

Standard Summary Project Fiche – IPA decentralised National programmes

1. Basic information

1.1 CRIS Number: TR2009/0322.01

1.2 Title: Capacity Improvement in the Economic and Social Cohesion (ESC) Policy (Phase II)

1.3 ELARG Statistical code: Regional Policy

1.4 Location: Turkey

Implementing arrangements:

1.5 Implementing Agency:

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

Mr. Muhsin ALTUN (PAO- CFCU Director)

Central Finance and Contracting Unit

Tel: + 90 312 295 49 00

Fax: + 90 312 286 70 72

E-mail: muhsin.altun@cfcu.gov.tr

Address: Eskişehir Yolu 4. Km. 2. Cad. (Halkbank Kampüsü) No: 63 C-Blok 06580
Söğütözü/Ankara TÜRKİYE

1.6 Beneficiary (including details of SPO): State Planning Organization (DPT)

Mr. Nahit BİNGÖL

General Director

Directorate General for Regional Development and Structural Adjustment

Address : Devlet Planlama Teşkilatı Müsteşarlığı, Necatibey Cad. No: 108 Yüce-tepe
06100 Ankara/TURKEY

Tel : +90 312 294 67 10

Fax : +90 312 294 67 77

E-mail : nbingol@dpt.gov.tr

1.7 Overall cost: 2.000.000

1.8 EU contribution: 1.800.000

1.9 Final date for contracting: 2 years after the signature of the Financing Agreement

1.10 Final date for execution of contracts: 2 years after the last day of contracting deadline

1.11 Final date for disbursements: 3 years after the last day of contracting deadline

2. Overall Objective and Project Purpose

2.1 Overall Objective:

To support effective, efficient, transparent and accountable functioning IPA and preparations for EU Cohesion Policy

2.2 Project purpose:

To ensure effective guidance and coordination by the Strategic Coordinator (SC) in the implementation of components III and IV programmes under IPA with a view to waive ex-ante controls and prepare for EU Cohesion Policy

2.3 Link with AP/NPAA / EP/ SAA

The project directly contributes to the short term priorities of the 2008 Accession Partnership (AP) document (2008/157/EC) under Chapter 22 “Regional Policy and Coordination of Structural Instruments” namely to reinforce the establishment of institutional structures and strengthen administrative capacity in the areas of programming, project preparation, monitoring, evaluation and financial management and control, particularly at the level of line ministries, to implement EU pre-accession programmes as a preparation for the implementation of the Community’s cohesion policy”. Besides, with a specific aim designed to prepare Turkey for the implementation of the Community’s cohesion policy, it also serves for medium term priority of same chapter of the AP namely to “develop at central, regional and local level the administrative capacity for the implementation of possible future Community cohesion policy”.

The project also supports the realization of the Priority 22.1 of the chapter of “Regional Policy and Coordination of Structural Instruments” under the 2008 NPAA which envisages “the reinforcement of the establishment of institutional structures and strengthening administrative capacity in the areas of programming, project preparation, monitoring, evaluation and financial management and control, particularly at the level of line ministries, to implement EU pre-accession programmes as a preparation for the implementation of the Community's cohesion policy”.

2.4 Link with MIPD

According to the “Programme Management” section (p.12) under MIPD 2008-2010 for Turkey, “sufficient attention has not been devoted to the structures needed for Decentralised Implementation. While considerable efforts have been made lately in establishing solid DIS implementation structures in view of the conferral of management under IPA, agreement on successive annual IPA programmes will depend on the Turkish authorities’ commitment to the continued forceful implementation of the pre-accession strategy, giving attention to the establishment of adequate administrative structures for programme implementation, in order that EU financial supports are used in the most effective manner”. In mitigating this gap underlined by the MIPD 2008-2010, this project also has been designed in a way to focus on the need of strengthening the DIS implementation structures on the way to waive ex-ante controls later in the process.

Link with National Development Plan / Strategic Coherence Framework (where applicable)

The project will serve to the need of providing integrated technical support as stated in part 6.1 “Management” under the SCF that “apart from OP-specific technical assistance covering all relevant stakeholders, integrated technical support will also be provided, particularly for the existing or potential operating structures, in order to secure effective management of IPA and increase absorption capacity.” As also in introductory part, “considering the volume of resources and accreditation process, the first phase of IPA until 2010 would rather generate learning and capacity building in relevant institutions as well as potential beneficiaries across society. Building on this experience and increased amount of funds for the second phase of the IPA, more extensive and visible impact is expected.” Accordingly, this project encompasses two key areas namely coordination and monitoring to maximize learning and capacity building in achieving more extensive and visible impact for the second phase of the IPA.

