

Project Title	Strengthening Institutional Capacity of Centre for Labour and Social Security Training and Research (ÇASGEM)
CRIS Decision number	2011/022-985
Project no.	TR2011/0319.22
MIPD Sector Code	7. Social Development
ELARG Statistical code	19
DAC Sector code	16010
Total cost (VAT excluded) ¹	EUR 2 500 000
EU contribution	EUR 2 250 000
EU Delegation in charge/Responsible Unit	EU Delegation in Ankara
Management mode	<p>Decentralised:</p> <p>The CFCU will be Implementing Agency and will be responsible for all procedural aspects of the tendering process, contracting matters and financial management, including payment of project activities. The director of the CFCU will act as Programme Authorizing Officer (PAO) of the project.</p> <p><i>Mr. Muhsin ALTUN (PAO- CFCU Director)</i> <i>Central Finance and Contracts Unit</i> Tel: + 90 312 295 49 00 Fax: + 90 312 286 70 72 E-mail: pao@cfcu.gov.tr Address: Eskişehir Yolu 4. Km. 2. Cad. (Halkbank Kampüsü) No: 63 C-Blok 06580 Söğütözü/Ankara TÜRKİYE</p>
Implementing modality	Project
Project implementation type	Grant
Zone Benefiting from the action	Turkey

¹ The total project cost should be net of VAT and/or of other taxes. Should this not be the case, clearly indicate the amount of VAT and the reasons why it is considered eligible.

1. Basic information

1.1 CRIS Number: TR2011/0319.22

1.2 Title: Strengthening Institutional Capacity of Centre for Labour and Social Security Training and Research (ÇASGEM).

1.3 ELARG Statistical code: Social Policy and Employment (19)

1.4 Location: Turkey

Implementing arrangements:

1.5 Implementing Agency:

The CFCU will be the Implementing Agency and will be responsible for all procedural aspects of the tendering process, contracting matters and financial management, including payment of project activities. The director of the CFCU will act as Programme Authorizing Officer (PAO) of the project. The contact details of CFCU Director are given below:

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1.6 Beneficiary: (including details of SPO to be designated in line with the article 75 (3) of IPA Implementing Regulation)

Main Beneficiary:

Centre for Labour and Social Security Training and Research (ÇASGEM)

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Financing:

1.7 Overall cost (VAT excluded)²: 2 500 000 EUR

1.8 EU contribution: 2 250 000 EUR

1.9 Final date for contracting: 2 years after the signature of financing agreement

² The total cost of the project should be net of VAT and/or other taxes. Should this not be the case, the amount of VAT and the reasons why it should be considered eligible should be clearly indicated (see Section 7.6)

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

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

2. Overall Objective and Project Purpose

2.1 Overall Objective:

Developing the labour market through better skilled labour force, improved working conditions, social security services and occupational health and safety.

2.2 Project purpose:

Increase the capacity of Centre for Labour and Social Security Training and Research (ÇASGEM) on design, development, delivery, evaluation of trainings and marketing and research in line with EU Social Policy and Employment Acquis.

2.3 Link with AP/NPAA / EP/ SAA/Progress Report

There had been some important measures taken for improving the implementation of the Social Policy legislation in Turkey which were published in the latest version of National Plan of Turkey (Official Journal of Republic of Turkey 31.12.2008). Under the chapter 19, Social Policy and employment, at priority 19.1, it is mentioned that the legislations restricted on Union activity will be abolished and all Union rights will be ensured. Therefore, regulations will be made in accordance with ILO conventions numbered 87, 98 and 151 and the European Social Charter for establishing effective Social Dialogue Platform.

Moreover, it is mentioned that Laws numbered 2821, 2822 and 4688 and related regulations will be renewed in line with ILO and EU standards and the General Directorate of Labour is responsible institution for this activity. It is also mentioned that the staff from the General Directorate of Labour, MoLSS and social partners will be trained. At this point, in the project of Support for ÇASGEM, it is planned that the aforementioned staff will be trained during the implementation period of the project.

At priority 19.4 it is stated that transposing the Acquis to Turkish Legislation system should go on and all stakeholders including Labour Inspection Board should make collaboration effort on the field of occupational health and safety to achieve compliance with the EU standards. In this project, one of the activity fields is on Occupational Health and Safety trainings. So, project will contribute to implementation of social policy Acquis.

Besides, Departments of MoLSS and Social partners are informed about this project. Furthermore, Social Partners guaranteed their involvement to the project officially.

It is clearly stated in the “Accession Partnership with the Republic of Turkey 2008” document on 3.1. short-term priorities (political dialogue) section that Turkey must ensure that full trade union rights are in line with EU standards and the relevant ILO Conventions, in particular as regards the right to organise, the right to strike and the right to bargain collectively. In addition, further reinforce social dialogue, facilitate and encourage cooperation with EU partners.

On the “Ability to assume the obligations of membership” section of Chapter 19: Social

policy and employment it is also stated that conditions should be established for an effective social dialogue at all levels, inter alia, by adopting new legislation eliminating restrictive provisions on trade union activities and ensuring full trade union rights.

On 3.2. medium-term priorities section of Chapter 19: Social policy and employment it is also indicated to continue the transposition of the Acquis and strengthening the related administrative and enforcement structures including the labour inspectorates, in association with social partners and to enhance capacity for assessing and monitoring labour market and social developments and addressing structural problems.

Training and research are crucial to realise all of these targets. Training activities have a potential for strengthening capabilities of experts and research activities can also create inputs for decision makers. Furthermore, training and research are the main responsibilities of ÇASGEM as mentioned at Law No 7460. (The tasks and responsibilities of ÇASGEM are explained in 3.1 Background and justification)

The Progress Report of Turkey in 2010; in Chapter 19, Social Policy and Employment, it is stated that there is a limited progress in the areas of Labour Law, Health and Safety at work and Social Dialogue as CASGEM directly involves with the implementation progress in these subjects. Centre works closely with Labour Inspection board in training programmes. Training and research are the main responsibilities of the centre in the field of Labour Law and Health and Safety at Work. Furthermore, in social dialogue topic it is mentioned that the capacity of social partners needs to be further strengthened. CASGEM, since its foundation is working with social partners.

2.4 Link with MIPD

In Social Development Sector of MIPD 2011-2013 following indicators are included:

- Modernised and strengthened public employment services able to effectively implement quality and widespread active labour market policies throughout the country as well as a strategic approach to regional disparities in the fields of labour market, education and training and social inclusion policies.
- Adapted education and training to the needs of the labour market;
- Better functioning and coordination among the institutions and mechanisms in the field of the labour market and social protection, particularly in order to facilitate the integration of disadvantaged persons in the labour market

2.5 Link with National Development Plan (where applicable)

At Ninth Development Plan (2007-2013) – prepared by the Turkish Republic Ministry of Development and approved by Turkish Grand National Assembly on 28.06.2006 with Law No: 877.1 – aims of the project are mentioned below.

