

Standard Summary Project Fiche – IPA decentralised National programmes
(maximum 12/15 pages without the annexes)

1. Basic information

- 1.1 CRIS Number: TR2009/0136.05
- 1.2 Title: Consolidating Ethics in the Public Sector
- 1.3 ELARG Statistical code: Sector Code: Political Criteria- 36
- 1.4 Location: Turkey

Implementing arrangements:

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

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It is proposed to implement this Project under a direct grant agreement with the Council of Europe

The main beneficiary institution is the Council of Ethics for Public Service, based in the Prime Ministry. Further details concerning the institutional arrangements are in Annex 3.

1.6 Beneficiary (including details of SPO):

Council of Ethics for Public Service

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Financing:

- 1.7 Overall cost (VAT excluded)¹: 1.500.000 €
- 1.8 EU contribution: 1.200.000 €
- 1.9 Final date for contracting: 24 months after the signature of the Financial Agreement
- 1.10 Final date for execution of contracts: 24 months after the last date of Contract deadline
- 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: To contribute to the prevention of corruption in Turkey in accordance with European and other international standards

2.2 Project purpose: To ensure the effective dissemination and implementation of the Code of Ethics across the public sector and support the work of the Council of Ethics for Public Service and Ministries Ethics Commissions in developing ethical frameworks within ministries

2.3 Link with AP/NPAA / EP/ SAA

Among the short-term priorities that the Accession Partnership Document states “developing a comprehensive anti-corruption strategy, including the fight against high-level corruption and a central body to oversee and monitor its implementation, including through establishing statistical data. Improve coordination between all institutions involved.” With this project, the Council of Ethics for Public Service will develop coordination and cooperation between The Council of Ethics for Public Service and relevant public institutions’ ethics commissions to improve ethical culture and prevent corruption.

The Accession Partnership Document also request to ensure implementation of the Regulation on Principles of Ethical Behavior for Civil Servants. This regulation is being implemented with the assistance of ethics commissions. As one of the output of previous project (Ethics for the Prevention Corruption) an Ethical Leadership Programme is developed for strengthening the ethics culture within the public sector prevention corruption. This Package will be used widespread throughout Turkey in partnership with public ethics commissions.

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

NPAA 2008 (National Programme for the Adoption of the Acquis) for Turkey

Priority 23.2 Fight against Corruption

Table 23.2.1 Schedule of legislative alignment

Amendment to the Law No. 5176 on Establishment of the Council of Ethics for Public Service and Amendment to Certain Laws

Removal of the defects stemming from the Law that came up in the implementation period of first four years (As brought up in GRECO and EU progress reports, non-ensuring of sufficient independence primarily in the issues of personnel and budget, non-examination of issues which were submitted to the judiciary etc.)

Evaluation along with the Law on Ombudsman due to a parallelism in the task areas.

Table 23.2.2 Schedule of required institutional building for legislative alignment and implementation

Ensuring that the Council of Ethics for Public Service to have a budget and secretariat with a quality in consistent with its tasks

Priority 24.4 Implementation of the Turkey's National Strategy on Combating Organised Crime

Strengthening the fight against organised crime, drugs, trafficking in human beings, fraud, corruption and money-laundering

2.4 Link with MIPD

The Multi-annual Indicative Planning Document (MIPD) for the years 2008-2010 for Turkey states that, within the *Institution Building* component, the focus of assistance in the area of the political criteria will be on the institutions that are directly concerned by the reforms: the judiciary and the law enforcement services. A second priority will be support for the continued development of civil society organisations. Among the issues to be addressed, priority will be given to human rights and fundamental freedoms; gender issues; and the fight against corruption. The Council of Ehtics for Public Service has responsibility for a range of unethical and potentially corrupt conduct among public officials; it also provides and important interface between the citizens and the state.

2.5 Link with National Development Plan (where applicable)

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

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3. Description of project

3.1 Background and justification:

1. Current Situation

There have been a number of external reviews of ethics and corruption in Turkey, including: the EC Council Decision of 23 January 2006 on the principles, priorities and conditions contained in the Accession Partnership with Turkey², the 2006 SIGMA report³ on the Elements of a Public Integrity System, the 2006 Group of States against Corruption (GRECO) report for Turkey⁴ and the 2007 EC Progress Report on Turkey⁵. There have been a number of internal initiatives to address the prevention of corruption, including legislative and institutional reform, although little action has been taken on repressive measures against corruption. However, a new national action plan on corruption is currently in draft format.

