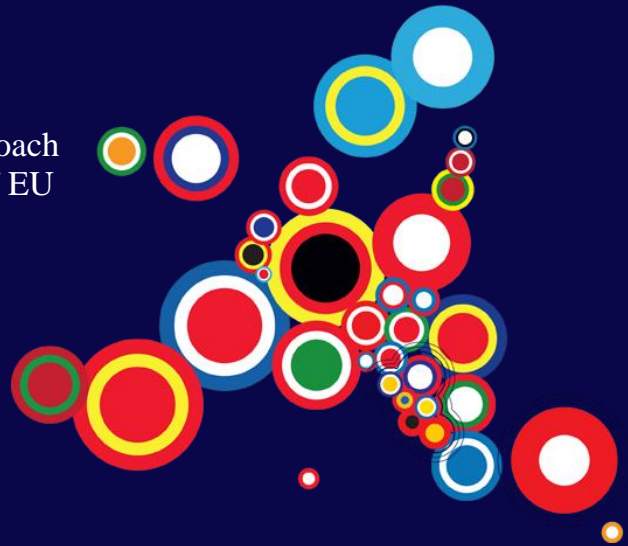




INSTRUMENT FOR PRE-ACCESSION ASSISTANCE (IPA II) 2014-2020

TURKEY

Strengthening of an integrated strategic approach to increase the efficiency and productivity of EU financial assistance in the next period (2021-2027)



Action summary

The main objective of this Action is to further increase and consolidate management capacity of the Turkish administrations for increasing the efficiency and effectiveness of the EU financial assistance to Turkey. Specifically, the managerial and technical capacity of the NIPAC office, NAO and other relevant institutions will be strengthened to ensure overall coordination of strategic planning, the new programming framework, implementation, monitoring, evaluation and reporting of EU assistance under the national IPA (Instrument for Pre-Accession Assistance) programme. This intervention will operate in the transition period from 2014-2020 to 2021-2027 perspective, which will allow triangulation of experiences and lessons learned from the implementation of the previous financial assistance and use those to address more demanding future financial assistance framework.

Action Identification	
Action Programme Title	Annual Action Programme for Turkey (2016)
Action Title	Strengthening of an integrated strategic approach to increase the efficiency and productivity of EU financial assistance in the next period (2021-2027)
Action ID	IPA 2016/039-354/9/Turkey/Strengthening of an integrated strategic approach to increase the efficiency and productivity of EU financial assistance in the next period (2021-2027)
Sector Information	
IPA II Sector	Democracy and governance
DAC Sector	99810
Budget	
Total cost	EUR 2 400 000
EU contribution	EUR 2 400 000
Budget line(s)	22.020301
Management and Implementation	
Management mode	Direct management
<i>Direct management:</i> EU Delegation	EU Delegation to Turkey
Implementation responsibilities	Ministry of Foreign Affairs Directorate for EU affairs General Directorate for Financial Cooperation and Project Implementation
Location	
Zone benefiting from the action	Turkey
Specific implementation area(s)	Turkey
Timeline	
Final date for concluding Financing Agreement(s) with IPA II beneficiary	22 December 2017
Final date for concluding procurement and grant contracts	22 December 2020
Final date for operational implementation	22 December 2023
Final date for implementing the Financing Agreement (date by which this	22 December 2029

programme should be de-committed and closed)			
Policy objectives / Markers (DAC form)			
General policy objective	Not targeted	Significant objective	Main objective
Participation development/good governance	<input type="checkbox"/>	x	<input type="checkbox"/>
Aid to environment	x	<input type="checkbox"/>	<input type="checkbox"/>
Gender equality (including Women In Development)	<input type="checkbox"/>	x	<input type="checkbox"/>
Trade Development	x	<input type="checkbox"/>	<input type="checkbox"/>
Reproductive, Maternal, New born and child health	x	<input type="checkbox"/>	<input type="checkbox"/>
RIO Convention markers	Not targeted	Significant objective	Main objective
Biological diversity	x	<input type="checkbox"/>	<input type="checkbox"/>
Combat desertification	x	<input type="checkbox"/>	<input type="checkbox"/>
Climate change mitigation	x	<input type="checkbox"/>	<input type="checkbox"/>
Climate change adaptation	x	<input type="checkbox"/>	<input type="checkbox"/>