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

N/A

3. Description of project

3.1 Background and justification:

The State Planning Organisation (DPT) is, by law, responsible for the preparation of long term strategies, development plans and programmes covering economic, social and cultural fields and public investment programmes. In line with its duties, the DPT prepared the Preliminary National Development Plan (pNDP) forming the framework for the EU assistance in the area of Economic and Social Cohesion (ESC) for the period of 2004-2006 with a view of approximation to EU Cohesion Policy especially by introducing regional development as one of the priority axes and by basing the regional programming on NUTS II regions as is done in the EU countries. In order to implement pNDP successfully and start the preparation for the EU Cohesion Policy in a systematic and comprehensive manner, DPT had prepared a TA project (Support to SPO to Build Capacity at Central, Regional and Local Level to Implement Economic and Social Cohesion Measures in Line with the pNDP) which was financed by EU under the 2004 programming and called as ESC project during its implementation for practical purposes.

The implementation of this project started late due to various reasons and the implementation coincided with beginning of the Instrument for Pre-Accession Assistance (IPA) period. The EU introduced IPA to finance candidate and potential candidate countries under a single framework for the period of 2007-2013. The IPA is structured on five different components. The 3rd component ‘Regional Development’ and the 4th component ‘Human Resources Development’ of IPA are the tools to play the main role in preparation for the implementation of EU Cohesion Policy upon accession as well as to contribute to the development in the area of ESC. Under IPA structure, the DPT was designated as the Strategic Coordinator responsible for the coordination of above mentioned IPA components. In this context, the DPT prepared the Strategic Coherence Framework (SCF) as a framework document for 3rd and 4th components of IPA. Under the framework of the SCF, the line ministries (Ministry of Environment and Forestry, Ministry of Transport, Ministry of Industry and Trade, Ministry of

Labour and Social Security) designated as Operating Structures (OSs) prepared Operational Programmes (OPs). The DPT ensured consistency of the OPs with the SCF and complementarity with each other.

The above mentioned TA project was implemented during December 2006 and May 2008 period. The project was subjected to considerable modifications during the implementation in order to cover immediate needs of the beginning period of the IPA. Under this project studies were carried out on wide ranging areas; reports were prepared on structures for managing SCF and OPs, partnership, design of a MIS system, communication strategy and action plan, preparation for the Structural Funds and training needs analysis. Ex-ante evaluations of the OPs were also conducted. Accreditation process was supported through the preparation of the Programme Implementation Manuals (PIMs) and Programme Operational Guides (POGs). A web-site was designed and became operational (www.abfonlari.gov.tr). Besides, a comprehensive training programme composed of 18 EU Cohesion Policy related modules was implemented and more than 500 participants have been trained. Although, the training was primarily focused on the Operating Structures and DPT, staff of the other institutions posing importance in terms of the implementation of the OPS and preparation for the Cohesion Policy in the medium and long term participated in the trainings. Regional conferences covering 12 priority regions under SCF were organized and almost 1000 people participated in these conferences. Awareness of the related parties on CP and SCF and OPs were raised and workshops were held with the potential beneficiaries during these conferences. Booklets, leaflets, posters were published and distributed to the parties.

Coordination is particularly important in the area of ESC, given the numerous of players involved in the management and implementation of EU funded projects. As reflected in the presentation of the “Chapter 22: Regional Policy and Coordination of Structural Instruments” by the Commission in Brussels in September 2006, the setting up the implementation system and ensuring well-identified allocation of responsibilities and tasks among institutions, strengthened coordination within the system and well-functioning of implementing system at regional and local levels are of crucial importance. An efficient inter-ministerial coordination with Operating Structures and a common approach to strategic issues at the level of SCF will remarkably increase effective and efficient use of EU funds, thus eventually contribute to create a macro-level outcome in the field of ESC. With this aim, a technical committee has been established by the SC composed of the representatives of the OSs and the DIS institutions. Under the chairmanship of the SC, the committee meets in three months intervals in order to ensure smooth implementation of the OPs.

