

Standard Summary Project Fiche – IPA decentralised National programmes

1. Basic information

- 1.1 CRIS Number: TR 2009 / 0135.03
- 1.2 Title: Civil Society Dialogue - EU-Turkish Chambers Forum II
- 1.3 ELARG Statistical code: 35
- 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.

Central Finance and Contracting Unit (CFCU)

Muhsin Altun

Eskişehir Yolu 4.km 2.Cad (Halk Bankası kampüsü) No: 63

C-Blok 06520 Söğütözü, 06520 Ankara, Turkey

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

- 1.6 Beneficiary (including details of SPO):

The final beneficiaries of the project are the Turkish Chambers of Commerce, Industry, Maritime Trade and Commodity Exchanges preferably small Chambers and Commodity Exchanges and / or Chambers from less developed regions in Turkey. The target group of the project is the personnel of each Chamber whose job description is related to EU topics and issues. These staff will play active role in Turkey's EU accession negotiation process both by serving their member firms' needs and also by contributing to the negotiation process.

Direct beneficiaries:

Building on the successful model of TCDP I and II and the issues which were encountered during the selection and implementation of the ETCF partnerships managed by the CFCU, the overall project, except the partnerships between EU and Turkish Chambers, should be implemented by EUROCHAMBRES and TOBB. The partnerships between EU and Turkish chambers will be directly contracted by the CFCU.

Beneficiary of the action:

TOBB - The Union of Chambers and Commodity Exchanges of Turkey

Contact person at TOBB:

Mr İsmail KÖKSAL, Secretary General and SPO, Dumlupınar Bulvarı No: 252
(Eskişehir Yolu 9.km) 06530, Ankara

(0312) 218 2020, genelsekreter@tobb.org.tr

Beneficiary of the grant (partnerships excluded):

EUROCHAMBRES - Association of European Chambers of Commerce and Industry

Contact person at EUROCHAMBRES:

Mr Arnaldo ABRUZZINI, Secretary General, Avenue des Arts, 19 A/D B-1000

Brussels, Belgium, Tel: +32 (0)2 282 08 50 eurochambres@eurochambres.eu

Financing:

1.7 Overall cost (VAT excluded)¹: € 5 million

1.8 EU contribution: € 4.5 million

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

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

The overall objective is to strengthen mutual knowledge and understanding between Turkish Chambers and their counterparts in the EU, thus promoting the integration of EU and Turkish business communities and ensuring a stronger awareness of the opportunities and challenges of a potential future Turkey's accession to the EU in both Turkey and the EU.

2.2 Project purpose:

The new project will allow the Turkish and European Chambers and business communities to improve their cooperation, thus enhancing the capacity of Turkish Chambers and their role in the EU accession process.

The programme consists of two interlinked components:

I. Familiarisation with the *acquis*

II. General institutional strengthening

2.3 Link with AP/NPAA / EP/ SAA

The Accession Partnership with Turkey adopted in 2001 by the Council of the European Union stated that "*incorporation of the acquis into legislation is not in itself sufficient; it will also be necessary to ensure that it is actually applied to the same standards as those which apply within the Union. ... There is a need for credible and effective implementation and enforcement of the acquis*". One of the lessons that can be drawn from previous EU accession negotiations is that the compliance with legislation at grass-root level is as important as the adaptation of the candidate legislation to that of the European Union at institutional level.

Turkish enterprises are strategic players in the EU legislation implementation process, since the majority of the Turkish legislation adapted to the EU *acquis communautaire* will directly or indirectly affect them. It is therefore crucial that the Turkish business community is

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)

properly and timely informed not only on the business-related *acquis communautaire*, but also on the opportunities and challenges of future accession to the EU.

The 2008 revised Accession Partnership (Council Decision of 18 February 2008 on the principles, priorities and conditions contained in the Accession Partnership with the Republic of Turkey) states as short term priorities for civil society organisations:

- *“Further strengthen the domestic development of civil society and its involvement in the shaping of public policies.*
- *Facilitate and encourage open communication and cooperation between all sectors of Turkish civil society and European partners”.*

The National Programme of Turkey for the adoption of the EU acquis (NPAA) adopted in 2008 reinforced this statement and highlighted in its Preamble that *“the contribution of civil society into the accession process is of vital importance. As is known, one of the three pillars of the accession process of Turkey to EU is civil society dialogue”*. It is also stressed that *“the development of civil society and its involvement in the shaping of public policies will be more facilitated “and that “the dialogue, communication and cooperation between Turkish civil society and EU member states’ civil society will be further encouraged”*.