1. Rationale

PROBLEM AND STAKEHOLDER ANALYSIS

Turkey benefits from pre-accession assistance financed by the European Union under the Instrument for Pre-accession Assistance (IPA) since 2007. The country was supported during 2007-2013 perspective and is currently receiving funding from IPA II for the years 2014-2020. Overall, IPA II financial envelope envisaged in the Country Strategy Paper (revised in 2018) totals EUR 3,533.9 million.

The Turkish management and control system for the implementation of IPA funds is complementary and well structured. While the overall coordination role concerning strategic planning, programming, monitoring, evaluation and reporting rests with the NIPAC with the NAO being responsible for financial management and ensuring legality and regularity of expenditure (like in all IPA beneficiaries), budget implementation tasks are entrusted to several Turkish public bodies, including the CFCU and the Operating Structures in charge of the management of the multi-annual programmes with split commitments.

In addition to those, there are also on-going interventions within the framework of the EU Facility for Refugees in Turkey. Due to such composite structure of IPA entities, which is coupled with the recent public administration reform, the coordination of EU financial assistance remains demanding. Indeed, staff turnover in institutions participating in IPA projects and programmes makes it difficult to ensure sound business continuity. Overall, Turkish IPA bodies require increased and better human resources - and not only with new skills but also capable of coming out with innovative concepts and approaches, especially in the interface linking programming with tendering as EU policies and approach to programme implementation are adjusted every 7 years with the arrival of a new financial perspective.

The transition from IPA I to IPA II period from component-based to sector-based approach (which affected contracting and payments in the early years) has shown that the change of approach creates both challenges and opportunities.

It is therefore important to anticipate the changes proposed by the Commission for the Instrument for Pre-accession Assistance for the years 2021-2027 and start preparing the transition. The main changes proposed by the Commission proposal include a more strategic deployment of funding, more coherent with the accession path aimed at achieving a balance between performance and needs. There is also more emphasis on innovative financial instruments, notably through blending grants with financial instruments and using the EU budget as a guarantee for investments, something that Turkey has limited experience with.

The Commission proposal also highlights the need to establish a solid performance framework. Turkey will therefore need to plan strategically its projects to better contribute to the performance indicators included in the Regulation and in the Programming framework proposed by the Commission, but also position actions financed from domestic sources to do so. This, of course, requires a well-designed strategic coordination framework at national level between IPA bodies and the relevant units of line Ministries.

Under the new proposal, the relevant performance indicators will be defined and included in the IPA programming framework and proportionate reporting requirements imposed on recipients of EU funds. The performance reporting system should ensure that data for monitoring implementation and results are being collected efficiently, effectively and on time.

Performance measurement in the context of new indicators proposed by the Commission goes beyond the current capacity of IPA entities and their experience to-date. The personnel of those institutions will need to learn how to work and interpret data and results of interventions and what changes to the value of indicators mean in the policy, environmental and political context.

On a more operational level, programming will pose a challenge that requires concrete feasibility report before proposing actions to be selected by the Commission for financing. Turkey will also need to refocus its project pipelines in the light of gender mainstreaming, climate change, smart and sustainable growth that shall be balanced with other policy pillars. In order to do so, NIPAC services will need more skills and knowledge to handle and control this novelty.