➤ The EU Accession Process

In line with the target of EU membership, it is aimed to complete the accession process at the end of the Plan period through increasing the level of harmonization with the Copenhagen political criteria; it is also aimed to fulfil the economic criteria and for the finalization of negotiations.

The Accession Negotiations will be considered as a comprehensive renovation renewal and a reform process, in which the development will be accelerated and development gaps—both within the country and compared to the EU averages—will be diminished. At the end of this process, convergence to the economic and social standards of the EU will be ensured.

➤ **Developing Human Resources In the Public Sector**

An effective human resource planning to bring the public employees up to a competent level cannot be conducted in public institutions and organizations. The inability to provide adequate on-the-job-trainings for public employees causes lack of essential knowledge and skills that would allow them to perform their jobs efficiently.

Activities planned on the Institutional Capacity contain direct or indirect contributions to the objectives mentioned above. At the end of the Project, the number of training programs organized by ÇASGEM as an affiliated body of MoLSS will increase proportionally, experts from ÇASGEM's internal trainer pool including MoLSS experts, labour inspectors and CASGEM training experts and will perform these trainings. Besides, training of participants from all sides of the working life organized by ÇASGEM will contribute Acquis implementation on work-life.

2.6 Link with sectoral strategies and national/sectoral investment plans (where applicable)

N/A

3. Description of project

3.1 Background and justification:

ÇASGEM was established with the name of “The Labour Institute for the Near and Middle East” (YODÇE) in 1955 by supplemental agreement numbered 13 between Turkey and the United Nations with the assistance of the International Labour Organization (ILO). It was aimed to support the institutional development of the MoLSS and working life in Turkey through trainings, research, organizational restructuring, etc.

From 1955 to 2003, ÇASGEM functioned under the name of YODÇE/YODÇEM. After this period, according to the Establishing Act (No: 7460) Institute's name was changed to Centre for Labour and Social Security Training and Research (ÇASGEM) also with institutional law numbered 7460, the tasks and responsibilities of ÇASGEM are identified as;

- a) To prepare training programmes, to deliver trainings, certificate programmes and to conduct researches on working life, social security, occupational health and safety, relations between employee and employers, employment, productivity, total quality management, study of labour market, ergonomics, environment, first aid, labour statistics and occupational health and safety for "physicians", "nurses and sanitary servants", "engineers and technicians" who are employed to reduce health and safety risks and to provide protective services in workplaces. In case of necessity, CASGEM could collaborate with the Ministry and other institutions.
- b) To organise conferences/seminars and trainings for the staff of the Ministry and its affiliated and related bodies (ISKUR, SSI etc.) and also all employees, employers and managers working in public or private organisations.
- c) To conduct researches, analyses and to collect data and documents on working life.

- d) To advise the employers and employees about business efficiency and working life.
- e) To prepare labour statistics.
- f) To publish documents on related areas in Turkish and other languages.

ÇASGEM have reached to a minimum of 100.000 experts: trade unionist, managers in public and private sectors with its trainings since 1955 in Turkey and in some Middle Eastern countries

Since 2003 ÇASGEM has been designing training programs, workshops and conducting researches on the following subjects: work and employment, social security, industrial relations, social dialogue, occupational health and safety, total quality management, occupational health and safety inspection, employment, productivity, labour market, ergonomics, environment, first aid, labour statistics and related subjects for social and individual development of staff of the Ministry and its affiliated organizations/boards and also for all employees, employers and managers working in public or private institutions.

There have been various types of trainings delivered by CASGEM in last 3 years. These trainings were delivered by CASGEM's internal and external experts. (Internal Experts are CASGEM training experts and experts and labour inspectors from MoLSS. External Experts are academics, experts from stakeholders and social partners such as trade unions, employer organisations). The trainer pool of ÇASGEM consists of approx. 200 external and internal trainers. Training fees of experts are financed from the circulating capital enterprise of ÇASGEM.

Table 1 Institutional Trainings (#of trainings)

Training Programme	2010	2009	2008
Occupational Health and Safety	35	58	35
Labour and Social Security	1	4	9
Other Programmes	13	1	8
Total Institutions	49	63	52
Total Participants	3861	2895	2741

Table 2 Individual Trainings (#of participants)

Training Programme	2010	2009	2008
Occupational Health and Safety	435	101	115
Other Programmes	233	125	102
Total Participants	668	226	217

ÇASGEM provides training services to other institutions. For instance, ÇASGEM and Turkish Shipbuilders' Association (GİSBİR) have signed a protocol about implementation of occupational health and safety at shipyards because of high density of occupational accidents in Tuzla region. In 2008, approx. 20.000 shipyard workers were trained successfully with the coordination of GİSBİR and Labour Inspection Board.

There are other protocols undersigned with Ministry of Agriculture and Rural Affairs and Ministry of Public Works And Settlement in 2010. These protocols deal with Occupational

Health and Safety Trainings. Protocol with Ministry of Public Works And Settlement covers approx.10.000 experts. Protocol with Ministry of Agriculture and Rural Affairs covers approx. 1000 engineers and veterinarians. These trainings will be delivered at the end of 2011.

The most important role of ÇASGEM in working life is occupational health and safety trainings for health and safety professionals. ÇASGEM is the only officially responsible public institution in the area of “health and safety at work” There are three new regulations related with Occupational Health and Safety Professionals (No: 27768, 27.11.2010) in force,

- Occupational Health and Safety Services,
- Duties, Responsibilities, Authorization and Trainings of Occupational Safety Experts,
- Duties, Responsibilities, Authorization and Trainings of Occupational Medicine.

Due to above mentioned and ex-regulations, ÇASGEM provided certification programs on Occupational Health and Safety for health care professional such as doctors", "nurses and sanitary servants," and "engineers and technicians" who would like to work as expert in workplaces. In this context since 2003 ÇASGEM has issued certificates for 174 doctors, 147 nurses/sanitary servants and 2593 engineers/technicians.

According to above mentioned regulations, some parts of Certification trainings for Occupational Health and Safety professionals needs to be delivered via e-learning methods. In order to fulfil this requirement, the Centre temporarily purchases services. For the efficiency and accessibility of trainings provided by CASGEM, a sustainable e-learning system is a crucial need for the quality of its services.