The proposed project will cover the above-mentioned priorities.

2.4 Link with MIPD

The Multi-annual Indicative Planning document (MIDP) 2007-2009 for Turkey (Commission decision C (2007) 1835 of 30/04/2007) also underlined that *“concerning the Civil Society Dialogue, the state of mutual knowledge is particularly weak with regard to Turkey and misconceptions and concerns more widespread than in the case of other candidate countries. IPA can assist Turkey in counteracting the negative perceptions of Turkish membership of the EU in certain segments of EU public opinion and reciprocally negative perceptions of the EU in certain segments of Turkish public opinion and strengthening of ties with neighbouring countries, especially EU Member States.”*

2.5 Link with National Development Plan (where applicable)

"Not applicable".

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

"Not applicable".

3. Description of project

3.1 Background and justification:

3.1.1 Chamber structure in Turkey

The Union of Chambers and Commodity Exchanges of Turkey (TOBB) is the umbrella organisation of chambers and commodity exchanges in Turkey established in 1952. Currently, TOBB has 365 members in the form of local chambers of commerce and industry (181) chambers of commerce (57), chambers industry (12), maritime commerce (2) and commodity exchanges (113). They are established by law and membership is compulsory. Main duties

and services of the Chambers are both defined by law and also designed by Chambers themselves. They are organised to contribute to the current national and international positioning of sectors and evaluate their future competitive strengths, design policies and services such as training programmes, consultancy and information services to increase competitiveness of their member firms.

Since 1996 when the Customs Union between Turkey and the EU entered into force, Chambers have made efforts to re-organise themselves to better serve their company members on issues related to the EU (functioning of the EU and EU legislation). The launch of the EU accession negotiations in 2005 reinforced the necessity for the Turkish business community to improve its knowledge on the EU so that Turkish companies can make the necessary changes in their daily businesses.

The Survey on “Corporate preparations in Turkey for EU membership” conducted and published by EUROCHAMBRES and TOBB in the context of the first phase of the ETCF project stressed that Chambers are considered by Turkish companies as the primary source of information on EU legislation. As leading business representatives, established throughout the country, Turkish Chambers have a legitimate and significant responsibility to assist enterprises in the economic integration process. Their mission is to support their member companies in expanding their business and to represent them towards local, national and trans-national administrations. They have to help companies in adapting their business to the changing conditions implied by the accession process. They provide their member companies with information on the business-related legal framework. They also act as the “voice of industry” in the process of designing legislations and regulations at national level and European level.

The 2008 ETCF Survey also underlined that there was still room for significant improvement in the quality of services provided by the Turkish Chambers to their member companies to enhance their knowledge on the EU related topics.

To meet these challenges, Chambers will have to develop the necessary expertise on EU related issues. They will have also to improve, in general, their services towards their member companies.

3.1.2 EU knowledge and expertise of Turkish Chambers

14 Turkish Chambers are acting as EU Information relays in the context of the Information Network established by the EC Delegation. These relays complement the two EU Information Centres in Istanbul and Ankara and ensure that Turkish people have access to up-to-date, accurate information on all EU-related themes. These relays are located in Adana, Antalya, Bursa, Denizli, Diyarbakır, Gaziantep, İzmir, Kayseri, Mersin, Samsun, Trabzon, Van, Edirne and Konya.

Moreover several Turkish chambers (Samsun, Trabzon, Zonguldak, Bursa, Adana, Antalya, Kahramanmaraş, Mersin, Gaziantep, Elazığ, Van, Denizli, Istanbul, Konya, Kayseri, Erzurum) are part of the Enterprise Europe Network, established by the European Commission (DG Enterprise and Industry). In the context of this network they provide information and advice to Turkish companies on EU matters, in particular small and medium enterprises (SMEs).

These Chambers with EU knowledge are ahead of the rest of the Chambers in terms of cumulated knowledge on EU affairs and serving their members on EU related issues. Even then, the number of personnel and their level of expertise are not enough to respond to potential level of requests of industrialists. Each Chamber with EU knowledge only employ 2-3 full-time experts with an understanding of EU issues whereas the rest of the Chambers' staff lack basic level of EU knowledge and follow the EU issues related to their business area on a limited scale. Most Chambers lack such knowledge and human resources which is a major cutback in serving the industry during the negotiation process. There is a need for disseminating the knowledge on EU issues to all departments of the Chambers to serve the members needs and to disperse the workload related to EU issues to related departments.