In addition, as the focus on these innovative instruments increases, there will be a necessity to develop skills in the area of international financial instruments and blending. This and other already highlighted innovations are bringing significant challenges:

- NIPAC services will be subject to broader responsibilities and more skills required than ever before, increased workload in strategic programming and project preparation phases. That will be exacerbated due to the proposed changes in the management and control system for the next EU financial assistance instruments. While the current horizontal and vertical coordination will carry on, there will be a need to amend procedures and manuals in almost all IPA entities to reflect proposed changes to the management and control system.
- More learning and technical support will be necessary to prepare better and feasible projects that will be implemented through a combination of different types of contracts, including financial instruments.
- New skills will be required to enhance monitoring and evaluation framework and self-assessment capabilities in the context of the progress in accession against other IPA beneficiaries, including the use of performance indicators matrix.

OUTLINE OF IPA II ASSISTANCE

This single-project action through one comprehensive intervention will seek to address all issues and challenges contemplated in the previous section that will include support to NIPAC office on its new responsibilities and Decentralised Implementation Systems (DIS) institutions to ensure that they adapt to the proposed new features of the next EU financial assistance instruments for the years 2021-2027.

The main objective of the Action is to further increase and consolidate the administrative and technical capacity of the Turkish administration for more effective and efficient management and absorption of EU funds. Specifically, the capacity of the NIPAC office, NAO and other relevant institutions will be strengthened in the area of planning, programming, project pipeline development, implementation and monitoring of EU funds in the context of the expected major changes in IPA management and control system in Turkey. This intervention will operate in the transition period from 2014-2020 to 2021-2027 perspective, which will allow triangulation of experiences and lessons learned from the implementation of the previous IPA assistance and use those to address any changes agreed in the next EU financial assistance instruments.

The Action is expected to be based on the following components:

- i) improving coordination on national level regarding strategic thinking and planning, strategic programming and prioritisation, developing standards and procedures of IPA entities for project pipeline preparation.
- ii) supporting project design and development, including preparation of technical and tender documents, evaluation of some tenders (particularly for some strict supplies and works requiring specific technical knowledge and/or experience, and evaluation of grant schemes- in case of requesting help by the beneficiary institution)
- iii) developing methodology for monitoring of performance framework (including also evaluation and reporting stages) with special attention paid to environment and climate change.
- iv) creating a supervision and coordination assistance capacity in the framework of Union Programmes by providing on the job trainings, horizontal trainings for all of the prospective EU Programmes and specific trainings for each prospective programme, project writing camps, lobbying, promoting newly published call for proposals etc.
- v) providing assistance for the programming process especially for developing priorities for the cross-border cooperation Programmes.

RELEVANCE WITH THE IPA II STRATEGY PAPER AND OTHER KEY REFERENCES

The Action is in line with key postulates of the Indicative Strategy Paper for Turkey regarding conditions for managing pre-accession assistance, especially in the context of the absorption of funds, achievement of results and implementation of EU financial assistance in a timely manner. That entails the improvement of coordination among stakeholders in order to enhance effectiveness and efficiency. Coordination with national policies will also be strengthened to improve consistency and coherence between interventions supported by the EU and those financed from national funds within the framework of sector-based approach.

Since blending is becoming more important in the 2021-2027 implementation period, grants and technical assistance (TA) financed from EU funds will be paired more frequently with lending facilities provided by IFIs and domestic banks to achieve a greater multiplier effect.

LESSONS LEARNED AND LINK TO PREVIOUS FINANCIAL ASSISTANCE

There were several actions in the past supporting the NIPAC in planning, programming, project preparation, implementation, monitoring and evaluation. Individual TA projects supported at the same time capacity enhancement in only one or two aspects of IPA funds delivery. E.g., currently, there is an on-going TA project supporting public institutions for tendering preparation.

However, its mandate does not include support to strategic programming structure to allow for more flexibility in responding to emerging challenges.