In relation to the prevention of corruption, the Council of Ethics for Public Service was set up in 2004 as part of this reform process. It enforces a Code of Ethics (the Regulation) for senior public officials, responsibility for the implementation of the Regulation is the responsibility of individual ministries who, under Council of Ethics for Public Service powers, have been established in all ministries and public bodies.

Specifically in relation to the Council of Ethics for Public Service, the GRECO review reported:

Recommendation xii. GRECO recommended to provide the Ethics Council with sufficient independence, providing it with an appropriate budget and staff that would enable it to promote and promulgate the new codes of ethics throughout the public administration; to properly investigate complaints made against senior officials and undertake proactive studies into particular areas of concern in respect of ethical behaviour and corruption in the public administration.

The Turkey government response noted that:

the authorities indicate that the staff of the Ethics Council's secretariat has been increased from five to ten members (six experts, four administrative officers) and that according to Law No. 5176/2, expenditure for transportation, per diems, attendance fees and other needs of the Ethics Council are provided from the budget of the General Directorate of Personnel and Principles of the Prime Ministry. GRECO is pleased to learn that the secretariat of the Ethics Council has been reinforced. However, it is still closely dependant on the Government, from where it gets its funding. No measures to provide the Ethics Council with sufficient independence and with an appropriate regular budget which would enable it, in particular, to properly investigate complaints made against senior officials and to undertake proactive studies, have been reported. Further efforts are clearly required to meet the purpose of the recommendation.

² COUNCIL DECISION of 23 January 2006 on the principles, priorities and conditions contained in the Accession Partnership with Turkey (2006/35/EC).

³ SIGMA. Elements of the Public Integrity System: Assessment, August 2006.

⁴ GRECO Joint First and Second Round Evaluation Report on Turkey (GRECO Eval I-II Rep (2005) 3E), adopted 6-10 March 2006

⁵ Commission Staff Working Document. Turkey 2007 Progress Report *Accompanying the Communication from the Commission to the European Parliament and the Council; Enlargement Strategy and Main Challenges 2007-2008.* Commission of the European Communities, Brussels, 6 November 2007.

The GRECO review further stated:

Recommendation xiii. GRECO recommended to develop training material to be used in the training of all civil servants on the new Code of Ethics and anti-corruption policies and to require all ministries and civil service bodies to include this training as part of their curriculum; it should be ensured that it forms a core part of the induction training for new civil servants as well as in the in-service training.

The Turkey government response noted that:

The authorities indicate that according to the “Regulation on the Principles of Ethical Behavior of the Public Officials and Application Procedures and Essentials”, public officials of all levels should be informed about the principles of ethical behaviour and the deriving responsibilities as part of the employment rules (article 24), and managers should ensure that these principles are integrated in the induction and in-service training programmes for public officials (article 25). Furthermore, they report that the project “Ethics for the Prevention of Corruption in Turkey”, which aims at promoting a culture of ethics in Turkey, is planned to be implemented during the period 2007-2009 with financial support from the European Union (1.5 million EUR). This project will include training for public servants and managers of central and local bodies, information about ethical principles to be included in decision-making processes, analysis of other countries’ ethical practices, preparation of a training module and training of trainers. Finally, the authorities make reference to a draft circular of the Prime Ministry aiming at, inter alia, training of public officials on “Professional Ethics Principles” to be provided by public institutions. GRECO takes note of the information submitted with regard to the legal requirement of providing training on ethical principles to public officials, to the preparation of a project for its implementation in practice called “Ethics for the Prevention of Corruption in Turkey” and to a draft circular of the Prime Ministry aiming at training of public officials in this area. However, the abovementioned project is yet to be implemented and actual training activities for all public officials on the Code of Ethics along the lines set out in the recommendation have apparently not been undertaken.

In relation to the GRECO comments and the Turkish government response, and while the institutional issues have yet to be addressed, the project has delivered: a training package; 85 trainers; a Training Strategy; training to Ethics Commissions and ministries; a series of research studies on ethics and corruption (often with a citizen focus)..

The issues identified during the project are: the size of the Turkish public sector is significant (and especially in the rural areas) and further training of trainers will be needed; Ethics Commissions need to be developed to deliver implementation of the Regulation and ethics training; the public need to be educated not only in the role of public ethics but also in behaving more ethically in their dealings with public officials.