The e-learning system which will be designed by the end of the project, will directly improve the quality of the services of the centre. It will be user-friendly, effective, fast and economical. The Centre will establish the system just after the project implementation period. The services of the centre will be efficient, low-cost, sustainable, and widely accessible. With the help of the e-learning system, CASGEM will reach more individual and institutional customers.

Table 3 Trainings based on Social Responsibility in 2010 (Free of Charge)

Trainings	#of trainings	#of participants
Social Partners (Confederations; TURK-İŞ, HAK-İŞ, DİSK)	20	3452
Chambers of Commerce and Trade	41	2322
NGOs and Ankara Municipality	18	284
Total	79	6058

There is a strong social dialogue culture between the Centre and Social Partners. As it is mentioned in Table 3, 20 training programmes in 20 cities were organised with collaboration of Worker Confederations in 2010. In 2011 there are two projects which will be conducted again with collaboration of Worker Confederations related with women workers trainings.

Finally, according to CASGEM records and statistics, the Centre delivered total 174 training

programmes to 11.111 participants in 2010. (Institutional, individual and social responsibility oriented trainings)

ÇASGEM has been conducting researches and observations on labour and social security issues and gathering information, documentations and data, publishing materials - books DVDs/CDs in Turkish on various subjects such as occupational health and safety, work and employment, human resources management.

Furthermore, ÇASGEM have contributed to EU funded projects which have been implemented by MoLSS. Such as, two training experts were members of grant evaluation committee and service evaluation committee at Social Dialogue project and one junior training expert is a member of PMU (Project Management Unit) of the project TR.0702.24 Strengthening the Statistical Capacity of MoLSS.

ÇASGEM's physical resources are mostly adequate to implement these activities. ÇASGEM has modern buildings (The building of the Centre was built on 2007), mostly equipped classrooms and accommodation facilities. Human resources capacity of the Centre is adequate in number for administrative and organizational duties but staff of the centre is not adequately qualified. For achieving training and research activities, which are main mission of CASGEM, there are 7 Training Experts and 13 Junior Training Experts (recruited on February 2011) who are responsible for duties mentioned in CASGEM's law. There are 7 more Junior Training Experts who will be recruited until the end of 2011. (Total number of Training and Junior Training experts will be 27.) These training experts were selected by written and oral examinations. Current experts have adequate English knowledge. The duties of training experts and junior training experts are programming, conducting the trainings and research activities. Adequate number of experts will be appointed for this project.

Furthermore, there is an agreement between Turkish Employment Agency (ISKUR), Social Security Institution (SGK) and CASGEM on recruiting permanently approx. 5 experts for CASGEM. These 5 Experts are professional trainers who are providing trainings related with Labour and Social Security.

ÇASGEM has achieved all these activities in line with ISO 9001:2008 standards. As according to the standards, all activities have been audited by a certificated personal from ÇASGEM and TSE (Turkish Standards Institution) periodically. The results have been reported.

Beside the Internal Audit Unit of MoLSS (has established under Article 66 of Public Financial Management and Control Law No: 5018 entered into force on December 24, 2003 issued by 25326 Official Gazette.) have audited all activities of MoLSS and its affiliated bodies like ÇASGEM. Then the inadequacies have been reported.

In addition to the reports mentioned above (especially, according to 2010 Internal Audit Report), according to the stakeholders' responses to official surveys, the requests of institutional and individual web based responses, and detections of researchers and the experts of ÇASGEM, the inadequacies of ÇASGEM are listed below.

- The training programmes of ÇASGEM regarding the social policy and employment are inadequate and incompatible to ILO and EU standards.
- Mission, vision and strategic targets and purposes of the Centre needs to be revised

- according to the policies and targets of MoLSS.
- There are training and seminar programmes that are not well prepared and efficient. They need to be improved.
 - The qualifications of training experts, junior training experts of ÇASGEM and other trainers of ÇASGEM (experts, researchers, trade union experts who are dealing with work and employment issues from MoLSS and social partners) are inadequate.
 - There are not enough training materials in ÇASGEM about EU Acquis on Social Policy and Employment.
 - ÇASGEM does not have enough collaboration with international organizations (such as ILO-ITC, ETF, OSHA, Dublin Foundation, universities, research and training centres etc.) regarding trainings on social policy and industrial relations.
 - The programming, management, monitoring and evaluation functions of ÇASGEM are not efficient for further trainings.
 - The visibility of ÇASGEM is not adequate on national and international area.
 - E-learning is a new tool covering all training activities. It decreases training costs and it aims to reach more customers and trainees. E-learning system is not used in ÇASGEM's training activities. The usage of an e-learning system is crucial for ÇASGEM.
 - Training needs and customer analysis should be conducted.
 - More academic oriented studies, trainings and researches need to be done.

Therefore, ÇASGEM, as a guiding institution on social policy with education, research and consultation in Turkey should develop training, research and consultations services on EU standards and also qualifications of ÇASGEM experts should be improved by familiarising with the EU Acquis. Developing training and research programs of ÇASGEM should be designed with the contribution of social partners with social dialogue mechanism. Hence, the MoLSS experts, labour inspectors (approx. 20 professionals) and ÇASGEM experts (approx. 32 experts from ÇASGEM) should gain experience on social policies in line with EU standards.

Moreover, ÇASGEM training instruments and equipments (books, training documents, training CDs etc.) as well as organizational structure of ÇASGEM should be improved. In order to achieve this target, working groups should be established among ÇASGEM and social partners.

Besides to improve the capacity of ÇASGEM on international area, the institution should also collaborate with international organizations on social policy and industrial relations.

This project is designed by ÇASGEM with the cooperation of social partners (TÜRK-İŞ, HAK-İŞ, DİSK and TİSK) and MoLSS. The project supports to strengthen the institutional capacity of ÇASGEM in order to meet the needs mentioned above. At the end of this project, with highly qualified trainers, ÇASGEM will have improved training and research programmes and will gain research and consultation services in line with EU standards.

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

Project impact

Because of its institutional law, ÇASGEM has the main responsibility to conduct the trainings in the field of social policy and employment among the other public institutions. ÇASGEM,

as a related body of MoLLS, ensures to be the responsible institution in order to provide Acquis-related trainings.

The initial impact of this project is to increase design, development, delivery, evaluation of trainings and marketing and research capacity of the Centre by increasing the knowledge and the awareness of MoLSS experts and labour inspectors, ÇASGEM experts. Thus, quality, effectiveness, and accessibility of the trainings provided by CASGEM and demand to the trainings will increase. Marketing activities will also assist to increase demand.

The project will not only affect CASGEM's capacity but will also assist to improve social dialogue culture. Worker, Employer and Public Institution representatives will participate in activities such as working groups, trainings and researches collectively.