With the lessons learned from the earlier IPA-funded activities, **this action will provide support to meet the challenges in the transition to the next EU financial assistance instrument and reinforce inclusive assistance from strategic thinking and result oriented planning, strategic programming, project pipeline preparation and prioritisation.** Complementary monitoring framework will also be developed within the framework of this Action while evaluation feedback will be provided by another project aimed at the evaluation of the bulk of IPA II annual programmes.

2. INTERVENTION LOGIC

LOGICAL FRAMEWORK MATRIX

OVERALL OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (*)	SOURCES OF VERIFICATION	
<p>To further increase and consolidate administrative capacity of the Turkish administration for more effective and efficient management and absorption of IPA funds</p>	<p>Value of project portfolio ready for tendering</p>	<p>Directorate for EU Affairs (DEUA) reports Project implementation reports Audit reports prepared by the EU EU or Turkey and other possible reports giving place to utilisation of EU funds.</p>	
SPECIFIC OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (*)	SOURCES OF VERIFICATION	ASSUMPTIONS
<p>To strengthen the capacity of NIPAC and other relevant institutions in the area of;</p> <ul style="list-style-type: none"> • strategic planning and programming as depends on performance • proper and sustainable project pipeline development and prioritisation • provide support at tendering stage period of the DIS institutions • boosting the monitoring and evaluation stages covering reporting requirements • provide technical assistance to NIPAC for coordination of the Union Programmes • provide assistance in contributing to the preparations at Programme level for Cross-border cooperation programmes. 	<p>* IPA management and control system operational in line with requirements *Value of project pipeline developed and prioritisation structured * Number of tendering procedures launched under the next EU financial assistance programmes (2021-2024) *The NIPAC and the Operating Structures fulfilled their monitoring and evaluation responsibility by the end of Action implementation period *Number of the general coordination meetings to assist NIPAC regarding the Union Programmes * Cross-border cooperation programme documents in accordance with the needs of the cross-border area.</p>	<p>DEUA reports Project implementation reports</p>	<p>Regulatory framework of future EU financial assistance instruments adopted by the end of 2020 Timely feedback from evaluations carried out at sector level and launched under AAP 2019</p>

RESULTS	OBJECTIVELY VERIFIABLE INDICATORS (*)	SOURCES OF VERIFICATION	ASSUMPTIONS
<p>Result 1: R. 1.1 Extensive and inclusive awareness rising campaign on the EU future financial instruments is carried on. R. 1.2 Manuals of procedures and Memoranda of Understanding (MoU) are revised. R. 1.3 Advisory and capacity building events (e.g. brainstorming and awareness raising panels, informative sessions, coaching interactive workshops etc.) are organised.</p> <p>Result 2 R.2.1 Advisory and capacity building events on project pipeline preparation and prioritisation align with the strategic response and the new programming framework are prepared and realised. R.2.2 New methodology for project pipeline preparation and prioritisation</p> <p>Result 3 R.3.1 Advisory and capacity building events on implementation are carried on. R. 3.2 The project preparation assistances are provided to the relevant institutions (if deemed necessary)</p> <p>Result 4 R.4.1 A performance framework for monitoring and evaluation (including reporting requirements policy) is established, R 4.2 Awareness raising events for increasing capacity buildings of the relevant institutions are carried out. R.4.3 The user friendly structure is established so as to facilitating feedbacks steaming from evaluation to improve future evidence-based programming</p> <p>Result 5</p>	<p>*Number of information and consultative meetings</p> <p>*New manual of procedures * Number of MoUs</p> <p>*Number of advisory packages/training courses/study visits/information and consultation meeting on the main components of action</p> <p>*Number of advisory packages/training courses on project pipeline preparation and prioritisation</p> <p>*Project pipeline and prioritisation methodology</p> <p>*Number of technical and tender documents provided assistance directly</p> <p>*Performance framework monitoring and evaluation policy document(s)</p> <p>* The quality of the annual, sectoral and/or thematic reports is substantially increased by the end of the Action implementation period</p> <p>*The Number of advisory packages/training courses/ information and consultation</p>	<p>DEUA reports Project implementation reports Training reports Minutes of meetings Policy documents Manual of procedures document Project pipeline prioritisation methodology document Performance framework monitoring document The open resources, data to be obtained from the institutions responsible from each Union Programme and The European Commission Joint Operational Programmes of each CBC Programme as published in the respective websites</p>	<p>Timely update of the relevant policy documents is sectors supported by future EU financial assistance Sufficient human and financial resources committed in the relevant institutions</p>