In other words, for the 2008 TYEC Project to have impact – beyond the achievement of its objectives – then a further Project is necessary to continue and extend with both the Council of Ethics for Public Service, Ethics Commissions and specific ministries. This was confirmed by a Council of Europe independent review which noted: *‘the project’s timeframe of two years might be too tight for reaching out to the actual number of public servants within the scope of the project’s trainings’*. It further stated that ‘in

*order to further strengthen sustainability of the **project**' a national plan was needed to set out 'concrete steps and the necessary timeframe for cascading ethics training to a total of about 3 million public servants (and) support the Council of Ethics for Public Service in assisting the senior management and Ethics Commissions of central and local administrative units in drafting, implementing, and constantly updating a **unit plan**, providing the necessary steps and timeframe for cascading ethics training to the public servants in the respective unit's jurisdiction.*

The purpose of the next project is based on the findings of the work on the Implementation Guide and comments of the Interim Review and will build on existing relationships and institutions, with three main objectives:

- Embed and consolidate the work from the first project
- Extend the cascade training and prevention of corruption awareness
- Focus on key ministries and areas to develop ethics work.

This will be achieved in 3 general areas as follows:

1. Council of Ethics for Public Service/Training/Widening Scope of Code

- The staff of the Council of Ethics for Public Service are trained and have the necessary working tools and procedures to manage, oversee and measure the dissemination and implementation of the Training Strategy
- Support Council of Ethics for Public Service to coordinate measures to promote ethics and the Training Strategy in Turkey through a Ethics Coordinating Committee
- At least 100 trainers have been trained and are able to deliver ethics training
- Support for the development and coordination of codes of conduct for state universities and professional associations and increase the capacity of their ethics commissions to train in the Code

2. Ministries

- Turning the recommendations from Research Studies into practical reforms by working with all Ministries involved in the predecessor project
- Supporting the Ministry of Interior to adapt develop the Ethical Training Strategy and materials for application at governorate and local government levels
- The Land Registry is developed as an 'Island of Integrity' in terms of the effectiveness of a comprehensive ethical environment as the basis for the development of a wider cross-public sector on which future prevention strategies may be based
- Supporting the Ministry of Finance in training of internal auditors and Inspectors in undertaking ethics audits as an integral part "internal control system" is organized under Part Five of Public Financial Management and Control Law No. 5018 dated 10/12/2003

3. Awareness

- The development of prevention of corruption awareness campaigns in ministries, schools and universities, and the general public. Establish relations with media and NGOs; creation of TV spot films and advertising material, competitions for brochures and slogans etc.

In summary, and despite the progress on anti-corruption work, both the areas of responsibility of the Council of Ethics for Public Service, on which GRECO and other evaluators have commented, and the proposals contained in the anti-corruption strategy, suggest that the work of the current Project has established a solid basis for further work and a clear focus on what can now be developed, and how. The proposed Project adheres strongly to mainstream proposals both from GRECO and the Turkish government and offers identifiable and concrete objectives and outputs. The present project will build upon the progress made. It will help Turkey implement the GRECO recommendations and make progress towards accession to the European Union.

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

Project Impact

The project will have direct 3 impacts. First it will institutionalise the role of the Council of Ethics for Public Service as a training resource by: have professional trainers to develop a systematic training programme for those public bodies; providing a support to Ethics Commissions in devising training strategies and implementing training programmes; updating and expanding the available training material. Second, it will institutionalise ethics training within ministries, with the Council providing a monitoring and quality assurance process. Third it will raise the public profile of ethics and a greater understanding of the citizen-public official relationship. More generally it will disseminate the Regulation across the public sector; awareness of the Regulation will have wider sustainable impact in terms of adherence to its contents, which cover an extensive range of aspects of behaviour required from public officials (from conflict-of-interest to discrimination). When communicated to the public as part of the awareness campaigns, it will inform citizens on relationships with public officials.

Catalytic Effect

In terms of catalytic effect, for the first time, ministries have the purpose, strategy and resources to deliver ethics awareness across the public sector; they also have the basis for evidence-based policy from the 10 research studies carried out a part of the previous project. It was clear from the previous project that a number of ministries see ethics as part of their modernisation and professional standards programme – specific ministries are targeted for support in the new project at their request – and understand the role of a rolling approach to cascade training in ethics. Ethics and corruption is a continuous internal and external issue, and awareness raising is a central part of having public officials understand the general preventative and repressive approach to anti-corruption reform. The impact and sustainability of this dimension will be enhanced by that part of the project focussing on the development of prevention of corruption awareness campaigns in ministries, schools and universities, and the general public.

Sustainability and Cross-Border

The focus in the project on Ethics Commissions, while enhancing the Council of Ethics for Public Service's support and monitoring roles, is devised to enhance the sustainability of ethics training within ministries. Once embedded as a core function for Ethics Commissions, and encouraged through the Council's monitoring role, then it is expected that ethics training will be sustained.

The role of the Council of Ethics for Public Service will encourage intra- and inter-ministerial coordination and cooperation; the public awareness campaigns will consolidate the cross-border nature of the project.