Catalytic effect

At the end of this project ÇASGEM's training and research capacity will be developed to function in parallel with the EU social policy Acquis, so that many individual and institutional customers will benefit from the training programmes.

At the end of project implementation period; the training design, development, delivery, evaluation and marketing and research capacity of the Centre will be increased. New training programmes, increased marketing and research capacity will improve the quality of the service provided by CASGEM.

Target group of the project is MoLSS experts, labour inspectors and ÇASGEM experts and final beneficiary of the project is customers of CASGEM (Workers, Employers, Labour and Social Security Professionals, Social Partners etc.)

Target group of the project will be trained on basic EU Acquis Communitare in the field of Social Policy and Employment. Moreover, ÇASGEM experts will be trained on,

- Training Design,
- Training Development,
- Training Delivery (including MoLSS experts and labour inspectors)
- Training Evaluation

Furthermore, research capacity will be improved with the help of trainings on Research Methods such as, Qualitative and Quantitative Methods. Increased research capacity will assist to conduct relevant researches in the field of Social Policy and Employment and these researches will contribute to make effective policies in the field.

In order to improve quality of services provided by CASGEM, there will be institutional development activities such as a working group on improving CASGEM's rules and regulations. Moreover, e-learning module will guide Centre to increase the quality and speed of its services.

Sustainability

In the Law numbered 7460 it is stated that the main of function ÇASGEM is to provide training in the field of social policy and industrial relations. With this project, ÇASGEM will continue training programmes more effectively. The qualified training experts will continue to carry out the training programmes with ÇASGEM's own resources. Besides, in accordance

with ISO 9001:2008, the mission was determined as providing effective and efficient trainings in line with international standards to the requesting customers. So this project will ensure the trainings in line with EU and ILO standards. Moreover ÇASGEM's circulating capital enterprise resources are a guarantee of sustainability. All trainings and research activities can be funded and organized by this enterprise. On the other hand fourth working group will study on related rules and regulations of ÇASGEM and it may help to constitute and revise rules and regulations to ensure sustainability by improving the organizational structure.

ÇASGEM, as a public institution, has three budgets. First one is composed of annual general budget for Turkish Public institutions. The second one is circulating capital enterprise (CCE). It is established with a regulation and aims to increase the productivity and support the sustainability of the institution. The third one is Accommodation Premises of the Centre. The customers (Workers, Employers, Social Partners, and Professionals from the field, Public Institutions, Enterprises and Firms) pay for their demands directly to the ÇASGEM'S CCE. After the payment, CCE fulfils the demands of the customers. Therefore, there is no doubt that ÇASGEM could secure sustainability of funds especially taking into account the expected increase in the training capacity and the number of trainings.

New training programmes, trained experts and trainers from public institutions and social partners, well-developed marketing and delivery strategies will create more demand for CASGEM. This causal connection helps to make the Centre more visible. This visibility and the new approach will force Centre and MoLSS to keep the sustainability of the results of the project. Recruiting more junior experts is the main objective of the Centre. This objective also will help to sustain the results and outputs of the project.

Furthermore, E-learning model will directly affect CASGEM's capacity. With the help of this model, CASGEM can easily establish a sustainable e-learning system and improve the quality its services.

Cross border

CASGEM wants to flourish its relations with the neighbouring countries, including the ones participating in the ENPI Black Sea multilateral Sea Basin programme, the ENPI Mediterranean multilateral Sea Basin programme and the ERDF trans-national programmes.. This project will help ÇASGEM to market its trainings to the neighbouring countries and to provide trainings to the relevant public and private stakeholders in these countries. This will enable the improvement of labour market and health and safety conditions in these countries. CASGEM has already delivered two trainings in Iraq in 2008 to the representatives of Iraq government who are dealing with Occupational Health and Safety (OHS) issues.

3.3 Results and measurable indicators:

Result 1: Quality of trainings delivered by the Centre has improved

Human resources capacity of the Center has improved:

- 32 experts from ÇASGEM have received training on the subject of Training Design and Development by the end of the project.
- As a result of trainings on training design and development minimum 4 new training

modules have been designed.

- These modules have been applied at least 20 times to customers by the end of 2016.
- At least 15 training programmes have been developed by CASGEM experts by the end of 2016.
- At least 5 training modules have been applied during the implementation of the project by CASGEM experts. As a result of these programmes and modules, CASGEM training programmes have been diversified.
- The number of training programmes and modules has increased from 45 to 65.

The functionality and quality of outputs of the Centre have been improved:

- The number of annually implemented trainings by ÇASGEM has increased by %75 (from 174 to 304) by the end of 2015.
- The number of participants to the trainings has increased by %70 (from 11.111 to 18.888) by the end of 2016.
- At least %70 of annual trainings has been delivered by MoLSS experts, labour inspectors and CASGEM experts by the end of 2016. (Currently, approx. %40 of trainings has been done by these experts.)
- A sustainable e-learning model has been designed.
- Training costs of the Centre has been decreased at least %40 by the end of 2016.
- The number of international trainings has increased from 1 country to 3 countries.
- All trainings will be evaluated starting from 2013.
- As a result of these activities, customer satisfaction rate will increase from %90 to %95 by the end of 2016. Feedbacks provided by evaluations will be announced via internet on monthly basis from 2014.

Result 2: Marketing and research capacity of the Centre have increased.

- Visibility materials have been produced and improved including brochure, bulletin, and website.
- A marketing strategy has been designed to increase the marketing capacity of the Centre.
- The cooperation between CASGEM and other public institutions, social partners, NGOs and local authorities has enhanced. Trainings delivered to these stakeholders increased by 75 % (174 trainings were delivered to these institutions in 2010).
- The number of CASGEM's international and national customers (from regions and cities of Turkey) will increase at least %90 by the end of 2016. (49 Institutions in 2010)
- As a result of visibility activities, annual demand of services of ÇASGEM will increase at least 100 % by the end of 2016 compared to 2010 (At least 120 institutional demands and at least 1500 individual demands will be received).
- A pilot research will be conducted during project's lifetime and results of these researches will be published.

- 9 researches will be conducted and published in the field of social policy and employment by the end of 2016.

Result 3: A more effective institutional structure for the Centre has been designed.

- A mapping for organisational structure of the Centre has been made.
- A working group to prepare legal documents has been established.
- Recommendations, draft law and directives for improving the organizational structure of ÇASGEM have been developed.
- The structures and working methodologies of similar Centers have been studied through study visits and internships.