<p>R.5.1 Advisory and capacity building events on active coordinating of the UPs are carried on.</p> <p>R.5.2 Advisory and capacity building events for related institutions are organised and realised.</p> <p>Result 6</p> <p>Result 6.1 Consultation and programme developing events for cross-border cooperation events and related studies are organised and realised to increase the capacity of the related institutions</p> <p>Result 6.2 Socio-economic analysis indicating the needs of the cross-border area is conducted based on existing data and studies.</p>	<p>meeting held regarding Union Programmes</p> <p>*The number of application by stakeholders to the prospective EU Programmes</p> <p>* Joint Operation Programmes adopted</p>	<p>Programme Evaluation Reports (from existing reports)</p> <p>TUIK (Turkish Statistical Institute) Data (from existing datas)</p>	

- (*) All indicators should be formulated as measurement, without specifying targets in the Logical Framework Matrix. The targets should be included in the performance measurement table in section 2. More detailed guidance on indicators is provided in Section 4 on performance measurement
- (**) Relevant activities have to be included only in the following sub-section.

DESCRIPTION OF ACTIVITIES

The proposed Action features six result areas (components).

Result Area 1 - Improving coordination at national level regarding strategic thinking and result oriented planning, strategic programming and alignment with national policies/plans

This project component will include advisory and facilitation to build awareness and understanding of future financial assistance, its novelties and challenges. An action plan will be developed on how NIPAC should respond to the newly instructed framework, which will be subsequently shared among all relevant stakeholders during information and consultative meetings. The action also aimed to support of related Turkish public institutions (DIS Actors). During the development of the action plans of the projects for the new term, sharing experiences and learning from other countries' strategies will be required as well as the contributions of the EC counterparts. The Action will assist in the renew/update of several policy documents in the light of new requirements and the coordination of the development of new manual of procedures for the institutions making up the management and control system for the newly structured framework. Support will also be provided for strategic planning, performance based programming that will consider lessons learned from the implementation of EU financial assistance provided during the 2007-2013 and 2014-2020 financial perspectives (through evaluation feedback and ROM reports). Ancillary support may cover assistance in the development of by-laws governing the implementation of the new EU financial assistance instrument in various public institutions.

Most of the work will be delivered through advisory packages and complementary training activities, including ad-hoc assistance and on-the-job training based on identified needs and on the basis of the final adopted text of the EU financial assistance instruments.

Result Area 2 - Developing standards and procedures of IPA entities for project pipeline preparation and prioritisation

The methodology on project pipeline development will be elaborated based on new project prioritisation criteria meeting EU priorities and objectives in identified sectors. Work on the methodology will be correlated with activities executed under component 1 related to the preparation of the relevant section of the manual of procedures. Work will be carried out through advisory packages with limited classroom training, where relevant. Complementary capacity building will include learning from experiences of other countries where blending of grants and financial instruments have been successful (e.g. Western Balkan Investment Framework) through study visits and preparation of case studies. The elaborated methodology will be used for the execution of component 3 activities. In addition to those, a training needs assessment will be realised to enhance skills in the areas/sectors and in institutions where projects will be submitted to financing.