To increase the EU expertise of Turkish Chambers, there is a need for benchmarking with European counterparts, to study the way they organised themselves and transfer their know how to the Turkish Chambers in all regions. The current project is designed to fill this need for re-organising and improving the services of Turkish Chambers representing whole Turkey with sustainable cooperation with their EU counterparts.

3.1.3 Rationale for ETCF II

The Communication from the Commission on the "Civil Society Dialogue between the EU and the Candidate Countries" on 29 June 2005, stated that *"One of the lessons that can be drawn from the previous enlargement is that citizens in EU Member States were not sufficiently informed nor prepared. Any future enlargement of the EU needs to be supported by a strong, deep and sustained dialogue between the societies of the Candidate countries and in the EU member States, as well as with the EU institutions. This would help to bridge the information gap, achieve better mutual knowledge and bring citizens and different cultures, political and economic systems closer together, thus ensuring a stronger awareness of the opportunities as well as the challenges of future accessions."*

Public opinion in Turkey is strongly supportive of EU membership, but information on the history, the functioning, rules and policies of the European Union remains poor.

The objectives of the civil society dialogue are:

- strengthen contacts and mutual exchange of experience between all sectors of civil society in the member States and Candidate countries;*
- ensure a better knowledge and understanding of the candidate countries concerned within the European Union, including their history and their culture, thus allowing for a better awareness of the opportunities and challenges of future enlargement;*
- ensure a better knowledge and understanding of the European Union within the candidate countries, including the values on which it is founded, its functioning and its policies.*

The civil society dialogue will extensively involve the business community, professional organizations and social partners from both sides. In this regard, the Commission will support long-term partnerships between Turkish organizations and their EU counterparts."

Moreover, the Renewed consensus on enlargement proposed by the European Commission in November 2006 and adopted by the December 2006 European Council highlighted that *"one of the pillars of the renewed consensus on enlargement is better communication with the public to ensure public support for enlargement. It stressed the importance of listening to citizens, addressing their concerns and providing further information so that the public can see both the benefits and challenges of enlargement. It highlighted the importance of civil society dialogue to improve the quality of the enlargement process. Debate at all levels of society on issues related to enlargement should be promoted"*.

The 2008 ETCF survey on “Corporate preparations in Turkey for EU membership” highlighted a notable information gap on EU related issues among the Turkish companies. The survey also revealed that efforts remain to be done so that Turkish companies successfully adapt to and comply with *acquis* requirements in time before accession so that they can be competitive in an enlarged EU. The lack of information among Turkish companies on the conditions for, and consequences of, EU enlargement may lead not only unpreparedness to cope with the Community Single Market forces but also, to mistrust *vis-à-vis* the enlargement process.

The above-mentioned survey reconfirmed the strong position of Chambers in the corporate sector, but it also highlights the responsibility they have in helping the Turkish companies to prepare the country for a smooth and successful transition to the Single Market.

The quality of the information provided by the Chambers should be improved and further efforts should be made to ensure that the existing information on the *acquis* is reached and properly exploited by the largest possible number of Turkish companies.

In the context of the accession negotiations between the EU and Turkey, chapters of crucial importance for the Turkish business community will be negotiating in the forthcoming years.

The new phase of the ETCF project will enhance expertise in EU affairs within the Turkish Chamber network so that they can help Turkish companies in understanding the impact of policies developed at European level on their daily business as well as in taking the necessary measures to adapt themselves to the membership requirements.

The new programme will also allow Turkish Chambers to continue to build up their capacities to be able to actively participate in the negotiation process by providing valuable inputs to the Turkish Authorities, so that they can play a key role in the EU accession process.

Finally, the establishment of chamber partnerships as well as the participation in EUROCHAMBRES Academies have proven to be an effective way to strengthen Turkish and EU Chambers’ mutual knowledge. However, since the EU accession negotiations are progressing slowly and in order to avoid the so-called enlargement fatigue, it is very important to keep the momentum of the EU enlargement process within the business community both in Turkey and in Europe.

This second phase of the ETCF project will allow strengthening contacts between both business communities in Turkey and in the EU, thus improving mutual understanding and mutual exchange of experience. This has proven to be the key for success during previous enlargements. In the context of this new programme, the debate on Turkey’s EU membership will be enhanced within the business communities in the EU and in Turkey.

The proposed second phase of the “EU-Turkey Chambers Forum” project will be built on the expertise and achievements developed under the ETCF project and the CASE project in order to ensure continuity and sustainability.