3.3 Results and measurable indicators:

Results	Measurable Indicators
<p>1 Enhanced capacity of the Council of Ethics for Public Service promote awareness of the Regulation and support the integration of ethics principles and requirements of the code of ethics in the daily work of the Turkish administration</p>	<ul style="list-style-type: none"> ▪ Number of monitoring reports on ministry training strategy and programmes ▪ Number of complaints received and investigated by the Council of Ethics for Public Service ▪ Number of training events delivered by the Council ▪ Establishment of training unit ▪ Development of a Code for Universities and professional associations ▪ Meetings of Ethics Coordinating Committee ▪ Drafting of draft action plan
<p>2 Enhanced capacity to promote the integration of ethics principles and requirements of the code of ethics in the daily work of the Turkish administration</p>	<ul style="list-style-type: none"> ▪ Production of Ministry Plans for ethical environments ▪ Adapted Training Strategy and training materials ▪ Number of intra-ministry trainers trained ▪ Number of training activities carried out by trainers ▪ Number of complaints sent to the Council of Ethics for Public Service ▪ Number of disciplinary cases received and investigated by ministries and dealt with by disciplinary boards
<p>3 Knowledge base on ethics principles and the Regulation embedded in the Turkish administration and awareness on these issues with the general public has been raised</p>	<ul style="list-style-type: none"> ▪ Number of booklets, leaflets and other publicity material produced and disseminated ▪ Number of media articles ▪ Number of TV programmes ▪ Number and type of adverts placed in media ▪ Public opinion survey ▪ Survey of Public Officials

3.4 Activities:

Overall Purpose (relating to Result 1)

Enhance Capacity of Council of Ethics for Public Service in training and widening awareness of Regulation

Activities

1- The staff of the Council of Ethics for Public Service are trained and have the necessary working tools and procedures to manage, oversee and measure the dissemination and implementation of the Training Strategy Activity

1.1 Train the training staff of the Secretariat in supporting the Ethics Commissions in developing and adapting a training strategy

1.2 Train the training staff of the Secretariat in supporting the Ethics Commissions in developing and adapting the training material

1.3 Train the training staff of the Secretariat in monitoring and measuring the delivery and impact of training events

1.4 Train the training staff of the Secretariat in e-based learning

1.5 Train the training staff of the Secretariat in communications

1.6 Train the training staff of the Secretariat in Training of Trainers programmes

1.7 Train the training staff of the Secretariat in developing a Continuous Professional Development programme for existing trainers

2- At least 100 trainers have been trained and are able to deliver ethics training

2.1 Select 100 trainers in conjunction with Ethics Commissions (with specific allocations for the Ministry of Interior and the Land Registry)

2.2 Train these trainers in the application of the Training materials

2.3 Train these trainers in Training of other Trainers

3. Support Council of Ethics for Public Service to coordinate measures to promote ethics and the Training Strategy in Turkey through an Ethics Coordinating Committee

3.1 Plan the establishment and agenda, and support the organisation of regular meetings (once every six months), of an Ethics Coordinating Committee

3.2 Develop proposals for improved management, coordination and monitoring of prevention of corruption strategies in Turkey

3.3 Development of a web-based information and awareness portal for public officials

3.4 Development of a public website

3.5 Development of cross-sector advisories and monitoring mechanisms

4 – Developing and implementing a code of conduct for state universities and professional associations and increase the capacity of their ethics commissions to train in the Code

4.1 Organise workshops on codes of conduct to identify possibilities for the development of such codes

4.2 Support the development of such codes through workshops, advice

4.3 Train ethics commissions on implementation of code and training for staff and/or members

Outputs

- The staff of the Council of Ethics for Public Service are trained, and a Training Unit established, and have the necessary working tools and procedures to manage, oversee and measure the dissemination and implementation of the Training Strategy in ministries
- At least 100 trainers have been trained and are able to deliver ethics training
- The Council of Ethics for Public Service is trained to coordinate measures to promote prevention of corruption in Turkey through a Ethics Coordinating Committee
- The Council of Ethics for Public Service develops and coordinates codes of conduct for state universities and professional associations and supports the capacity of their ethics commissions to train in the Code

Overall Purpose (relating to Result 2)

Enhancing the role of ministries to promote the integration of ethics principles and requirements of the code of ethics

Activities

5- Turning the recommendations of the Research Studies into practical reforms by working with all Ministries involved in the predecessor project