Result Area 3 - Supporting tendering and implementation stage, also including preparation of technical and tender documents and support to the beneficiaries during the evaluation stage , particularly on some strict supply and works tender evaluation (if deemed necessary)

Activities of this component will include support in the assessment of project proposals, their maturity, level of readiness and potential impacts. There may be two types of projects: i) pre-selected concepts that will require further maturation and ii) ready for tendering/implementation. Depending on that, tailor-made assistance will be delivered to bring those to tendering stage. In case of blending assistance will be provided at various levels of negotiations with the relevant International Financial Institutions (IFIs) or domestic banks, including preparation of the required technical documents, feasibility studies or cost-benefit analysis, if required. It is unknown at this juncture how many projects can be assisted due to uncertainty regarding the content of the Regulations on the future EU external financial assistance . It is assumed that the action will support the preparation of technical documents from scratch only for part of the entire project pipeline portfolio while in other cases the design review facility will be established. This will help to assess the quality and consistency of prepared technical/tender documents and provide quality control for the Ministry/Agency-external contractor interface during the actual elaboration of such paperwork.

Most of work will be delivered through consultancy packages, hands-on assistance, coaching and mentoring. Complementary classroom training will be provided on ad-hoc basis - based on needs identified during the interaction with counterparts in line ministries.

Result Area 4 - Developing methodology for monitoring and evaluation (including reporting requirements) of the performance framework

A more result-oriented programming approach and a more stringent performance framework is needed to monitor EU financial assistance. For that, a sound performance monitoring framework will be developed that will capture not only project progress but also progress on reforms related to accession negotiations and macroeconomic indicators and criteria established by the Commission. Special attention will be paid to horizontal and cross-cutting indicators. The monitoring framework will capture available data (or endanger that if required), information, indicators and their changes over time. Additionally, relevant reports will be subsequently produced and disseminated among key stakeholders. Activities will also include (but not be limited to) organisation of discussion forums, seminars and conferences, if needed. Work will be delivered through advisory and capacity building that will include *inter alia*: classroom training and hands-on assistance and on-the-job support.

Result Area 5. Improved technical support and assistance for supervision and coordination of the Union Programmes in an efficient framework

Participation to the Union Programmes and Agencies is an essential part of EU accession process. The Republic of Turkey has been participating in EU Programmes since 2003 based on the Framework Agreement signed between the EU and Turkey.¹ In order to increase the participation and effective use of the EU Programmes and Agencies, the Directorate for EU Affairs is tasked with the enhanced supervision mechanism such as High Level Union Programmes Council. The coordination responsibility with regard to the implementation of EU Programmes will also be increased due to Turkey's potential participation to the programmes in the upcoming 2021-2027 period.

In this regard, for a better supervision and coordination role, activities will focus on strengthening the capacity of the Directorate for the new roles, such as on the job trainings, horizontal trainings for all of the prospective EU Programmes and specific trainings for each prospective programmes, project writing camps, lobbying, etc. Activities will also focus on organisation of the promotion and dissemination conferences, workshops and seminars throughout the country and preparation of promotion materials for the EU Programmes.

Result Area 6. Supporting programme preparation process for cross-border cooperation programmes

The Republic of Turkey participates in cross-border cooperation programmes since 2004 and the Directorate for EU Affairs acts as the National Authority of these programmes. These Programmes aim at promoting good neighbourly relations, fostering stability, security and prosperity in the mutual interest of all countries concerned, and of encouraging their harmonic, balanced and sustainable development. Achieving these objectives and improving socio-economic situation of the cross-border area requires well-designed Programmes which can meet the needs of the Programme areas. In this regard for a proper Programme developing process the activities should be carried out for developing priorities in accordance with the needs of the cross-border area as well as with those specified in the Cross Border Cooperation (CBC) Regulation. These activities will focus on consultation and programme developing meetings, strategic environment assessment and other related activities required for the effective and efficient preparation of each CBC Programme.

RISKS

The following risks and assumptions have been taken into consideration when programming activities in this Action Document:

- Delayed adoption and/or entry into force of the regulation on the future EU financial assistance instruments for the period 2021-2027.