The DPT has started studies in cooperation with the Operating Structures to set up a Monitoring Information System (MIS) at the level of Strategic Coherence Framework. This system is expected to be functional by August 2009. Monitoring and evaluation at the SCF level is crucial to oversee the implementation of the ESC programmes and projects from a higher perspective and to measure their impact and contributions to the objectives and priorities of SCF. Evaluation at SCF level will help improving the relevance, effectiveness, impact and of pre-accession funds. Within this framework, this proposed project will improve monitoring and evaluation capacity of Strategic Coordinator and Operating Structures by transferring the best expertise and by improving indicators and developing a set of new indicators.

Studies carried out under ESC project and TA projects funded by Germany (GTZ-Bilateral) showed that there is a need for a strong coordination in designing and implementing the

training programmes in this field. The trainings under national, bilateral or EU programmes have been implemented by individual institutions. There has not been an effective coordination between different programmes and the consistency and complementarity is lacking in between them. There has not been a databank providing information on types of the trainings, institutions, trainees, source of funds etc. There is not any follow up structure/system to get feedback about effectiveness and the sustainability of the conducted trainings.

Trainings will be provided under the TA projects implemented by the OSs. The OSs will have common beneficiaries. And the number of the institutions involved will increase by the time. This will necessitate coordination at SC's level in order to ensure the complementarity and provide training on cross cutting issues. The DPT or SC should ensure the capacity building with a perspective to preparation for EU membership, and the trainings are the integral part of capacity building. Capacity building is a continuous process and the efforts started with consent of EC under the ESC project must continue. The report on a strategy on human resource development prepared under the previous project should be improved in order to conduct comprehensive and well targeted coordinated actions in this field.

In the field of communication, progress was made under the ESC Project by establishing an inter-ministerial working group, by developing reports on communication strategies and by establishing a web-site. The DPT should develop future strategies and plans by taking into account the views of the various national and regional stakeholders. The inter-actions between the DPT and the stakeholders at various levels are important. Raising awareness of the related parties about what is going on and what is being planned in comprehensive manner at SCF level is deemed necessary. Moreover, preparation and implementation of a comprehensive communication strategy and an action plan by SC has also been a finding of the Verification Auditors. In this regards, it is believed that the studies started on communication issues under the ESC project should continue.

In the preparation of this project, related documents such as ToRs, of the TA projects and TA Plans implemented by the OSs have been examined. During the preparation of the OSs TA projects SC has been consulted. In this way, complementarity and consistency between these different TA projects is tried to be assured.

The financial assistance provided under 3rd and 4th components of IPA will increase considerably by the time and take the form of the assistance provided under CP upon accession. Therefore, the DPT has a very important role in coordinating the current assistance with a perspective of preparation for the CP. When the roles given to DPT as Strategic Coordinator IPA and as the coordinator of the negotiations under Chapter 22, besides the its potential roles under CP (overall coordination, preparation of National Strategic Reference Framework (NSRF), etc.), outcomes of the above-mentioned ESC project and EU funded regional development programmes, and administrative structures of Turkey are considered; DPT needs to take serious actions in relation with programming, coordination, monitoring and evaluation, capacity building and awareness raising with a view of successful implementation of the IPA, transition to DIS without ex-ante control and preparation for the Cohesion Policy.

It is doubtless that there is a need for continuous improvement of the existing capacity. In this framework, it is assumed that this project as the second phase of the ESC project will play an important role in complementing the studies carried out under the first project thus filling the above mentioned gaps.

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

N/A

3.3 Results and measurable indicators:

Result 1: Improved participatory programming and coordination capacity of the Strategic Coordinator

- Existence of the programming strategy for the next programming period by the end of the project
- Positive results of the ex-ante evaluation reports for the revised OPs by the end of the project
- Existence of a partnership guideline on rules and procedures by the end of the project
- Existence of written coordination procedures for the Strategic Coordinator by the end of 2011
- Existence of an IT based data system for management of human resources by the end of the project
- At least 150 participants trained on programming, coordination, partnership and on the horizontal issues under the project by the end of 2012.
- 20 staff from the Strategic Coordinator participated in 2 study visits organized on programming and coordination and capacity building by the end of project

Result 2: An effective functioning of the monitoring and evaluation system under the Components III and IV of IPA.