5.1 Workshops to discuss research findings

5.2 Teams to work on the implications of the findings

5.3 Developing ministry action plans to implement research findings

6. Supporting Ethics Commissions in devising and delivering the training strategy and monitoring its implementation

6.1 Workshops with Ethics Commissions to devise training strategy

6.2 Workshops with trainers to adapt training events to specific ministry contexts

6.3 Monitoring and evaluating training events

7- Implementing the Ethical Training Strategy and materials for application at governorate and local government levels through the establishment a training unit

7.1 Train 25 Trainers of Trainers

7.2 Adapt training material

7.3 Support the unit in the adaptation of the Ethics Leadership Training Programme from the first project for implementation at local level

8- Identifying, after consultation, a key ministry as an 'Island of Integrity' in terms of the effectiveness of a comprehensive ethical environment as the basis for the development of a wider cross-public sector on which future prevention strategies may be based

8.1 Carry out ethics training across the organisation

8.2 Develop approaches and measures to support and sustain the training - i.e. the regulations, policies, procedures and practices required to strengthen the control systems that will serve to prevent corruption, including reviewing: codes of conduct; staff recruitment and selection; procurement and contracting; performance management; discipline and grievance procedures; staff promotion; interests and assets declaration; internal and external audit and inspection; dealings with customers, service delivery standards)

8.3 Develop ethics audits” of key mechanisms for regulating ethical standards and conduct within the organisation

8.4 Develop means to measure systemic improvements to the ethical culture or environment through staff and customer surveys; staff conduct and performance setting and monitoring; customer services standards setting an

Outputs

- The recommendations from Research Studies are turned into practical reforms by working with all Ministries involved in the predecessor project
- Ethics Commissions are supported in devising and delivering the training strategy and monitoring its implementation
- Adapting the Ethical Training Strategy and materials for application at governorate and local government levels
- A key ministry is developed as an 'Island of Integrity' in terms of the effectiveness of a comprehensive ethical environment as the basis for the development of a wider cross-public sector on which future prevention strategies may be based

Overall Purpose (relating to Result 3)

Raising awareness of ethics among public officials and the public

Activities

9. The development of prevention of corruption awareness campaigns in ministries, schools and universities, and the general public. Establish relations with media and NGOs; creation of TV spot films and

9.1 Support the capacity of the Council of Ethics for Public Service in planning and delivering awareness campaigns

9.2 Workshops with media representatives

9.3 Workshops with NGOs

9.4 Development of ethics promotional material

9.5 Support the capacity of Ethics Commissions in planning and delivering internal awareness campaigns

9.6 Support the capacity of NGOs in planning and delivering internal awareness campaigns

9.7 Develop the Ministry of Education in planning and delivering awareness campaigns in secondary schools and universities

9. 2 surveys are conducted toward the end of the project to assess the attitudes of the public, and of public officials

Outputs

- Prevention of corruption awareness campaigns and material in ministries, schools and universities, and the general public are produced.
- Seminars are held with Ministry of Education, media and NGO representatives;
- Increased coverage of ethical issues
- Measurements of changes in attitudes.

3.5 Conditionality and sequencing

Conditionality

- The Council of Ethics will provide suitably qualified staff to manage and deliver the project."

Sequencing

The month prior to the start of specific project activities will constitute the inception phase during which a detailed workplan will be elaborated. The general delivery framework to ensure that the activities are sequenced to support the 3 main areas of work, and to ensure the capacity and resources are available, is:

Results	Timing
1 Enhanced capacity of the Council of Ethics for Public Service promote awareness of the	The capacity of the Council, and the training of additional trainers (Activities 1 and 2) will take

Regulation and support the integration of ethics principles and requirements of the code of ethics in the daily work of the Turkish administration	place before any work with ministries (months 3-7) so that the Council has the capacity to deliver. Activities 3 and 4 are deliverable during the life of the Project and not dependant on other activities
2 Enhanced capacity to promote the integration of ethics principles and requirements of the code of ethics in the daily work of the Turkish administration	Activities 5 and 6 will be delivered in year 1 of the project; Activities 7 and 8 in the second year of the project
3 Knowledge base on ethics principles and the Regulation embedded in the Turkish administration and awareness on these issues with the general public has been raised	Activities 9-3, 9.7) will be developed early in the Project (months 2-6) so that the devising and delivery of the campaigns (9.5 and 9.6= can take place (months 5- 15) before the impact can be measured (9.8) by survey (months 18-20)

3.6 Linked activities

The project builds on and expands the work of the first project. The project will complement the recommendations of the anti-corruption strategy led by the Prime Ministry Inspection Board, as well as its own project proposal. It will support the work of the Ministry of Finance in relation to audit work and training.