¹ OJ L 61, 2.3.2002, p. 29–31

CONDITIONS FOR IMPLEMENTATION

N/A

3. IMPLEMENTATION ARRANGEMENTS

ROLES AND RESPONSIBILITIES

Responsible body

The EU Delegation to Turkey will be the Contracting Authority of the Action. The Contracting Authority will be responsible for tendering, contracting, administration, overall action supervision, review and final approval of the reports, financial management including payments of Action activities.

The beneficiary of this action is the Directorate for EU Affairs within the Ministry for Foreign Affairs. The beneficiary represented by the Senior Programme Officer (SPO) will be responsible for the overall technical implementation of the project.

Management structure

The Contractor will be working together with the Directorate for Financial Cooperation and Project Implementation of the Directorate for EU Affairs.

For the purpose of this technical assistance project, Steering Committee will be co-chaired by Directorate for Financial Cooperation and Project Implementation of the Directorate for EU Affairs in a quarterly basis. Steering Committee will be consisting of representatives from the EUD, the Contractor and DEUA as member. The representatives of the OSs might also be invited to the steering committee meetings. When necessary, the beneficiary may invite other relevant participants to the Steering Committee meetings. Steering Committee will meet to discuss the progress of the Action, verify the achievement of the outputs and mandatory results and discuss actions to be undertaken at quarterly intervals or whenever deemed necessary by its members. The responsibility for the organization of the Steering Committee meetings including preparation of minutes lies with Technical Assistance Team.

IMPLEMENTATION METHOD(S) AND TYPE(S) OF FINANCING

The assignment will be implemented through a service contract. The contract will be implemented under direct management system.

4. PERFORMANCE MEASUREMENT

METHODOLOGY FOR MONITORING (AND EVALUATION)

The European Commission may carry out a mid-term, a final or an ex-post evaluation for this Action or its components via independent consultants, through a joint mission or via an implementing partner. In case a mid-term or final evaluation is not foreseen, the European Commission may, during implementation, decide to undertake such an evaluation for duly justified reasons either on its own decision or on the initiative of the partner. The evaluations will be carried out as prescribed by the DG NEAR guidelines for evaluations. In addition, the Action might be subject to external monitoring in line with the European Commission rules and procedures set in the Financing Agreement.

As for activity level monitoring, Steering Committees will serve for this purpose. The Steering Committees will monitor the implementation of activities, achievement of results against indicators in the action document, and will be responsible to agree on corrective actions as appropriate. The Steering Committees will be composed of representatives from Directorate for EU Affairs - Ministry of Foreign Affairs as the beneficiary, the EU Delegation to Turkey and representatives of other related stakeholders.

INDICATOR MEASUREMENT

Indicator	Baseline (value + year) (2)	Target 2020 (3)	Final Target (year) (4)	Source of information
CSP indicator (impact/outcome)...(1)				
Number of information and consultative meetings related to components covering programming, monitoring and evaluation	15	N/A	30	<ul style="list-style-type: none"> • Inception reports • Progress reports • Interim reports • Final reports • Training reports to be structured by the end of each of the training delivered • Updated NIPAC Manual • Updated monitoring and evaluation manuals • Participation lists • News and info on the events at the project internet side
Number of advisory packages/training courses/information and consultation meetings on the main components of action	15	N/A	30	<ul style="list-style-type: none"> • Inception reports • Progress reports • Interim reports • Final reports • Training reports to be structured by the end of each of the training delivered • Participation lists • News and info on the events at the project internet side
The Number of advisory packages/training courses/ information and consultation meetings held regarding Union Programmes	12	N/A	24	<ul style="list-style-type: none"> • Inception reports • Progress reports • Interim reports