- At least 50 trainers of trainees from SC and OSs trained by 2012
- At least 80 % of satisfactory comments received from the users through the MIS system by the end of the project
- At least 30 staff from SC and OSs trained on evaluation by the end of the project
- At least 1 comprehensive module implemented on evaluation by the end of the project.
- Existence of evaluation guidelines and standards at strategic levels by the end of the project.
- 10 staff from SC and OSs participated in 1 study visit organized on evaluation by the end of project.

Result 3: Awareness raised regarding the Strategic Coherence Framework (SCF) and EU funding opportunities in the area of Economic and Social Cohesion.

- At least 30 staff from SC trained on how to prepare and implement a communication strategy at the SCF level by the end of 2012
- At least 6 regional seminars and 1 conference at central level organized in line with the Communication Strategy and Action Plan of the SCF by the end of the project

- At least 1000 attendants participated to awareness raising activities by the end of the project
- At least 5000 publications distributed at central, local and regional levels by the end of the project

Result 4: Turkey better prepared for the implementation of the Community's Cohesion Policy.

- At least 100 staff trained on management of Cohesion Policy especially from the SC and key actors by the end of 2012
- Existence of a gap assessment report on legal framework and institutional structures required to manage and implement the Cohesion Policy by the end of the project.
- 5 staff from SC involved in internship programmes at the European Commission on Cohesion Policy by the end of the project
- 10 staff from SC participated in 1 study visit organized on management mechanisms for Cohesion Policy in new member states by the end of project.
- At least 1000 publicity materials distributed on Cohesion Policy by the end of the project.
- At least 300 attendants participated in the conference organized on CP by the end of the project.

3.4 Activities:

Result 1: Improved participatory programming and coordination capacity of the Strategic Coordinator

- ***Activity 1.1.*** To carry out legal and institutional baseline assessment on current programming procedures, including but not limited to partnership approaches, coordination structures and tools, HRD and training needs.
- ***Activity 1.2.*** To conduct consultative workshops and meetings to discuss the above-mentioned legal and institutional baseline assessment and SWOT.
- ***Activity 1.3.*** To prepare comprehensive strategies on programming and HRD.
- ***Activity 1.4.*** To prepare associated manuals and guidelines on programming, coordination and partnership.
- ***Activity 1.5.*** To develop an IT based data system for management of human resources for IPA components III and IV.
- ***Activity 1.6.*** To organise trainings and study visits on programming and coordination and capacity building.

Result 2: An effective functioning of the monitoring and evaluation system under the Components III and IV of IPA.

- ***Activity 2.1.*** To review the existing MIS system, guides and formats and performance indicators
- ***Activity 2.2.*** To upgrade the existing MIS system, guides and formats and performance indicators further in compliance with the priorities of both current and the next programming period

- **Activity 2.3.** To organise trainings on monitoring and evaluation for MIS actors and a study visit on evaluation.
- **Activity 2.4.** To prepare evaluation guidelines

Result 3: Awareness raised regarding the Strategic Coherence Framework (SCF) and EU funding opportunities in the area of Economic and Social Cohesion.

- **Activity 3.1.** To make analysis of availability of existing multi-communication tools and communication networks in the area of ESC at central, regional and local level.
- **Activity 3.2.** To develop Communication Strategy and Action Plan for the SCF.
- **Activity 3.3.** To organize trainings for SC on Communication Strategy.
- **Activity 3.4.** To organize seminars and conferences at central, regional and local level.
- **Activity 3.5.** To revise and further develop existing web page for ESC funds.
- **Activity 3.6.** To produce and distribute publicity materials including audio-visual materials.

Result 4: Turkey better prepared for the implementation of the Community's Cohesion Policy.

- **Activity 4.1.** To review and update the report on a Strategy for the Preparation of Structural Funds under the previous ESC TA Project.
- **Activity 4.2.** To prepare a gap assessment report on legal framework and institutional structures required to manage and implement the CP.
- **Activity 4.3.** To organize trainings, internship programmes, an international conference and a study visit on management of CP.
- **Activity 4.4.** To develop publicity materials and tools for CP.

3.5. Conditionality and sequencing:

There is no conditionality.

