inter-personal and inter-cultural dialogue via mobility.

The achievement of the specific objective (outcome) will be directly influenced by delivering the following outputs which are in a cyclic and concurrent nature, supported by the TA component:

- Output 1: Financial support through grant contracts is provided to scholarship awardees.
- Output 2: Information about the JMSP is provided for all potential candidates and Training Institutions relevant to the Programme objectives are identified.
- Output 3: Scholarship awardees are selected after a transparent and fair selection process, grant contracts signed, awardees placed at their hosting institutions and scholars are monitored and completed their programmes.
- Output 4: Communication channels with the Alumni Network are established and the Jean Monnet alumni network is strengthened.

3.2. Indicative Activities

Running the JMSP involves carrying out a chain of cyclic and concurrent activities (the non-exhaustive list includes: announcing the call for applications, promotional activities, evaluating the applications, running the placement and contracting process, and monitoring the scholars) that are repeated every academic year. All activities are repeated separately for each academic year. A horizontal support is received from the TA component under each activity groups.

The following indicative activities are foreseen under the four outputs.

Activities relating to Output 1: Financial support through grant contracts is provided to scholarship awardees.

For each academic year covered under this Action Document, approximately 190 people will be awarded scholarships and financial support will be ensured through grant contracts.

Activities relating to Output 2: Information about the JMSP is provided for all potential candidates and training institutions relevant to the Programme objectives are identified.

This mainly involves activities to publicise the Programme to maintain its well-known brand recognition in public. They take the form of awareness-raising events, info days, promotional materials and dissemination of programme-related information in multiple ways, such as email, internet, digital channels of national, local and social media, etc. The DEUA will work vigorously to promote the Programme through formal correspondence with the parties involved and use every opportunity (large-scale events such as meetings, conferences, seminars, workshops organised by DEUA) to publicise the Programme. The DEUA will continue to take ownership of the Programme and make use of its own network (website, social media accounts, press announcements, etc.) to promote it. The TA team is expected to produce creative content, develop innovative promotional instruments/approaches and use its media networks to disseminate Programme-related information to the maximum possible extent. The first two tasks in particular are not possible for the DEUA to carry out with its resources since they require specific expertise.

Providing guidance to potential candidates on the academic institutions/programmes in the EU Member States, developing the networks with the institutions, organising networking visits to institutions to expand the institutions' database and updating the 'Hosting Institutions Catalogue' are the main tasks under this output. The tasks also require certain expertise related to the EU institutions and will rely mostly on the TA team. In addition, each year a study visit is organised to Brussels/Strasbourg or the capital of the EU Member State holding the Presidency of the Council of the EU to strengthen and boost the synergy among the scholars. By bringing them together, it is also aimed to familiarise scholars with EU institutions and enable them to deepen their knowledge about the EU, with the expectation that the scholarship and the core aim of the programme will thus become more tangible for the scholars. The TA team will organise the study visits.

Activities relating to Output 3: Scholarship awardees are selected after a transparent and fair selection process, grant contracts signed, awardees placed at their hosting institutions and scholars are monitored and completed their programmes.

The coordination and implementation of the selection process is mainly run by the DEUA and the Central Finance and Contracts Unit (CFCU). The TA team provides support for the whole assessment process. The Programme also uses fair and objective selection criteria which do not create any advantage/disadvantage on the basis of the applicants' gender, demographic origin, age, health, etc.

When the scholarship awardees are announced, the placement process starts with the approval of academic programmes proposed in terms of their compliance with the JMSP objectives and the rules described in the official scholarship announcement. Pre-departure seminars are organised to inform the scholars of their liabilities. The technical aspects of the placement process are handled by the DEUA, and the TA team will organise pre-departure seminars as these events are expected to increase the visibility of the Programme. Following the scholars' arrival at their respective host institutions, they are regularly monitored in terms of their academic progress through reports, emails, phone calls and so forth. TA team is expected to support the process with specific expertise for effective implementation of the JMSP.

Activities relating to Output 4: Communication Channels with the Alumni Network are established and Jean Monnet alumni network is strengthened.