				<ul style="list-style-type: none"> • Final reports • Training reports to be structured by the end of each of the training delivered • News and info on the events at the project internet side • Participation lists
*The number of consultation and Programme developing meetings held regarding Union Programmes	12	N/A	24	<ul style="list-style-type: none"> • Inception reports • Progress reports • Interim reports • Final reports • Training reports to be structured by the end of each of the training delivered • News and info on the events at the project internet side • Participation lists
*The number of cross-border area analysis for the 2021-2027 programming period	0	N/A	2	<ul style="list-style-type: none"> • Socio-economic analyses • Approved CBC Programme Documents

5. SECTOR APPROACH ASSESSMENT

N/A

6. CROSS-CUTTING ISSUES

GENDER MAINSTREAMING

Although the proposed Action does not have direct effect on the gender equality, equal participation to the action's activities such as trainings, seminars and the like will be of prior importance for the beneficiary.

EQUAL OPPORTUNITIES

N/A

MINORITIES AND VULNERABLE GROUPS

N/A

ENGAGEMENT WITH CIVIL SOCIETY (AND IF RELEVANT OTHER NON-STATE STAKEHOLDERS)

N/A

ENVIRONMENT AND CLIMATE CHANGE (AND IF RELEVANT DISASTER RESILIENCE)

No adverse effect of the Action is envisaged on the environment and climate change.

7. SUSTAINABILITY

The project will help constitute a solid basis for strong institutional and human resources capacity in Turkish authorities and a well-prepared management system for the next EU financial instruments period (2021-2027). Such a streamlined approach to the 201-2027 period will ensure sustainability of the project results throughout the period.

8. COMMUNICATION AND VISIBILITY

Communication and visibility will be given high importance during the implementation of the Action. The implementation of the communication activities shall be funded from the amounts allocated to the Action.

All necessary measures will be taken to publicise the fact that the Action has received funding from the EU in line with the Communication and Visibility Manual for EU External Actions. Additional Visibility Guidelines developed by the European Commission (Directorate General for Neighbourhood and Enlargement Negotiations (DG NEAR) will have to be followed.

Visibility and communication actions shall demonstrate how the intervention contributes to the agreed programme objectives and the accession process. Actions shall be aimed at strengthening general public awareness and support of interventions financed and the objectives pursued. The actions shall aim at highlighting to the relevant target audiences the added value and impact of the EU's interventions and will promote transparency and accountability on the use of funds.

The Contractor shall take all necessary measures to publicize the fact that the European Union has financed the Program.

In addition, the Contractor shall take the necessary measures to ensure the visibility of the European Union financing or co financing. These measures must comply with the rules laid down and published by the Commission on the visibility of external operations:

http://ec.europa.eu/europeaid/work/visibility/index_en.html

All projects /contract implemented under this programme shall comply with the Visibility Guidelines for European Commission Projects in Turkey published by the EU Delegation (EUD) to Turkey, at

<http://www.avrupa.info.tr/AB Mali Destegi/Gorunurluk,Visi.html>

Whether used in the form of the EU-Turkey cooperation logo for information materials or separately at events, the EU and Turkish flag have to enjoy at least double prominence each, both in terms of size and placement in relation to other displayed logos and should appear on all materials and at all events as per the Communication and Visibility Manual for European Commission External Actions, At visibility events, the Turkish and the EU flag have to be displayed prominently and separately from any logos.

Logos of the beneficiary institution should be clearly separated from the EU-Turkey partnership logo and be maximum half the size of each flag. The logos will not be accompanied by any text. The beneficiary logo will be on the lower left-hand corner and lower right-hand corner respectively. If the contractor is a consortium, only the logo of the consortium leader will be displayed.

Any publication by the Contractor, in whatever form and by whatever medium, including the Internet, shall carry the following or a similar warning: "This document has been produced with the financial assistance of the European Union". In addition, the back cover of any such publications by the Contractor should also contain the following disclaimer: "The contents of this publication is the sole responsibility of name of the author/Contractor/implementing partner- and can in no way be taken to reflect the views of the European Union".