3.6 Linked activities

- In the 2002 and 2003 EU-Turkey Financial Package, 8 million Euro (4 million each year) has been allocated to the projects of “Support Activities to Strengthen EU Integration Process” which has component of “Project Preparation Facility”/“Pre-Accession Programming Facility”. However, “Project Preparation Facility”/“Pre-Accession Programming Facility” concentrate mostly on project preparation activities at central level.
- In the 2003 EU-Turkey Financial Package 800,000 Euro has been allocated to the project of “Support to the State Planning Organization General Directorate for Regional Development and Structural Adjustment for Strengthening Institutional and Administrative Capacity”. This twinning project provided support to strengthen integrated mechanisms for the development and implementation of regional policy and institutional capacity for the management and coordination of regional development policies and the implementation of the regional projects supported by the EU.

- In order to meet short-term capacity improvement related needs of the Operating Structures and other key institutions under IPA in preparation and implementation of the Operational Programmes (OPs), a technical assistance project titled as “Training for IPA-Related Documents and Projects” was prepared by State Planning Organisation (DPT) through a Framework Contract with a budget of 189,855 Euros. Main objective of the project was to increase institutional capacity of the key actors like Strategic Coordinator, Operating Structures, implementing agencies under IPA through training programmes. This project was implemented between June-September 2006. Its scope is limited with the provision of trainings for selected officials of the institutions involved in preparation of Strategic Coherence Framework (SCF) and OPs at central level.
- Furthermore, under the 2004 EU Financial Assistance Programme, technical assistance project “Support to State Planning Organisation to Build Capacity at Central, Regional and Local Level to Implement Economic and Social Cohesion (ESC) Measures in line with the pNDP Project” was designed with a budget to 2.5 million Euros. The project contributed to support effective implementation of ESC measures in line with the SCF and OPs, to support preparation of the OPs. This project has been started with delay in December 2006 and finalized as of end of May 2008.
- As a part of bi-lateral donor assistance with Germany, Training-of-Trainers Programme “European Project Management and the new Instrument for Pre-accession Assistance (IPA)” has been launched by the Institute für Europäische Politik (EIP) in partnership with DPT and in cooperation with Inwent. The implementation of the training programme took place between May 2007 and March 2008. Trainings on project management, cost-benefit analysis, implementation of IPA and DIS management as well as upgrading trainer’s skills and capabilities were provided to 25 participants from DPT only.
- Another TA project titled as “Support Activities to Strengthen the European Integration Process” (TR 06 03 13) prepared by EUSG was financed under 2006 programming. The project aims to strengthen capacities of the EUSG and DPT in particular in fulfilling their pre-accession roles and functions. It included expert advice to the DPT and other beneficiary institutions to support the preparation and updating of national sector strategies and to support the preparation of quality documents, such as feasibility studies, detailed designs of ESC related investment projects in the areas of transportation, environment and SMEs and environmental impact assessments.

With the TA project of Support Activities to Strengthen the European Integration Process” under 2006 Programme, a study visit by the MIS development group was conducted to Hungary in the first week of April 2009 in the area of MIS. Hungarian MIS is claimed as the best integrated system by EU Commission and Turkish Delegation obtained significant experience from the study visit. Moreover the project of “Training for IPA-Related Documents and Projects” had major contributions to Operating Structures and SC in drafting OPs and developing projects with the help of to the point, focused and well structured trainings.

Up to date, all the above mentioned projects had important contributions in building the capacity of the SC necessary for implementing the ESC measures. However, none of them dealt with comprehensive preparatory studies for the requirements of the next programming period of IPA and the Cohesion Policy of the EU. In this sense, this project is considered to be a follow up and a further step of the previous projects.

As regards to the ongoing period, this TA project has been prepared in a way to ensure complementarity with the technical assistance projects and the technical assistance plan under TA Components of each OP. In complementarity with this project focusing on capacity improvement of the SC by covering monitoring, evaluation, programming, training, communication and capacity development at macro-level (addressing SCF level), below-stated TA projects focus on operational-level activities on enhancing the capacity of the related OSs in terms of management, implementation, monitoring and evaluation of each specific OP and preparatory studies under OPs for the next IPA programming period.

Currently, there are various technical assistance projects prepared by the OSs, namely;

- “Support to the OP Preparation, Management Implementation, Monitoring Control And Evaluation of RCOP” which has been prepared by Ministry of Industry and Trade;
- “Technical Assistance for Strengthening the Management Capacity of the IPA Coordination and Implementation Center within the Ministry of Environment and Forestry” – an ongoing project implemented by Ministry of Environment and Forestry;
- “Providing Technical Assistance to Increase the Administrative Capacity of the Ministry of Labour and Social Security for the Implementation Phase of the HRD OP Under IPA” – an ongoing project implemented by Ministry of Labour and Social Security,

and finally, a technical assistance plan for the Transport OP has been prepared and submitted to European Commission by the Ministry of Transport on 13th March 2009.