3.1.4 Involvement of Civil Society

The Turkish Chambers are one of the target groups of the proposed project given their responsibility within the civil society to represent the business community towards local and national authorities and to facilitate linkages with their EU counterparts. Chambers are important players of the civil society in Turkey as they represent all the Turkish enterprises operating in Turkey. They represent them both locally and internationally. They act as

catalysers among the businesses and law makers in order to increase competitiveness, internationalisation and entrepreneurial capacities of businesses.

The proposed project will also involve other components of the civil society, as it will be implemented with contribution of academics from Turkey and the EU.

The proposed project will also enable European Chambers to learn from their Turkish counterparts about issues and problems faced by Turkish businessmen while doing business in Turkey and this would lead to further cooperation among the Chambers for problem solving and partnership building among their member firms.

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

Project Impact:

The project will assist the beneficiaries to develop their internal chamber capacities, create new services for their companies and directly engage with European partner organizations. All this will directly impact the local chamber's capacity to strengthen the dialogue with Europe and strengthen the preparations for EU-accession.

The survey planned in the framework of ETCF-2 will investigate on the preparedness of the companies and subsequently the chambers towards EU-accession and will draw some conclusions on the impact of the specific project activities and those of previous interventions such as ETCF-1.

Catalytic Effect:

The experiences of this project will further stimulate the active participation of the chambers in the EU-accession process and Civil Society dialogue. By informing and servicing their companies and by actively contributing to the policy making and negotiation preparations via their umbrella organization TOBB this project will create a far reaching effect.

Sustainability:

The project has a long-term sustainability since the all capacity building activities (e.g. scholarships) target permanent staff of the local chambers. The direct chamber partnerships are designed as long term relations as has been demonstrated successfully in previous project such as TCDP-1, TCDP-2 and ETCF.

Critical to the sustainability of the partnerships is the continuous ownership of the involved chambers as well as the dissemination of their results to the chamber community.

Cross Border Impact:

By establishing sustainable chamber partnerships between Turkey and several European countries a direct cross border impact will be created. The transfer of know-how and services will not be one-sided and by creation of additional business links between the involved regions an economic impact will be created.

3.3 Results and measurable indicators:

3.3.1 Purpose

The purpose of the EU-Turkish Chambers Forum II is to develop a sustainable dialogue and strengthen bilateral cooperation between Turkish and EU Chambers of Commerce and Industry, with a view to enhance the service capacity of Turkish Chambers and to strengthen their role in the EU-Turkish integration process.

The programme consists of two interlinked components:

Component A: EU-Turkey Chambers Development Forum

Component B: EU-Turkey Chambers Partnership Grant Scheme

3.3.2 Results, Outputs and measurable Indicators:

ETCF will have the following results:

1. Strengthened sustainable collaboration and mutual knowledge between Turkish and European Chambers

Indicator 1. By 2012, at least 30 Turkish Chambers and 20 European Chambers have increased their mutual knowledge and have developed long-term collaboration further to the implementation of partnerships, the participation to study visits of Turkish Chamber executives in the EU as well as the participation of Turkish scholars to EUROCHAMBRES Academies

2. Increased capacity of Turkish Chambers to provide up-to-date services to their members

Indicator 2. By 2012, at least 30 Turkish Chambers have increased knowledge on chamber core issues (management, services, communication) and have developed new services

3. Increase capacity of Turkish Chambers to actively participate in the accession negotiation process

Indicator 3. By 2012, the participation of Turkish Chambers in the EU accession negotiation process will have increased by 15%.

4. Better understanding by Turkish Chambers and companies of relevant EU legislation to improve the acquis implementation in Turkey

Indicator 4.1. By 2012, at least 40 Chamber executives have increased their knowledge on EU policies, regulations and EU negotiation process through the EU training Programme and/or the Acquis audit.

Indicator 4.2. By 2012, at least 20 new EU contact points within the Turkish Chambers will have been established.