Regular communication with former scholars is an important ingredient of the Programme. The aim of these contacts is to ensure that the scholars make a tangible contribution from their academic studies to Türkiye's EU accession process and to enhance communication between past, present and future scholars. Events such as certificate ceremonies, seminars, workshops, alumni gatherings, capacity building activities, etc. are organised for the alumni society. The TA team provides support to the organisation and helps forge a sound sense of belonging among the scholars.

3.3. Mainstreaming

Environmental Protection, Climate Change and Biodiversity

JMSP provides support to academic studies under 31 different field of studies (based on the negotiation chapters between Türkiye and the EU). Among these field of studies are the following negotiation chapters that directly contribute to Environmental Protection, Climate Change and Biodiversity: Environment, Energy, Agriculture and Rural Development; Food Safety, Veterinary and Phytosanitary Policy; Fisheries. Scholars are free to choose one of these chapters, which will include courses and/or dissertations relevant to their field of study. To provide some recent numbers, in the 2019-2020 academic year 10 scholars out of 178 and in the 2020-2021 academic year 12 out of 149 scholars have chosen the above-mentioned field of studies. These figures, however, are not exhaustive and the scholars may also work on dissertations or research papers related to environment and climate change within the scope of other study fields since environmental issues currently affect a wide spectrum of sectors/disciplines, ranging from trade to transport and from social policy to financial services.

Gender equality and empowerment of women and girls

The AD ensures that both women and men can provide inputs, access, and participate in action activities. It will be ensured that sex-disaggregated data is collected regarding project activities and outputs, where applicable, and be presented in the inception/progress/interim/final reports and at steering committees and during monitoring missions.

As per the Organisation for Economic Co-operation and Development (OECD) Gender Development Assistance Committee (DAC) codes⁶ identified in section 1.1, this action is labelled as G1⁷. This implies that the JMSP which was initiated in 1990, supported more than 2500 scholars from public institutions, universities and the private sector. Gender equality⁸ has always been respected within JMSP. It is accepted as a significant objective of the action. The JMSP is open to all applicants without discrimination and seeks to give all potential applicants equal opportunities. Scholars are selected through a competitive selection process. The Programme is open to all Turkish citizens that meet the application criteria set by the Steering Committee.

Non-discrimination is the focal point of the Programme. As for the gender profile of the scholars, the Programme has significantly contributed to increasing the share of female scholars in Türkiye qualified in the EU *acquis* related fields. Application criteria of the scholarship programme and the evaluation process provides equal opportunity in terms of gender equality. Moreover, over the years no complaint on any gender discrimination has been received.

⁶ <https://www.oecd.org/dac/gender-development/dac-gender-equality-marker.htm>

⁷ Significant objective

⁸ Within the context of the Project, the term "gender" refers to the men and women as it is understood in the Gender Equality Strategy 2020-2025 of the EU. Here it is stated that "*the promotion of equality between women and men is a task for the Union, in all its activities, required by the Treaties*".

The principles of equal opportunity for women and men and non-discrimination on grounds of gender are followed throughout the Programme. Findings of the JMSP Impact Assessment Study shows that women’s perception of the Programme’s positive impact on their career development is higher than that perceived by men. Other findings on examples such as “JMSP’s impact on carriers positively”, “JMSP’s help to reach the professional network in support of career development”, “Meeting needs in terms of career development” are similar, i.e.: women’s positive perception is higher than that of men. Additionally, the Programme itself has positive impacts on scholarship holders such as “promotion of diversity” and “understanding and appreciating the perspectives of others.”

For the exam invitation process, participants are asked to inform the institutions involved if they have any need (in recent years, pregnant women have applied and asked for assistance for the participation to the written exam). In response to the requests made by the applicants, measures are taken to adapt the exam processes (e.g.: exam set-up in the room/hall or sitting in the front line, etc.).