The main tool envisaged in these TA projects for building capacity is training the staff of related institutions both at central and local level. Also, in some of these TA projects, monitoring and evaluation issues are elaborated. However, for being an urgent need, preparatory studies for setting a common IT based monitoring information system for the OPs under the components 3 and 4 of IPA has been initiated by a working group of the representatives from operating structures under the coordination of State Planning Organisation. During the studies of this working group, the need for compatible indicators both at programme and SCF level emerged as a challenge for assuring the system to function smooth and sustainable. The main reason considered for encountering this problem is the lack of awareness of the beneficiaries in selecting the appropriate indicators for their projects during the preparation phase. Hence, raising the awareness on development of compatible indicators both at local and regional level is a major area of intervention for facilitating the preparations for the next programming period. In this sense, this project is envisaged to be a supportive and complementary action for preparatory studies of the OSs towards the upcoming programming period and sustainability of the common monitoring system.

It is also deemed that, by this project, the conclusions drawn from the evaluation of the SCF will give the OSs a more concrete basis for the preparation of new OPs as it will create a synergy with the capacity building activities of the above- mentioned technical assistance projects.

3.7 Lessons learned

Taking into consideration the evolution of a more decentralised programming process in Turkey, it is very important to ensure well-functioning coordination activities as well as monitoring and evaluation of the ESC funds available under Components 3 and 4 of IPA in compliance with the EU Cohesion Policy requirements. For the effective usage of the EU funds by respecting EU rules and regulations, there must be clearly defined structures, qualified personnel, systems and tools needed in the coordination and programming processes. Previous experiences show that there is a need for strengthened coordination mechanisms between the Strategic Coordinator and the key IPA actors under IPA Components 3 and 4. Where processes were not part of the institutional and administrative tradition, for example with respect to partnership, Cohesion policy requirements led to new procedures and systems being introduced in the area of coordination and programming.

Integrated monitoring systems have been performing in some of the Member States like Greece, Hungary, France and Finland with all administrative levels and programmes utilising the same indicator system, often using a central electronic database with common data management procedures. Efforts made in some of the EU-10 to integrate the separate monitoring systems often proved challenging as in the case of Czech Republic, Germany and Poland. Therefore, it is highly important for Turkey to set up an IT based integrated monitoring system from the outset. In Turkey, currently there is no monitoring and evaluation performed both at the level of the SCF and the OPs. To this end, the DPT has already initiated workings of establishing a common centralized monitoring system comprising all actors, tools and procedures in order to carry out monitoring activities for OPs of components III and IV. In achieving this target, strong coordination and cooperation between Strategic Coordinator and Operating Structures as well as with CFCU is crucially important.

As regards to awareness of stakeholders and public about the IPA funds in the area of economic and social cohesion, important lessons learnt has been acquired from the regional conferences held under the previous TA project. DPT organised 6 regional conferences in Malatya (28-29 February 2008), Gaziantep (07-08 February 2008), Erzurum (28-29 November 2007), Samsun (19-20 November 2007), Van (14-15 November 2007) and Şanlıurfa (8-9 November 2007) in order to increase awareness of ESC funds at regional and local levels. Experience shows us that there is a huge demand for learning more about EU funding opportunities under IPA. Coordination of the conferences by DPT got very positive reaction from the regions and lots of official requests for further organisation of such informative seminars at the region. Previous experiences show that there is a strong need for undertaking effective communication activities by using all possible means. It is therefore necessary to undertake awareness raising activities for ESC funds in general by avoiding any overlapping with the activities to be held under TA components of each OPs.