3.7 Lessons learned

The first project established that the Council of Ethics for Public Service needs to develop capacity in the training and support areas to more effectively deliver its mandate on awareness and training. The establishment of Ethics Commissions, who would be assumed to play a major role in delivering any training strategy are only taking place during 2008. None had terms of reference, and most need to develop their capacity in designing and delivering a training strategy. The 85 trainers needs expanding and, to be successful, the training strategy had to be embedded within a wider implementation strategy. Further the previous project's Implementation Guide noted that poor communication has been linked to issues surrounding the effectiveness of embedding ethics training. It recommends that *effective communication* is essential, and involves communication and consultation with external and internal stakeholders, including the public. These lessons not only informed the proposals but will underpin the delivery of the proposed project and form the basis of all the 3 Results areas.

4. Indicative Budget (amounts in EUR)

			SOURCES OF FUNDING										
			TOTAL EXP.RE	TOTAL PUBLIC EXP.RE	IPA COMMUNITY CONTRIBUTION		NATIONAL PUBLIC CONTRIBUTION					Council of Europe 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													
Direct Agreement with Council of Europe	X	–	1 500 000	1 350 000	1 200 000	89	150 000	11	150 000			150 000	10
TOTAL IB			1 500 000	1 350 000	1 200 000	89						150 000	10
TOTAL INV													
TOTAL PROJECT			1 500 000		1 200 000	89	150 000	11				150 000	10

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

Amounts net of VAT

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

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

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

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

Contracts	Start of Tendering	Signature of contract	Project Completion
Direct Grant Agreement		Q1 2010	Q4 2011

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

6. Cross cutting issues (where applicable)

6.1 Equal Opportunity

Women are not heavily represented in national and local public administration, while discrimination remains an issue for public officials, despite the requirements of the Regulation. The project will take what measures are available to promote the requirements of the Regulation and to emphasise the ethical dimension of gender and discrimination. The awareness campaigns for the public will also incorporate this dimension.

6.2 Environment

The project will seek a wider impact in relation to the environmental impact of corruption, ranging from procurement to the illegal conversion of land for developmental use. Such themes have been raised in the research studies (on planning and the Land Registry). These have provided the Council of Ethics for Public Service and ministries with recommendations on how its work and the project will develop specific responses. In developing the work of the Council of Ethics for Public Service and the preparation of a significant training programme that involves not only national institutions but also regional and local institutions, it is expected that one of the longer-term and indirect benefits will be a more public-focussed and ethical public service.

6.3 Vulnerable Groups and Minorities

The project intends to encompass the whole country so that rural areas are not disadvantaged. The project will take what measures are available to promote the requirements of the Regulation and to emphasise the ethical dimension of discrimination. The awareness campaigns for the public will also incorporate this dimension. Wherever possible, suitable access and facilities will be used for project work.

6.4 Civil Society

The previous project made contact with various non-government institutions and will continue to do so. Media and universities will be engaged in the project delivery and part of the project is specifically about engaging public and NGO involvement in promoting prevention of corruption awareness.

ANNEXES

ANNEX 1: Logical framework matrix in standard format

LOGFRAME PLANNING MATRIX FOR Project Fiche	Programme name and number	Project on Consolidating Ethics in the Public Sector
Consolidating Ethics in the Public Sector	Contracting period expires: 24 months after the signature of the Financial Agreement	Disbursement period expires: 1 year after the end date for the execution of contracts
	Total budget : 1 500 000	IPA budget: 1 200 000 CoE Budget: 150 000

Overall objective	Objectively verifiable indicators	Sources of Verification	
To contribute to the prevention of corruption in Turkey in accordance with European and other international standards		<ul style="list-style-type: none"> ▪ Studies on the effectiveness of anti-corruption measures ▪ GRECO reports ▪ OECD/SIGMA reports ▪ EU/EC reports 	
Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions

<p>To ensure the effective dissemination and implementation of the Code of Ethics across the public sector; support the work of Ministries and Ethics Commissions in developing ethical environments; and raise awareness among public officials and the public about ethics and the Regulation</p>	<ul style="list-style-type: none"> ▪ Level of compliance with the Code of Ethics for Public officials in terms of: <ul style="list-style-type: none"> - Number of complaints received and investigated - Number of training events delivered by the Council - Number of training activities carried out in different institutions - Capacity of Council of Ethics for Public Service - Annual plans and reports from Ethics Commissions 		
<p>Results</p>	<p>Objectively verifiable indicators</p>	<p>Sources of Verification</p>	<p>Assumptions</p>
<p>1 Enhanced capacity of the Council of Ethics for Public Service promote awareness of the Regulation and support the integration of ethics principles and requirements of the</p>	<ul style="list-style-type: none"> ▪ Number of monitoring reports on ministry training strategy and programmes ▪ Number of complaints received and investigated by the Council of Ethics 	<ul style="list-style-type: none"> ▪ Project reports ▪ Adapted training material ▪ Reports on training events 	<p>The Ethics Council will have the necessary resources and commitment to translate the Training Strategy into action</p>