Scholars are selected through a competitive selection process. The percentage of women participants is presented in a table below:

Percentage of Women Participants:

Academic Year	Percentage of Women (%)
2008-2009	63
2009-2010	56
2010-2011	61
2011-2012	51
2012-2013	51
2013-2014	52
2014-2015	49
2015-2016	48
2018-2019	55
2019-2020	45
2020-2021	47

To ensure the continued high participation rate of women in the Programme, measures to ensure equal opportunities and non-discrimination regardless of gender are integrated in the Programme’s design and implementation. As such, it will ensure that equally qualified female and male applicants will be given equal opportunity to participate and benefit from it.

Democracy

The JMSP provides support to academic studies under 31 different field of studies (based on the negotiation chapters between Türkiye and the EU). Among these field of studies are the following negotiation chapters that are directly relevant to Democracy: Judiciary and Fundamental Rights; Justice, Freedom and Security; Foreign, Security and Defence Policy. Their chosen academic programmes directly include courses and/or dissertations relevant to their field of study. These are also among the most popular field of studies chosen by the scholars.

Moreover, an Impact Assessment Study on the JMSP was conducted in 2020. An online survey was sent to 1598 scholars via e-mail out of which 300 responses were received. Also, focus group meetings were organised with scholars and managers of the JMSP. Among other issues, scholars indicated a high level of positive impact on increase in “intercultural communication skills”; “being open to new ideas and experiences”; “promotion of diversity (age, gender, ethnicity, etc.)”; “understanding and appreciating the perspectives of others” and “respecting different beliefs of others”.

Other considerations

Great importance is given to the cooperation with the alumni network and the Jean Monnet Scholars Association for a whole duration of the Programme. To strengthen communication between scholars and increase the visibility of the Programme, a series of the activities will be organised in collaboration with the Association. The Alumni network and the Jean Monnet Scholarship Association will also play an important role to ensure scholars make a tangible contribution from their academic studies to Türkiye's accession process.

The need to develop human resources in Türkiye extends to all aspects of society. The public sector, the private sector, universities and civil society organisations also have important roles to play on this front, during both the implementation and design process. It is necessary to increase the number of experts in the EU field in all these sectors to support Türkiye's efforts to build up its administrative capacity to implement the EU *acquis*.

Opportunities for the mobility of Turkish public-sector representatives, young university graduates and private-sector representatives will also contribute to the Civil Society Dialogue that seeks to forge links between Turkish and EU societies by eliminating prejudice.

3.4. Risks and Lessons Learned

Category	Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures
3-people and the organisation	Risk 1 Extended evaluation and placement processes of the Programme	L	M	The DEUA, CFCU and EUD will do their best to accelerate all the evaluation, placement and endorsement approvals for the scholars
3- people and the organisation	Risk-2 Strong preference for a single EU host country by scholars	M	M	Following the departure of the UK from the EU, a more balanced geographical coverage is expected. Nevertheless, efforts to ensure the effective and equal promotion of academic programmes throughout the EU host countries will be spared. If the need arises the "country quota rule" might be re-considered and introduced
2-planning, processes and systems	Risk 2 Delay on the commencement date of the Technical Assistance Project	L	M	The DEUA, CFCU and EUD will do their best to accelerate the process. In case of a delay, the DEUA will compensate with its own capacity.
1-external environment	Risk 3 Delay in the implementation of activities under the Action due to global pandemic	M	L	The DEUA, CFCU and EUD will facilitate the process if needed with alternative solutions like hybrid meetings/events; possibility of suspension and/or extension of activities.

Lessons Learned:

The Programme was launched by an agreement signed between Republic of Türkiye and the European Commission in 1989. In the first phase from 1990 to 2001, 442 scholars received funding under this financial programme. At that time, the main goal was to expand the knowledge about the EU. In the second phase from 2002 to 2006, the focus of the Programme shifted because Türkiye had become a candidate country for EU accession at the 1999 Helsinki Summit. Therefore, the objective evolved to intensifying specific knowledge on the EU *acquis* in Türkiye. 489 people received funding under the Programme between 2002 and 2006.

The third phase was launched following the decision to finance the Programme under the Pre-Accession Financial Assistance for Türkiye. In this period, the Programme became an EU-funded project, whose beneficiary was the DEUA in the Turkish Ministry of Foreign Affairs. The 2005 and 2006 projects entitled 'Continuation of the JMSP' were programmed and financed under the Pre-Accession Financial Assistance for Türkiye. Under the 2005 and 2006 projects, 181 scholars received funding for their studies.