4. Indicative Budget (amounts in €)

			SOURCES OF FUNDING										
			TOTAL EXP.RE	TOTAL PUBLIC EXP.RE	IPA COMMUNITY CONTRIBUTION	NATIONAL PUBLIC CONTRIBUTION							
ACTIVITIES	IB (1)	INV (1)	EUR (a)=(b)+(e)	EUR (b)=(c)+(d)	EUR (c)	% (2)	Total EUR (d)=(x)+(y)+(z)	% (2)	Central EUR (x)	Regional/ Local EUR (y)	IFIs EUR (z)	EUR (e)	% (3)
Activity 1 - 4													-
Service Contract	X	-	2.000.000	2.000.000	1.800.000	90	200.000	10	200.000				
TOTAL IB			2.000.000	2.000.000	1.800.000	90	200.000	10	200.000				
TOTAL INV													
TOTAL PROJECT			2.000.000	2.000.000	1.800.000		200.000		200.000				

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

Amounts net of VAT

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

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

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

The MIS is planned to be operational by the end of July 2009. Therefore due to its laggard implementation schedule, it is not required to have supply component including purchasing hardware for the MIS from this project. The technical equipments of the MIS is planned to be purchased by financial sources of the DPT until the end of June 2009.

The co-financing will be provided from the budget of the DPT under 2010 National Investment Programme.

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

Contracts	Start of Tendering	Signature of contract	Project Completion
1 Service Contract	1 st quarter 2010	3 th quarter 2010	3 th quarter 2012

Duration of the project: 24 months

1 Service contract (TA) will be done for the project activities. Tender procedure will be launched at 1st quarter 2010 following the signature of the FA.

Implementation schedule of the TA is designed in a way to cover all foreseen activities of the project including awareness-raising activities.

6. Cross cutting issues (where applicable)

6.1 Equal Opportunity

Attention will be paid to the ratio of women participants to the trainings, seminars and study visits. Equal Opportunity related data and information will be provided and will be integrated in the reports where applicable.

6.2 Environment

The capacity to be developed under this project is closely related with improvement of the environmental issues. As being a horizontal issue, environment is an integral part of the all programmes and projects implemented under IPA and CP, besides its being a separate OP under IPA components 3. Therefore, sustainable development and environmental issues will be considered in the trainings, where necessary in the reports to be produced and in other platforms under this project.

6.3 Vulnerable Groups and Minorities

Identifying appropriate locations, disadvantaged groups especially disabled people will be taken into account in logistical arrangements. Special arrangements will be provided for persons with disabilities in a way to ensure their easy access to services and logistics.

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

6.4 Civil Society

During the project implementation, civil society participation will be ensured as one of the main goal of the project through increased partnership to develop effective programming and coordination mechanisms in this respect. Civil society involvement will increase by the time in

the IPA process they will play important roles under the CP after accession. In this regard, civil society organizations need to be prepared for the future and participate in planning and programming in the future. Therefore, civil society institutions to be identified under the project will take part in the workshops, seminars and trainings and provide their opinion and comments on the reports to be prepared.

ANNEX 1: Logical framework matrix in standard format

LOGFRAME PLANNING MATRIX FOR Project Fiche	Programme name and number Capacity Improvement in the Economic and Social Cohesion (ESC) Policy (Phase II)		
	Contracting period expires: 2 years after the signature of the Financing Agreement	Disbursement period expires: 3 years after the last day of contracting deadline	
	Total budget : 2,000,000 Euro		IPA budget: 1,800,000 Euro
Overall objective			
To support effective, efficient, transparent and accountable functioning IPA and preparations for EU Cohesion Policy			
Project purpose	Objectively verifiable indicators	Sources of verification	Assumptions/risks
To ensure effective guidance and coordination by the Strategic Coordinator (SC) in the implementation of components III and IV programmes under IPA with a view to waive ex-ante controls and prepare for EU Cohesion Policy	<ul style="list-style-type: none"> • Successfully revised OPs and SCF by 2013 	Ex-ante Evaluation Reports	Political commitment Ownership of the institutions involved

Results	Objectively verifiable indicators	Sources of verification	Assumptions/risks
<p><i>Result 1: Improved participatory programming and coordination capacity of the Strategic Coordinator</i></p>	<ul style="list-style-type: none"> • Existence of the programming strategy for the next programming period by the end of the project • Positive results of the ex-ante evaluation reports for the revised OPs by the end of the project • Existence of a partnership guideline on rules and procedures by the end of the project • Existence of written coordination procedures for the Strategic Coordinator by the end of 2011 • Existence of an IT based data system for management of human resources by the end of the project 	<p>Monitoring reports</p> <p>Evaluation reports</p> <p>Project progress reports</p> <p>Project final report</p> <p>EC reports</p>	<p>Efficient cooperation among related institutions</p> <p>Active participation of institutions involved</p> <p>Appropriate staff participated in relevant trainings</p>