3.4 Activities:

Activities to achieve Result 1: Quality of training delivered by the Centre has improved

Activity 1.1 Delivery of Trainings on “Training Design and Development”

For enhancing the training design and development capacity of CASGEM and its experts there will be Trainings on “Training Design and Development”. Qualifications of approximately 32 experts from CASGEM will be improved. These trainings will be more “Trainings of Trainer” oriented. Moreover, this approach should assist the development of their personal and occupational skills.

Activity 1.2 Designing training modules

Designing training modules covers two sub-activities which are training need analysis and working groups on designing training modules. As a result of training need analysis minimum 4 training modules will be developed by working groups.

Activity 1.2.1 Conducting training needs analysis to identify the training needs of the potential customers.

A training need analysis will be conducted by TAT. This TNA (Training needs analysis) will directly assist to determine topics on training modules that will be designed by working groups.

Activity 1.2.2 Establishing and managing working groups on designing training modules

Four different working groups will be established for designing 4 trainings modules for ÇASGEM according to chosen topics. These 4 modules will be directly related to social policy and employment topics and will be added to CASGEM’s training curriculum.

Activity 1.3 Provision of trainings on “Training Delivery”

Training delivery capacity of MoLSS experts, labour inspectors (approx. 20 professionals) and CASGEM experts (approx. 32 experts from CASGEM) will be enhanced.

Qualification of more than 50 professionals will be improved.

Activity 1.4 Delivery of trainings on “Training Evaluation”

Training evaluation capacity of CASGEM experts will be enhanced. Qualifications of approx. 32 experts from CASGEM will be improved.

Activity 1.5 Developing of “Training Evaluation Forms”

Training Evaluation Forms will be developed in order to get more effective feedbacks of trainings. Therefore requirements will be detected better and essential improvements will be fulfilled on training evaluation.

Activity 1.5.1 Piloting of “Training Evaluation Forms”

Training Evaluation Forms will be piloted during project lifetime. Evaluation forms will be revised according to feedbacks provided by this activity.

Activity 1.6 Delivery of basic Trainings on EU Acquis on Social Policy and Employment

The knowledge and awareness on EU Acquis in Social Policy and Employment of MoLSS experts, labour inspectors and representatives of social partners (approx. 20 professionals) and CASGEM experts (approx. 32 experts from CASGEM) will be increased. A better integration of the knowledge of the experts will provide a better application and implementation of EU Acquis.

Activity 1.7 Designing a sustainable Institutional E-Learning model.

E-learning is a crucial part of a learning system. As a national training institution, CASGEM needs a sustainable model for its services. This model will guide the centre to establish a system which will be used in its training activities in future. A sustainable e-learning model will be designed. With the help of this model, an e-learning system will be established by ÇASGEM after the completion of the project.

Activities to achieve Result 2: Marketing and research capacity of the Centre have increased

Activity 2.1 Designing a Marketing Strategy for CASGEM

A new and professional delivery and marketing model will be designed during the project. One of the biggest problems of the centre, visibility, will be increased with the help of this strategy. More individual and institutional customers will be accessible after using this strategy. Visibility as a modern marketing strategy will help us on achieving institutional targets. This strategy will be implemented during the project term and will be used after the completion of the project.

Activity 2.2 Visibility activities

Activity 2.2.1 Production and printing of visibility materials

E-Bulletin (Two times a year) and brochures will be designed for disseminating the

Centre's all kind of activities. 10.000 brochures and 6.000 bulletins will be published. These bulletins and brochures will cover all activities of CASGEM and they will be distributed to the stakeholders of the Centre such as trade unions, employer organisations, confederations, universities, public institutions and other relevant parties.

Activity 2.2.2 Designing and maintaining a user-oriented website

Web Page of ÇASGEM (Turkish and English Version) will be updated and a detailed project page will be added. It will be more solution-oriented, user-friendly and accessible.

Activity 2.2.3 Implementing visibility campaigns

Visits to 200 customers in 10 cities (public and private institutions) will be done and an e-mail portal of all customers of CASGEM will be established. Furthermore, communication with universities will be improved in order to increase the involvement of academia to the managing process of CASGEM (i.e. attending conferences, job fairs).

Activity 2.2.4 Opening and closing Conferences

An opening conference will be held at the beginning of the project. The project will be announced and introduced to all stakeholders with the opening conference. At the end of the project, a closing conference will be held for disseminating the results and outputs of the project. The audience will be the representatives of the stakeholders of the Centre such as trade unions, employer organisations, confederations, universities, public institutions and other relevant parties. Both conferences will be held in Ankara. Approx. 300 attendees will be invited for each conference.

Activity 2.3 Delivery of trainings on “Research Methodologies”

For increasing the research capacity of the institution, trainings on “Research Methodologies” will play an important role. CASGEM experts will participate in these trainings. Research capacity of CASGEM experts will be increased. Qualifications of approx. 32 experts from CASGEM will be improved.

Activity 2.4 Conducting a pilot research

After the training on “Research Methodologies”, two participants will be selected for conducting a pilot research. This research will be conducted in a selected region in 45 days. Pilot research will apply the methodologies learned. The topic of the research will be selected from “Social Policy and Employment” issues.

Activity 2.5 Publication of Research

The results of the pilot research will be a reference paper for further researches of CASGEM. This paper will be published (1000 copies).

Activities to achieve Result 3: A more effective institutional structure for the Centre has been designed

Activity 3.1 Mapping of organisational structure of ÇASGEM and developing a new Organisational Model

Organisational Structure will be mapped by experts by TAT (Technical Assistance Team) and a new Organisational Model will be designed. This paper will show the weaknesses and strengths of the institution and propose a new model.

Activity 3.2 Establishing a working group on legislative structure and drafting Recommendations, draft law and directives for improving the organizational structure of ÇASGEM

A working group will be formed in order to design a draft legislative structure of the Centre. It aims to develop recommendations and prepare draft law and by-laws for the revision of organisational structure of ÇASGEM. The members of the working group will be CASGEM experts, MoLSS experts, labour inspectors and the representatives of the social partners of the Centre such as trade unions, employer organisations and confederations.

The working group will work on the ÇASGEM's institutional law and related by-laws and other legal documents and re-write all legal documents for providing effectiveness and sustainability of the Centre. ÇASGEM's institutional law was written in 1960 and this law does not meet the current needs of the organization. Thank to this working groups studies, ÇASGEM will find an opportunity to revise and re-write all legal documents according to the needs of labour market.

Activity 3.3 Conducting Study visits

International and EU training institutions will be visited. There will be 5 professionals (from MoLSS, CASGEM and Social Partners) for each study visit for 3 days. The knowledge and experience of participants on international and EU training institutions will be increased.

One study visit to an International Training Center on labour issues (such as ITC-ILO) and one to European Training Center (such as ETF) will be made. A total of 30 Man days will be allocated for this activity.