Under IPA 2007-2013, 'Continuation of the JMSP' projects were financed under IPA 2007, 2009, 2011 and 2012 programmes. Implementing the grant component of the 2011 project covers the 2013-2014 and 2014-2015 academic years and the 2012 project covers the 2015-2016 academic year. Around 950 scholars received IPA funds over this period.

Within 2016 Programming Period 357 scholars were supported (under 2018-2019 and 2019-2020 academic years). Under 2018 Programming Period 149 scholars were supported under the 2020-2021 academic year. The Programme has an implicit deadline, which is the start date of the autumn semester in EU universities. Given the long evaluation and approval processes and with the aim of avoiding putting the awardees in unfavourable circumstances, the DEUA, CFCU and EUD agreed to accelerate all stages in the Programme and to follow an indicative timetable to be set for each academic year.

The JMSP differs from other grants with its repetitive and bureaucratic implementation cycle. The nine months in 2015 when the DEUA managed the programme without a TA (from December 2014 to August 2015), showed that it was possible to manage the technical aspects of the Programme. Though, the heavy workload as well as lack of specific expertise specifically in promotion and visibility measures as well as enhancing a sound university network at EU level caused an important interruption in the implementation. Establishing and sustaining effective communication with higher education institutions in the EU is a task that requires specific experience and which is hard- if not impossible- for the DEUA to carry out with its own resources. Also the Covid-19 related challenges required additional measures to be taken which would have been impossible to be carried out without a professional TA assistance. Some examples for this are the following: quick arrangement of online meetings, support in the organization of the written exam by assigning additional exam invigilators as well as support in taking Covid-19 social distance and hygiene measures in all activities. It is important to state that Covid-19 pandemic created risks for the effective implementation of projects in 2020 and 2021 but by close cooperation of the DEUA, CFCU and EUD, quick and effective measures were taken considering the best interest of scholars and potential problems were, thus, minimised.

3.5. Indicative Logical Framework Matrix

Results	Results chain: Main expected results	Indicators	Baselines	Target	Sources of data	Assumptions
Impact	To support Türkiye in its efforts towards accession by upgrading Türkiye's administrative capacity for the effective implementation of EU <i>acquis</i> .	Progress made towards meeting accession criteria via conducting JMSP	1 (2020)	6 (by the end of the action)	Records of EUD, CFCU, DEUA.	<i>Not applicable</i>
Outcome	Enhanced human resources capacity in EU <i>acquis</i> related fields via educational attainment and mobility based intercultural dialogue	1.1 Number of scholars trained on programmes relevant to the EU <i>acquis</i> . 1.2 Number of scholars employed on jobs relevant to the EU <i>acquis</i> after the completion of programmes. 1.3 Extent to which participation to JMSP has contributed to improve educational attainment and skill levels	1.1 179 scholars (81 M + 98 F) (Year 2020) 1.2 125 scholars (57 M + 68 F) (Year 2020) 1.3 179 scholars (Year 2020)	1.1 179+190+190 = 559 scholars (by the end of the Action) 1.2 125+120+120 = 365 scholars (by the end of the action) 1.3 179+190+190 = 559 scholars (by the end of the action)	1.1 JM scholars' diplomas and certificates, JM Scholars' database, feedbacks, reports of scholars. 1.2 JM Scholars' database, feedbacks. 1.3 JM scholars' diplomas and certificates, feedbacks, reports of scholars.	-Türkiye's accession process to the EU continues. -Appropriate length of evaluation, placement and endorsement approvals of the JMSP scholars.
Output 1	1.1 Financial support through grant contracts provided to scholarship awardees	1.1 Number of signed grant contracts	1.1 179 scholars (Year 2020)	1.1 179+190+190 = 559 scholars (by the end of the action)	1.1 List of Scholarship Awardees and records of grant contracts	
Output 2	1.2 Information about the JMSP is provided for all potential candidates and training institutions relevant to the Programme objectives are identified.	1.2.1 Number of applications to the JMSP. 1.2.2 Number of followers on social media accounts. 1.2.3 Number of academic programmes in the Hosting Institutions Catalogue.	1.2.1 1100 scholars (Year 2018) 1.2.2 3500 (Year 2018) 1.2.3 300 (Year 2020)	1.2.1 1250 scholars (by the end of the action) 1.2.2 4100 (by the end of the action) 1.2.3 370 (by the end of the action)	1.2.1 Number of applications and application documents, used promotional tools or channels. 1.2.2 Statistics related to the social media accounts	The target groups of the JMSP participated actively. Relevant hosting institutions and graduate programs are available.