<p>code of ethics in the daily work of the Turkish administration</p>	<p>for Public Service</p> <ul style="list-style-type: none"> ▪ Number of training events delivered by the Council ▪ Establishment of training unit ▪ Development of a Code for Universities and professional associations ▪ Meetings of Ethics Coordinating Committee ▪ Drafting of draft action plan 		
<p>2 Enhanced capacity to promote the integration of ethics principles and requirements of the code of ethics in the daily work of the Turkish administration</p>	<ul style="list-style-type: none"> ▪ Production of Ministry Plans for ethical environments ▪ Adapted Training Strategy and training materials ▪ Number of intra-ministry trainers trained ▪ Number of training activities carried out by trainers ▪ Number of complaints sent to the Council of Ethics 	<ul style="list-style-type: none"> ▪ Project reports 	<p>Trainers will remain available for training activities</p>

	<p>for Public Service</p> <ul style="list-style-type: none"> ▪ Number of disciplinary cases received and investigated by ministries and dealt with by disciplinary boards 		
<p>3 Knowledge base on ethics principles and the Regulation embedded in the Turkish administration and awareness on these issues with the general public has been raised</p>	<ul style="list-style-type: none"> ▪ Number of booklets, leaflets and other publicity material produced and disseminated ▪ Number of media articles ▪ Number of TV programmes ▪ Number and type of adverts placed in media ▪ Public opinion survey ▪ Survey of Public Officials 	<ul style="list-style-type: none"> ▪ Project reports ▪ Ministry reports 	<p>The Ministries agree to work on plans</p>
Activities	Means	Costs	Assumptions

<p>1.1 Train the training staff of the Secretariat in supporting the Ethics Commissions in developing and adapting a training strategy</p>	<p>Under the direct grant agreement with the Council of Europe:</p> <p>Cost of long-term advisor</p> <p>32 workdays of short-term consultants (int) for 1-7</p>		<p>Training unit set up in Council of Ethics for Public Service Sufficient qualified staff to train</p>
<p>1.2 Train the training staff of the Secretariat in supporting the Ethics Commissions in developing and adapting the training material</p>	<p>32 workdays of short-term consultants (local) 1-7</p> <p>Cost of 14 training events 2 Events each for 1-7.</p> <p>Interpretation costs</p>		
<p>1.3 Train the training staff of the Secretariat in monitoring and measuring the delivery and impact of training</p>			

events		
1.4 Train the training staff of the Secretariat in e-based learning		
1.5 Train the training staff of the Secretariat in communications		
1.6 Train the training staff of the Secretariat in Training of Trainers programmes		
1.7 Train the training staff of the Secretariat in developing a Continuous Professional Development		



programme for existing trainers		
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2.1 Select 100 trainers in conjunction with Ethics Commissions	Under the direct grant agreement with the Council of Europe:	
2.2 Train these trainers in the application of the Training package	Cost of long-term advisor	
2.3 Train these trainers in Training of Other Trainers	Cost of 4 training weeks for 2.2 (10 days x 4 x 25 delegates= 40 days)	
	Cost of 4 training workshops for 2.3 (5 days x 4 x 25= 20 days)	
	Cost of 70 workdays of STE (local) + local STEs – 70 days	
	Cost of travel and accommodation	

<p>3.1 Plan the establishment and agenda, and support the organisation of regular meetings (once every six months), of an Ethics Coordinating Committee</p>	<p>Under the direct grant agreement with the Council of Europe:</p> <p>Cost of long-term advisor</p> <p>Cost of STE (int) for 2 weeks for 3.2</p>		<p>Support of council and ministries</p>
<p>3.2 Develop proposals for improved management, coordination and monitoring of ethics and the Training Strategy in Turkey</p>	<p>Cost of STE (local) for 2 weeks for 3.3</p> <p>Cost of STE (local) for 2 weeks for 3.4</p>		
<p>3.3 Development of a web-based information and awareness portal for public officials</p>	<p>Cost of STE (int) for 2 weeks for 3.5</p> <p>Cost of 2 training workshops for Council staff in 3.2-3.5 (5 days)</p>		
<p>3.4 Development of a public website</p>			
<p>3.5 Development of cross-sector</p>	<p>Cost of travel and accommodation</p>		