Activity 3.4 Conducting Internships

Training Experts and Junior Training Experts from ÇASGEM will attend internship programmes in EU training agencies and ILO training centres regarding labour, occupational health and safety, human resources management, industrial relations subjects to learn and see good practices. Furthermore, it is very important for the staff due to fact that it is a good opportunity to see the programming and implementation phase of social policies.

Periods have to be at least two weeks because these organizations which are mentioned below accept interns at least for two weeks to six months as a rule. As a result of internships, experts will gain crucial experience in EU agencies and ILO Training Center on labour and social policy subjects. These organizations might be similar institutions to ÇASGEM in EU member states, "European Agency for Safety and Health at Work", "ILO International Training Centre", "European Training Foundation", "EUROFOUND", "and ILO International Institute for Labour Studies" and "European Centre for the Development of Vocational Training. 4 Labour and Social Security Training experts will attend internships for total 84 men days period

3.5 Conditionality and sequencing

N/A

3.6 Linked activities

A number of programmes are funded by EU. Donors should create synergies with the estimated project as they deal with important aspects of social dialogue, labour trainings and involve the same/similar partners. These programmes are:

- The Strengthening the Social Dialogue for Innovation and Change project, whose beneficiary is the MoLSS, affiliated bodies of the Ministry and Social Partners.

During the implementation term of this project, two experts from ÇASGEM took an active management role of the project and attended some trainings. Thanks to these project activities, those experts gained experience regarding EU funded project preparation and implementation.

- The Occupational Health and Safety project, whose beneficiary is the Directorate General of Occupational Health and Safety of the MoLSS.

Some experts from ÇASGEM attended the conferences which were organized regarding the project however these activities were short term (a day) and not trainings.

There are many other projects related to the field of this project, such as:

- Technical Assistance for Implementation of Human Resources Development Operational Programme (EuropeAid/128482/D/SER/TR)
- Technical Assistance for Improving the Quality of Public Employment Services (EuropeAid/128306/D/SER/TR)
- Technical Assistance for Promoting Women's Employment in Turkey (EuropeAid/128058/D/SER/TR)
- Strengthening Vocational Qualifications Authority (VQA) and National Qualifications System (NQS) in Turkey (EuropeAid/126723/D/SER/TR)
- Technical Assistance for Capacity Building of Social Security Institution (EuropeAid/126747/D/SER/TR)
- Technical Assistance for Promotion of Life Long Learning (EuropeAid/128112/D/SER/TR)
- Technical Assistance for Promoting Registered Employment (EuropeAid/128209/D/SER/TR)
- Improvement of Occupational Health and Safety Conditions at Workplaces in Turkey (EuropeAid/127926/D/SER/TR)
- Technical Assistance for Promoting Registered Employment (EuropeAid/128209/D/SER/TR)

3.7 Lessons learned

The previous project regarding to improve social dialogue in Turkey focused only on experts from the MoLSS and social partners. Although lots of trainings were conducted, the sustainability was not provided. Especially, after the trainings of the project, the participants could not be used as trainers in the field.

On the contrary to social dialogue project, training pool members of ÇASGEM will

participate to the activities of Support for ÇASGEM project. This situation will guarantee that the trained experts will be used as trainers in the future for ÇASGEM's trainings.

In Support for ÇASGEM project, the stakeholder analysis is done in accordance with the MoLLS and social partners. Moreover, the activities will cover all the relevant stakeholders.

4. Indicative Budget (amounts in EUR)

			SOURCES OF FUNDING										
			TOTAL EXP.RE	TOTAL PUBLIC EXP.RE	IPA CONTRIBUTION		NATIONAL PUBLIC CONTRIBUTION					PRIVATE CONTRIBUTION	
ACTIVITIES	IB (1)	INV (1)	EUR (a)=(b)+(e)	EUR (b)=(c)+(d)	EUR (c)	% (2)	Total EUR (d)=(x)+(y)+(z)	% (2)	Central EUR (x)	Regional / Local EUR (y)	IFIs EUR (z)	EUR (e)	% (3)
Activity 1													
Service contract 1.1	X	–	2.500.000	2.500.000	2.250.000	90	250.000	10	250.000				–
													–
													–
.....													
TOTAL IB			2.500.000	2.500.000	2.250.000	90	250.000	10	250.000				
TOTAL PROJECT			2.500.000	2.500.000	2.250.000		250.000		250.000				

NOTE: DO NOT MIX IB AND INV IN THE SAME ACTIVITY ROW. USE SEPARATE ROWS Amounts net of VAT

(1) In the Activity row use "X" to identify whether IB or INV

(2) Expressed in % of the Public Expenditure (column (b))

(3) Expressed in % of the Total Expenditure (column (a))

The Turkish authorities commit themselves to provide national co-financing according to the above provisions. The NAO will verify that co-financing has been provided in line with the above provisions before submitting requests for funds and final declarations adjusting payment requests to the above ratio as necessary.

In the context of beneficiary staff participating in missions outside of Turkey paid for under a contract, the maximum amounts eligible for accommodation costs and daily allowances ("per diems") are the official rates provided for by EuropeAid for the destination country (see website for the latest rate). Provided the total cost of daily allowance and accommodation charged to the contract remains below these maximum rates, the applicable Turkish rules and regulations for per diems shall be applied when reimbursing these costs for public servants from the beneficiary institutions. Where a contract foresees the reimbursement of such expenses for Turkish public servants and other beneficiaries of IPA projects during missions inside of Turkey, the maximum costs reimbursed under the contract will be those provided for domestic missions under the applicable Turkish legislation provided that they are subject to the same ceiling for maximum rates. This provision cannot be construed and applied in contradiction with the IPA Framework Agreement and in particular the IPA Implementing Regulation.

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

Contracts	Start of Tendering	Signature of contract	Project Completion
Service Contract	4 th Quarter of 2012	3 rd Quarter of 2013	3 rd Quarter of 2015

Tender dossier and other relevant documents will be prepared by the beneficiary (ÇASGEM).

Duration of the project: 24 months

6. Cross cutting issues (where applicable)

6.1 Equal Opportunity

Equal opportunities refers to an equal distribution, among individuals, of opportunities for education, training, employment, career development and the exercise of power without being disadvantaged on the basis of their sex, race, language, religion, economic or family situation, and so forth. The target group of these trainings will be mainly ÇASGEM’s experts. If these trainings are added to the ÇASGEM’s training curricula, confederations, employer organisations, trade unions, NGO’s, municipalities and provinces in the NUTS II region will be benefit as target groups of these trainings.