<p><i>Result 2: An effective functioning of the monitoring and evaluation system under the Components III and IV of IPA.</i></p>	<ul style="list-style-type: none"> • At least 150 participants trained on programming, coordination, partnership and on the horizontal issues under the project by the end of 2012. • 20 staff from the Strategic Coordinator participated in 2 study visits organized on programming and coordination and capacity building by the end of project • At least 50 trainers of trainees from SC and OSs trained by 2012 • At least 80 % of satisfactory comments received from the users through the MIS system by the end of the project • At least 30 staff 		<p>Active participation of institutions involved</p> <p>Appropriate staff participated in relevant trainings</p>
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<p><i>Result 3: Awareness raised regarding the Strategic Coherence Framework (SCF) and EU funding opportunities in the area of Economic and Social Cohesion.</i></p>	<p>from SC and OSs trained on evaluation by the end of the project</p> <ul style="list-style-type: none"> • At least 1 comprehensive module implemented on evaluation by the end of the project. • Existence of evaluation guidelines and standards at strategic levels by the end of the project. • 10 staff from SC and OSs participated in 1 study visit organized on evaluation by the end of project. <ul style="list-style-type: none"> • At least 30 staff from SC trained on how to prepare and implement a communication strategy at the SCF level by the end of 2012 • At least 6 regional seminars and 1 		
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<p><i>Result 4: Turkey better prepared for the implementation of the Community's Cohesion Policy.</i></p>	<p>conference at central level organized in line with the Communication Strategy and Action Plan of the SCF by the end of the project</p> <ul style="list-style-type: none"> • At least 1000 attendants participated to awareness raising activities by the end of the project • At least 5000 publication distributed at central, local and regional levels by the end of the project • At least 100 staff trained on management of Cohesion Policy especially from the SC and key actors by the end of 2012 • Existence of a gap assessment report on legal framework and institutional 		
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	<p>structures required to manage and implement the Cohesion Policy by the end of the project.</p> <ul style="list-style-type: none"> • 5 staff from SC involved in internship programmes at the European Commission on Cohesion Policy by the end of the project • 10 staff from SC participated in 1 study visit organized on management mechanisms for Cohesion Policy in new member states by the end of project. • At least 1000 publicity materials distributed on Cohesion Policy by the end of the project. • At least 300 attendants participated in the conference 		
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	organized on CP by the end of the project.		
Activities	Means		
<ul style="list-style-type: none"> • Activity 1.1. To carry out legal and institutional baseline assessment on current programming procedures, including but not limited to partnership approaches, coordination structures and tools, HRD and training needs. • Activity 1.2. To conduct consultative workshops and meetings to discuss the above-mentioned legal and institutional baseline assessment and SWOT. • Activity 1.3. To prepare comprehensive strategies on programming and HRD. • Activity 1.4. To prepare associated manuals and guidelines on programming, coordination and partnership. • Activity 1.5. To develop an IT based data system for management of human resources for IPA components III and IV. • Activity 1.6. To organise trainings and study visits on programming and coordination and capacity building. • Activity 2.1. To review the existing MIS system, guides and formats and performance indicators • Activity 2.2. To upgrade the existing MIS system, guides and formats and performance indicators further in compliance with the priorities of both current and the next programming period • Activity 2.3. To organise trainings on monitoring and evaluation for MIS actors and a study visit on evaluation. 	Service contract		

<ul style="list-style-type: none"> • Activity 2.4. To prepare evaluation guidelines • Activity 3.1. To make analysis of availability of existing multi-communication tools and communication networks in the area of ESC at central, regional and local level. • Activity 3.2. To develop Communication Strategy and Action Plan for the SCF. • Activity 3.3. To organize trainings for SC on Communication Strategy. • Activity 3.4. To organize seminars and conferences at central, regional and local level. • Activity 3.5. To revise and further develop existing web page for ESC funds. • Activity 3.6. To produce and distribute publicity materials including audio-visual materials. • Activity 4.1. To review and update the report on a Strategy for the Preparation of Structural Funds under the previous ESC TA Project. • Activity 4.2. To prepare a gap assessment report on legal framework and institutional structures required to manage and implement the CP. • Activity 4.3. To organize trainings, internship programmes, an international conference and a study visit on management of CP. • Activity 4.4. To develop publicity materials and tools for CP. 			
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