					1.2.3 JM Scholars' Database, Contact points in the relevant institutions	Sufficient resources available to DEUA to establish and sustain effective communication with the relevant institutions.
Output 3	1.3 Scholarship awardees selected after a transparent and fair selection process, grant contracts signed, awardees placed at their hosting institution and scholars monitored and completed their programmes	<p>1.3.1 Distribution of scholars by profile (e.g. public/private sector employee, student).</p> <p>1.3.2 Percentage of scholarships granted to women</p> <p>1.3.3 Percentage of the scholars completing their academic studies successfully</p> <p>1.3.4 Number of dissertations/academic studies displayed at the DEUA's library.</p>	<p>1.3.1 179 scholars (88 public+55 uni+ 36 private) (Year 2020)</p> <p>1.3.2 %55 (Year 2020)</p> <p>1.3.3 2.1.1 %96 (F) and %96 (M) (Year 2020)</p> <p>1.3.4 170 (Year 2020)</p>	<p>1.3.1 179+190 +190 = 559 scholars (by the end of the action)</p> <p>1.3.2 %50 (by the end of the action)</p> <p>1.3.3 %97 (F) and %97 (M) (by the end of the action)</p> <p>1.3.4 170+150+150=470 (by the end of the action)</p>	<p>1.3.1 Number of applications and application documents, event participation lists, Acceptance letters and correspondence of scholars.</p> <p>1.3.2 Progress reports filled up by academic/managerial supervisors, Diplomas and certificates.</p> <p>1.3.4 DEUA's library, CVs of JM scholars, Diplomas and certificates.</p>	
Output 4	1.4 Jean Monnet alumni network strengthened.	1.4.1 Number of ex-scholars attended the events organized for the Jean Monnet Scholarship holders and alumni.	2.3.1 190 (Year 2020)	2.3.1 190+80+80=350 (by the end of the action)	2.3.1 Event participation lists.	

4. IMPLEMENTATION ARRANGEMENTS

4.1. Financing Agreement

In order to implement this action, it is envisaged to conclude a financing agreement with the Republic of Türkiye.

4.2. Indicative Implementation Period

The indicative operational implementation period of JMSP, during which the activities described in section 3 will be carried out and the corresponding contracts and agreements implemented, is 72 months from the date of entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission's responsible authorising officer by amending this Financing Decision and the relevant contracts and agreements

4.3. Methods of implementation

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures⁹.

4.3.1. Indirect Management with an IPA III beneficiary

This action will be implemented under indirect management by Republic of Türkiye.

The Managing Authority responsible for the execution of the action is the General Directorate of Financial Co-operation and Project Implementation of the Ministry for Foreign Affairs (MFA). The Managing Authority shall be responsible for legality and regularity of expenditure, sound financial management, programming, implementation, monitoring, evaluation, information, visibility and reporting of IPA III activities.

Budget implementation tasks such as calls for tenders, calls for proposals, contracting, contract management, payments and revenue operations, shall be entrusted to the following intermediate body for financial management: the Central Finance and Contracts Unit (CFCU) within the Ministry of Treasury and Finance. It shall ensure legality and regularity of expenditure.

4.4 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply, subject to the following provisions.

The Commission's authorising officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of services in the markets of the countries or territories concerned, or in other duly substantiated cases where application of the eligibility rules would make the realisation of this action impossible or exceedingly difficult (Article 28(10) NDICI-Global Europe Regulation).