CASGEM ensures to consider gender equality in trainings during the project implementation period. Furthermore, after the project, the Centre will ensure to fulfil equal opportunities. As a value, equal opportunities will be added to CASGEM’s missions. These issues will be ensured before trainings and all customers will be informed on them.

Necessary measures will be taken to encourage/increase women's participation in trainings. The project's reports will include gender disaggregated data.

6.2 Environment

Not applicable

6.3 Minorities and vulnerable groups

According to the Turkish Constitutional System, the word minorities encompass only groups of persons defined and recognized as such on the basis of multilateral or bilateral instruments to which Turkey is a party.

This project directly aims to improve the working conditions on registered employers via trainings. With the help of improved capacity, the Centre will reach more customers. More customers will be informed on different topics. These issues have a direct impact on unregistered employment in working places. The willingness of companies for registered employment will increase according to results of the project.

Accessibility of ÇASGEM's training for the vulnerable groups, especially for the disabled, will be increased.

6.4 Civil Society/Stakeholder involvement

During the preparation phase of the project, the most important civil society institutions of Turkey such as trade unions, employer organisations (HAK-İŞ, TÜRK-İŞ, DİSK and TİSK) and MoLLS have been consulted. Their opinions and comments have been taken into consideration. They will attend to the activities of the project.

ANNEXES

- 1- Log frame in Standard Format
- 2- Amounts contracted and Disbursed per Quarter over the full duration of Programme
- 3- Description of Institutional Framework
- 4 - Reference to laws, regulations and strategic documents:
 - Reference list of relevant laws and regulations
 - Reference to AP /NPAA / EP / SAA/ Progress report
 - Reference to MIPD
 - Reference to National Development Plan
 - Reference to sector strategies and national / sector investment plans
- 5- Details per EU funded contract (*) where applicable:
 - For TA contracts: outputs expected from the contractor and indicative budget breakdown
 - For twinning contracts: main components and activities foreseen, indicative budget breakdown, profile of the MS project leader, resident twinning advisor and key short term experts as well as name and position of the project leader of the BC
 - For grants schemes: components of the scheme, eligible target group and activities (in case of direct grants, justification for selection of grant beneficiary without call for proposal)
 - For supply contracts: reference to feasibility study as well as indicative list of items, cost estimate, intended beneficiary, indication on how detailed technical specifications will be prepared, provisions for maintenance + section to be filled in on investment criteria (**)

For works contracts: reference to feasibility study for the construction works, identification of the site, indicative list of works to be completed and cost estimate, indication on how technical specifications will be prepared, provisions for maintenance as well as a section on investment criteria (**); account of services to be carried out for the service part of the contract

(*) non standard aspects (in case of derogation to PRAG) also to be specified

(**) section on investment criteria (applicable to all supply and works contracts):

- Rate of return
- Co-financing
- Compliance with state aids provisions
- Ownership of assets (current and after project completion)

ANNEX 1: Logical framework matrix in standard format

LOGFRAME PLANNING MATRIX FOR		Programme name and number	
Title of the action: Strengthening Institutional Capacity of Centre for Labour and Social Security Training and Research (ÇASGEM)		TR2011/0319.22	
Country	:Turkey		
Institution	:Centre for Labour and Social Security Training and Research		
		Contracting period expires : 2 years after the signature of the Financing Agreement	Disbursement period expires: 1 year after the end date for the execution of contracts
		Total budget: € 2.500.000	IPA budget: € 2.250.000
Overall objective	Objectively verifiable indicators	Sources of Verification	
Developing the labour market through better skilled labour force, improved working conditions, social security services and occupational health and safety.	<ul style="list-style-type: none"> • Increase by 5% of the activities realised in cooperation between the institutions and the social partners by one year from the implementation of the project. • 20% (14592) decrease in occupational accidents by 2015 (72,963 occupational accidents occurred in 2008, 58371 estimated in 2015). • Training and research capacity of public institutions is developed to function in parallel with the EU social policy and employment Acquis. • The capacity of public institutions and social partners in the field of social policy is enhanced. • Employment rate increased by 3% by the end of the project (from 46.3% in August 2011, to 49.3% in August 2015) 	<ul style="list-style-type: none"> • EU Regular Reports on Turkey • Statistics of Turkish Statistic Institution (TUIK) on Social Policy and Employment. • Statistics of MoLSS, Social Security institution (SGK). • ÇASGEM's training statistics, enrolment documents, and surveys on service satisfaction. • ILO statistics • World Bank 	

Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
<p>Increase the capacity of Centre for Labour and Social Security Training and Research (ÇASGEM) on design, development, delivery, evaluation of trainings and marketing and research in line with EU Social Policy and Employment Acquis.</p>	<ul style="list-style-type: none"> • The institutional capacity of CASGEM has been developed and enhanced in line with ILO standards and EU Acquis in Social Policy and Employment. • The training material and didactic is in line with ILO and EU standards. • The number of training programmes and modules has increased from 45 to 65. • A draft law and regulations for CASGEM have been prepared. • As a result of visibility activities, the number of demands for services of ÇASGEM will increase at least %100 by the end of 2016 (At least 120 institutional demands and at least 1500 individual demands will be received) compared to 2010. • The number of CASGEM's international and national customers (from regions and cities of Turkey) will increase at least %90 by the end of 2016. (49 Institutions in 2010) • The number of international trainings has increased from 1 country to 3 countries. • The cooperation between CASGEM and other public institutions, social partners, NGOs and local authorities has enhanced. Trainings delivered to these stakeholders increased by 75 % (from 174 in 2010 to 304) by the end of 2015. • At least 70% of annually trainings will be delivered by MoLSS experts, labour inspectors and CASGEM experts at the end of 2016. (Currently, approx. %40 of trainings has been done by these experts.) • The number of participants to the trainings will increase %70 (from 11.111 to 18.888) by the end of 2016. • A sustainable e-learning model will be designed. Training costs will be decreased with the help of the model. Training costs of the Centre have been decreased at least %40 by the end of 2016. • A pilot research in the field of social policy and employment will be conducted and published during project lifetime and 9 researches will be conducted by the end of 2016. • As a result of these activities, customer satisfaction rate will increase from %90 to %95 by the end of 2016. Feedbacks provided by evaluations will be announced via internet on monthly basis from 2014. • The structures and working methodologies of similar Centers have been studied through study visits and internships. 	<ul style="list-style-type: none"> • TUIK, MoLSS and Social Security Institution (SGK) statistics • Training statistics of CASGEM and enrolment documents. • Research reports • Project monitoring and evaluation reports • Final report 	<ul style="list-style-type: none"> • Ownership of Social Partners • Political and Economical stability of Turkey