<p>advisories and monitoring mechanisms</p>		
<p>4.1 Organise workshops on codes of conduct to identify possibilities for the development of such codes</p> <p>4.2 Support the development of such codes through workshops, advice</p> <p>4.3 Train ethics commissions on implementation of</p>	<p>Local advisor</p> <p>4.1 2 seminars x 40 people</p> <p>4.2 10 days local STE</p> <p>4.3 5 days x 2 training workshops</p>	

code and training for staff and/or members		
<p>5.1 Workshops to discuss research findings</p> <p>5.2 Teams to work on the implications of the findings</p> <p>5.3 Developing ministry action plans to implement research findings</p>	<p>Under the direct grant agreement with the Council of Europe:</p> <p>Cost of long-term advisor</p> <p>Cost of 100 workdays of short-term consultants (local) – 10 days for each study</p> <p>Cost of 10 workshops for each research study</p>	

	Cost of travel and accommodation	
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<p>6.1 Workshops with Ethics Commissions to devise training strategy</p>	<p>Under the direct grant agreement with the Council of Europe:</p> <p>Cost of long-term advisor</p>	
<p>6.2 Workshops with trainers to adapt training events to specific ministry contexts</p>	<p>Cost of 10 workshops for (2 days) 6.1 – 30 people</p> <p>Cost of 10 workshops (2 days) for 6.2 – 30 people</p>	
<p>6.3 Monitoring and evaluating training events</p>	<p>Cost of interpretation</p> <p>Cost for preparation of materials</p>	



<p>7.1 Train 25 Trainers of Trainers</p> <p>7.2 Adapt training material</p> <p>7.3 Support the unit in the adaptation of the Ethics Leadership Training Programme from the first project for implementation at local level</p>	<p>Under the direct grant agreement with the Council of Europe:</p> <p>Cost of long-term advisor</p> <p>Cost of 60 workdays of short-term consultants (local) for 7.1</p> <p>Cost of 1 training event (15 days) for 7.1</p> <p>Cost of 20 workdays for STE local for 7.3</p> <p>Cost of translation of materials and productions/photocopy/distribution</p>	
<p>8.1 Carry out ethics training across the organisation</p> <p>8.2 Develop approaches and measures to support and sustain the training - i.e. the</p>	<p>Under the direct grant agreement with the Council of Europe:</p> <p>Cost of long-term advisor</p> <p>Cost of 50 1-day or 2-day training events (8.1)</p>	

<p>regulations, policies, procedures and practices required to strengthen the control systems that will serve to prevent corruption, including reviewing: codes of conduct; staff recruitment and selection; procurement and contracting; performance management; discipline and grievance procedures; staff promotion; interests and assets declaration; internal and external audit and inspection; dealings with customers, service delivery</p>	<p>Cost of 3 2-day workshop for 8.2-4</p> <p>60 days STE (int) for 8.2-4</p> <p>60 workdays of short-term consultants (local)</p> <p>Translation etc</p>	
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<p>standards)</p> <p>8.3 Develop ethics audits” of key mechanisms for regulating ethical standards and conduct within the organisation</p> <p>8.4 Develop means to measure systemic improvements to the ethical culture or environment through staff and customer surveys; staff conduct and performance setting and monitoring; customer services standards setting and monitoring</p>		
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<p>9.1 Support the capacity of the Council of Ethics for Public Service in planning and delivering awareness campaigns</p>	<p>Under the direct grant agreement with the Council of Europe: Cost of long-term advisor</p> <p>Cost of 2 workshops with media (1 day) – 10.2</p>	
<p>9.2 Workshops with media representatives</p>	<p>Cost of 3 workshops with NGO's (1 day) – 10.3</p>	
<p>9.3 Workshops with NGOs</p>	<p>Cost of 4 workshops with ministries (1 day) – 10.5</p>	
<p>9.4 Development of ethics promotional material</p>	<p>Cost of 60 workdays STE (Int) 10.4-10.7</p>	
<p>9.5 Support the capacity of Ethics Commissions in planning and delivering internal awareness campaigns</p>	<p>Cost of 100 workdays STE (local) 20 days for 10.4-10.7</p>	
<p>9.6 Support the capacity of NGOs in planning and delivering internal</p>	<p>100 workdays equivalent of STE (local) for 10.8</p>	

<p>awareness campaigns</p> <p>9.7 Develop planning and delivering awareness campaigns in secondary schools and universities</p> <p>9.8 2 surveys are conducted toward the end of the project to assess the attitudes of the public, and of public officials</p>		
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