⁹ www.sanctionsmap.eu Please note that the sanctions map is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails.

4.5 Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)	Indicative third-party contribution, in currency identified
Methods of implementation – cf. section 4.3		
Output 1: Financial support through grant contracts provided to scholarship awardees, composed of	14 000 000	N.A.
Indirect management with the Republic of Türkiye – cf. section 4.3.1	14 000 000	
Output 2: Information about the JMSP is provided for all potential candidates and Training Institutions relevant to the Programme objectives identified;	1 600 000	N.A.
Output 3: Scholarship awardees selected after a transparent and fair selection process, grant contracts signed, awardees placed at their hosting institutions and scholars monitored;		
Output 4: Communication Channels with the Alumni Network established and Jean Monnet alumni network strengthened;		
Composed of		
Indirect management with the Republic of Türkiye – cf. section 4.3.1	1 600 000	N.A.
Evaluation – cf. section 5.2 Audit – cf. section 5.3	will be covered by another decision	N.A.
Communication and visibility – cf. section 6	will be covered under the technical assistance and grant contracts	N.A.
Totals	15 600 000	N.A.

4.6 Organisational Set-up and Responsibilities

The Managing Authority and the beneficiary is the General Directorate of Financial Co-operation and Project Implementation of the Ministry of Foreign Affairs (MFA). The Managing Authority shall be responsible for legality and regularity of expenditure, sound financial management, programming, implementation, monitoring, evaluation, information, visibility and reporting of IPA III activities. The DEUA will implement the technical aspects of the Scholarship Programme. Apart from these technical aspects, the DEUA will need technical assistance for implementation of the JMSP. The Intermediate Body for financial management is the CFCU within the Ministry of Treasury and Finance. CFCU will be responsible for all procedural aspects of tendering process, for contracting matters and for financial management (including payments) of the activities.

The DEUA will coordinate the implementation of the action, ensuring that all stakeholders are involved and participate. A Steering Committee will be formed composed of representatives from the Department of Project Implementation of DEUA, NIPAC, CFCU and EUD. If needed, other stakeholders such as the TA team can also be invited to the Steering Committee.

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission may participate in the above governance structures set up for governing the implementation of the action.

5 PERFORMANCE MEASUREMENT

5.1 Monitoring and Reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the logframe matrix (for project modality) and the partner's strategy, policy or reform action plan list (for budget support). The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

Roles and responsibilities for data collection, analysis and monitoring:

- Monitoring tasks undertaken by the implementing partners/ beneficiary country, under the coordination of NIPAC Office, and NAO Office for financial monitoring, will consist of collecting and analysing data aiming at informing on the use of resources and progress towards planned results, feeding the management of the action's decision-making processes.
- Monitoring tasks undertaken by the EU Delegation shall complement the implementing partners'/ beneficiary country's monitoring system, especially in key moments of the action cycle. It will also support follow-up of recommendations stemming out of external monitoring and will be used for informing EU management. This monitoring could take different forms and methodologies (meetings with implementing partners, action steering committees, on the spot checks) to be decided based on specific needs and resources at hand. Reporting will be done according to methodologies and tools included in DG NEAR guidelines on linking planning/programming, monitoring and evaluation, including the use of standard checklists.

Both types of internal monitoring are meant to inform and provide support to external monitoring:

- External monitoring / Results Oriented Monitoring (ROM)

The Commission and/or NIPAC may undertake additional project monitoring in line with the European Commission rules and procedures set in the Financing Agreement through independent consultants recruited directly by the Commission/NIPAC for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission/NIPAC for implementing such reviews). These reviews might be composed of monitoring of the action, results data collection or any other task that is identified in the most recent EC guidelines.

The Steering Committees will be established at activity level in order to steer the implementation of activities, achievement of results against indicators in the action document, to discuss monitoring findings (including ROM findings) and agree on corrective actions as appropriate. The Steering Committees will be composed of the representatives of end beneficiaries, Lead Institution, NIPAC Office, Contracting Authority and the EU Delegation

5.2 Evaluation

Having regard to the nature of the action, evaluation(s) may be carried out for this action or its components by the beneficiary via independent consultants. The evaluations will be carried out as prescribed by the DG NEAR guidelines on linking planning/programming, monitoring and evaluation.