Results	Objectively verifiable indicators	Sources of Verification	Assumptions
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<p>Result 1: Quality of trainings delivered by the Centre has been improved</p> <p>Result 2: Marketing and research capacity of the Centre have been increased.</p> <p>Result 3: A more effective institutional structure for the Centre has been designed.</p>	<p>1.1 Training design and development capacity of CASGEM experts will be enhanced. Qualifications of approx. 32 experts from CASGEM will be improved.</p> <p>1.2 As a result of Training need analysis; minimum 4 training modules will be developed by 4 working groups. These modules will be applied at least 20 times to customers and at the end of 2016.</p> <p>1.3 - Training delivery capacity of MoLSS experts, labour inspectors (approx. 20 professionals) and CASGEM experts (approx. 32 experts from CASGEM) will be enhanced.</p> <ul style="list-style-type: none"> - Qualification of more than 50 professionals will be improved. At least 15 training programmes have been developed by CASGEM experts by the end of 2016. - At least 5 training modules have been applied during the implementation of the project by CASGEM experts. - As a result of these programmes and modules, CASGEM training programmes have been diversified. <p>1.4 Training evaluation capacity of CASGEM experts will be enhanced. Qualifications of approx. 32 experts from CASGEM will be improved.</p> <p>1.5 Training Evaluation Forms will be developed in order to get more effective feedbacks from trainings.</p> <p>1.5.1 Training evaluation forms will be piloted and revised.</p> <p>1.6 The knowledge and awareness on EU Acquis in Social Policy and Employment of MoLSS experts, labour inspectors, representatives of social partners (approx. 20 professionals) and CASGEM experts (approx. 32 experts from CASGEM) will be increased.</p> <p>1.7 A sustainable e-learning model will be designed. With the help of this model, a new e-learning system will be established at the end of 2016.</p> <p>2.1 A marketing strategy will be developed.</p> <p>2.2 Visibility activities will be organised.</p> <p>2.2.1 10.000 brochures and 6.000 bulletins will be published. A user-oriented website will be designed. Visibility of CASGEM will be improved by opening and closing conferences. (At least 500 participants) According to visibility campaign, 200 customers in 10 cities (public and private institutions) will be visited and an e-mail portal of all customers of CASGEM will be established.</p> <p>2.2.2 Web Page of CASGEM (Turkish and English Version) will be updated.</p> <p>2.2.3 A visibility campaign will be organised. There will be visits to 200 customers in 10 cities (public and private institutions).</p> <p>2.2.4 There will be 2 conferences (opening and closing) in Ankara.</p> <p>2.3 Research capacity of CASGEM experts will be increased. Qualifications of approx. 32 experts from CASGEM will be improved.</p> <p>2.4 A pilot research will be conducted with two researchers from CASGEM experts in a selected region in 45 days.</p> <p>2.5. The results of the pilot research will be published. (1000 copies)</p> <p>3.1 Organisational Structure will be mapped and a new Organisational Model will be designed</p> <p>3.2 A working group will be formed in order to design a draft legislative structure of the Centre.</p> <p>3.3 International and EU training institutions (such as ILO-ITC and ETF) will be visited. There will be 5 professionals (from MoLSS,</p>	<ul style="list-style-type: none"> • Training certificates • Training documents • Training statistics • New Training modules • Training programmes developed by CASGEM experts • New training evaluation forms • Study visit reports • Internship's reports • Internship's attendance certificates • Reports of working groups • Attendance sheets conferences • Published brochure and bulletin • Records of customer satisfaction • Research Reports • Marketing Strategy Paper • Model for E-Learning • A draft legislation of CASGEM • An organisational Model of CASGEM • List of visited customers • List e-mail portal 	<ul style="list-style-type: none"> • Personal Motivation • Good co-operation with social partners • Effective Communication and cooperation among the Ministry, universities, social partners and other relevant parties. • Adequate budget for e-learning system.
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Activities	Means	Costs	Assumptions
<p>Activity 1.1 Delivery of Trainings on “Training Design and Development”</p> <p>Activity 1.2 Designing training modules</p> <p>Activity 1.2.1 Conducting training needs analysis to identify the training needs of the potential customers.</p> <p>Activity 1.2.2 Establishing and managing working groups on designing training modules</p> <p>Activity 1.3 Provision of trainings on “Training Delivery”</p> <p>Activity 1.4 Delivery of trainings on “Training Evaluation”</p> <p>Activity 1.5 Developing of “Training Evaluation Forms”</p> <p>Activity 1.5.1 Piloting of “Training Evaluation Forms”</p> <p>Activity 1.6 Delivery of basic Trainings on EU Acquis on Social Policy and Employment</p> <p>Activity 1.7 Designing a sustainable Institutional E-Learning model.</p> <p>Activity 2.1 Designing a Marketing Strategy for CASGEM</p> <p>Activity 2.2 Visibility activities</p> <p>Activity 2.2.1 Production and printing of visibility materials</p> <p>Activity 2.2.2 Designing and maintaining a user-oriented website</p> <p>Activity 2.2.3 Implementing visibility campaigns</p> <p>Activity 2.2.4 Opening and closing Conferences</p> <p>Activity 2.3 Delivery of trainings on “Research Methodologies”</p> <p>Activity 2.4 Conducting a pilot research</p> <p>Activity 2.5 Publication of Research</p> <p>Activity 3.1 Mapping of organisational structure of ÇASGEM and developing a new Organisational Model</p> <p>Activity 3.2 Establishing a working group on legislative structure and drafting Recommendations, draft law and directives for improving the organizational structure of ÇASGEM</p> <p>Activity 3.3 Conducting Study visits</p> <p>Activity 3.4 Conducting Internships</p>	<p>Service contract</p>	<p>2.500.000 Euro</p>	

ANNEX II: amounts (in €) Contracted and disbursed by quarter for the project (IPA Contribution)

Contracted	1 st Quarter of 2013	2 nd Quarter of 2013	3 rd Quarter of 2013	4 th Quarter of 2013	1 st Quarter of 2014	2 nd Quarter of 2014	3 rd Quarter of 2014	4 th Quarter of 2014	1 st Quarter of 2015	2 nd Quarter of 2015	3 rd Quarter of 2015	TOTAL
Service Contract 1.1			2.250.000									2.250.000
Cumulated			2.250.000	2.250.000	2.250.000	2.250.000	2.250.000	2.250.000	2.250.000	2.250.000	2.250.000	2.250.000
Disbursed												
Service Contract 1.1			450.000		525.000		525.000		525.000		225.000	2.250.000
Cumulated			450.000	450.000	975.000	975.000	1.500.000	1.500.000	2.025.000	2.025.000	2.250.000	2.250.000