The evaluation reports shall be shared with the partner country and other key stakeholders. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

5.3 Audit and Verifications

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audit or verification assignments for one or several contracts or agreements.

The financing of the audit shall be covered by another measure constituting a financing decision.

6 COMMUNICATION AND VISIBILITY

Visibility of EU funding and communication about objectives and impact of Actions are a legal obligation for all Actions funded by the EU, as set out in the EU communication and visibility requirements in force.

In particular, the recipients of EU funding shall acknowledge the origin of the EU funding and ensure its proper visibility by:

- providing a statement highlighting the support received from the EU in a visible manner on all documents and communication material relating to the implementation of the funds, including on an official website and social media accounts, where these exist; and
- promoting the actions and their results by providing coherent, effective and proportionate targeted information to multiple audiences, including the media.

Visibility and communication measures shall be implemented, as relevant, by the national administrations (for instance, concerning the reforms linked to EU budget support), entrusted entities, contractors and grant beneficiaries. Appropriate contractual obligations shall be included, respectively, in financing agreements, delegation agreements, and procurement and grant contracts.

The measures shall be based on a specific Communication and Visibility Plan, established and implemented in line with the EU communication and visibility requirements in force. The plan shall include, inter alia, a communication narrative and master messages for the Action, customised for the various target audiences (stakeholders, civil society, general public, etc.)

Visibility and communication measures specific to this Action shall be complementary to the broader communication activities implemented directly by the European Commission services and/or the EU Delegations and Offices. The European Commission and the EU Delegations and Offices should be fully informed of the planning and implementation of the specific visibility and communication activities, notably with respect to the communication narrative and master messages.

Measures will be taken to communicate regularly, consistently and effectively with the target audiences throughout the implementation period. To reach the target groups of the JMSP, the DEUA will run comprehensive communication and visibility activities. Details of these activities will be developed before the call for applications is launched. Since the Programme is a long running and institutionalised scholarship programme, promotion and awareness raising activities are not just limited to the period when the call for applications are open but carried out on a regular basis, all year round, in the form of meetings, social media posts and so on.

7 SUSTAINABILITY

The JMSP, which was initiated in 1990, supported more than 2000 scholars from public organisations, universities and private sector. During and after implementation, one of the most important goals is to incorporate the scholars into the alumni network in order to enable them to maintain relations with each other. This alumni network can play an important role individually and also as a Civil Society Organisation, for instance as a meeting point for all JMSP scholars and alumni. The Jean Monnet Scholars' Association will be supported during the implementation process with capacity building activities so as to organise events, conferences, seminars and other activities related with the EU *acquis* by itself.

Opportunities for the mobility of Turkish public-sector representatives, young university graduates and private-sector representatives contributes to the civil society dialogue that seeks to forge links between Turkish and EU societies. Prestige of being JMSP alumni increases interest towards the Programme.

A significant number of the Jean Monnet scholars are affiliated to public sector institutions and contribute to the professionalization of the public administration. Upon completion of their post graduate studies these scholars will start incorporating their experiences to their professional career. Considering that most scholars are young people, there will be a significant number of public employees who have expertise on the EU *acquis* and contacts in a variety of EU Member States, which will be useful for their future work in public institutions and beyond. These scholars will eventually convey their knowledge and experience to other staff around them and hence contribute to sustainability.

Through several years of implementation of the JMSP, a significantly large database of respective institutions all around Europe offering postgraduate studies on the EU *acquis* has been formed. This database will be accessible via the Programme website for future use of people aiming at doing an academic research on EU *acquis*. As a result of the efforts made in the previous years, a reasonably balanced distribution of scholars throughout the EU Member States has been achieved, which is expected to further enrich the academic institutions database of the JMSP.

The dissertations and academic studies of the scholars will be displayed at the library of the DEUA. The dissertations and academic studies will be an important reference collection for those willing to do related academic studies on the EU *acquis*.