Indicator 4.3. By 2012, the knowledge of at least 250 Turkish companies on relevant acquis topics has increased and the level of implementation of the acquis by these Turkish companies has increased

By the end of the programme, the following outputs will have been generated:

3.3.2.1. Component A: EU-Turkey Chambers Development Forum

- A new edition of the survey on “Corporate preparations in Turkey for EU membership” will be published and presented to the key stakeholders
- To complement the above-mentioned survey, a survey will be conducted within the EU Chamber network to assess their interests in Turkey and to gauge European businesses’ opinion about Turkey’s potential accession to the EU, their expectations and fears.
- Through the new edition of the EU Training Programme, between 30 and 50 Turkish Chamber executives will have:
 - Improved technical knowledge of relevant chapters of Acquis Communautaire
 - Increased capacity and tools to disseminate knowledge to entrepreneurs on relevant EU policies and to influence EU policy-making and decision making process
- A diagnostic *acquis* toolkit, allowing to measure the level of compliance with relevant EU legislation, will be developed in approx 6 selected topics
- 25 Turkish Chamber staff members will be trained on the selected parts of the *acquis* and the use of the toolkit;
- 250 Turkish companies will be selected and accompanied through the *acquis* audit (self-diagnostic using the toolkit, visit of an *acquis* expert, delivery of an audit report);
- A report on the main obstacles in *acquis* compliance in the selected topics will be published and presented to the key stakeholders

- Thanks to their participation to EUROCHAMBRES’ Academies approx. 24 senior Turkish Chamber staff, will have:
 - improved knowledge of European best practise in Chamber management
 - improved networking and integration with European Chamber network
- Thanks to the Study visits of Turkish Chamber executives in approx 4 EU locations, approx 80 European Chamber executives and European representatives from national / regional / local institutions/organizations will have increase their knowledge on Turkey and increase their contact with Turkish Chambers.
- The entire Turkish Chamber network will have been provided with information on the different activities and results of the programme and will have access to best practices
- The whole programme will have been efficiently promoted by EUROCHAMBRES and TOBB during its all duration.
- EUROCHAMBRES and TOBB will have provided assistance in the preparation and implementation of the EU- Turkey Chambers Partnership Grant Scheme.

3.3.2.2. Component B: EU-Turkey Chambers Partnership Grant Scheme

- Approx 20 Turkish Chambers, preferably from small Chambers and/or less developed regions, will have entered into long term partnerships with at least the same number of EU counterparts, in order to:
 - obtained adequate knowledge on core Chamber issues (management, services, communication)
 - increased understanding of EU business practices in Turkey, and vice versa Turkish business practise in the EU
 - increased opportunities for trade and investment

3.4 Activities:

The above targets will be realised in a logical sequence of activities, with inter-linkages where appropriate.

:3.4.1. **Component A:** EU – Turkey Chambers Development Forum (direct grant: € 2,200,000)

The activities under component A can be sub-divided in two components:

- I. Familiarization with the *acquis*
- II. Institutional strengthening of Turkish Chambers and strengthening of contacts, mutual exchange of experience and mutual understanding

I. The following activities will be carried out under the **first component**

- 1. **EU Survey** – “Corporate Preparation in Turkey for EU membership. The view of the Turkish private sector in 2010”

Based on the important interest, which the 2008 ETCF Survey, has aroused among various key stakeholders in both the EU and Turkey, a second edition of this survey will be conducted. This second edition will allow highlighting the main trends regarding the level of awareness and readiness of Turkish companies to apply EU legislation as well as businesses’ opinion about Turkey’s accession to the EU two years after the first edition of survey.

The survey questionnaire will be sent to approx 8.000 Turkish companies across the country.

The results of the survey will be largely diffused in Turkey and in the EU. The survey results should help to bridge the current information gap on the business-related EU legislation so that the Turkish companies can make the necessary changes in their daily business. It will also provide the opportunity to enhance the debate in Turkey on EU membership within the civil society.

2. **EU Training Programme** for Turkish Chamber executives

Based on the experience of the first edition of the ETCF EU Training Programme, a new cycle of 6 seminars on EU Affairs will be proposed to Turkish Chamber executives . The programme, implemented in cooperation with two Turkish universities, will provide between 30 and 50 Turkish Chamber executives with the latest, most insightful and advanced knowledge on EU Affairs.

The evaluation which will be conducted at the end of the first edition of the EU Training Programme will allow to improve the implementation of this second edition.

The general concept will be probably renewed. Participants will be required to attend all 6 modules. Courses will be held once a month over a period of two to three consecutive days.

The training programme will combine academic and practical experience in an optimal way.

The participants will acquire a practical understanding of the functioning of the EU, the most effective way to influence EU policy-making and decision making process as well as a deep knowledge on different EU topics of particular interest for Turkish businesses.

The participants will become EU experts and be recognized as such. They will have also the opportunity to develop their network with EU practitioners.

The Chambers which have an executive involved in the programme will add new services or improve its services to their member companies. They will raise their profile and will be recognized as contact points on EU affairs in Turkey.

3. EU *acquis* audit

The *Acquis* Compliance Audit will offer selected Turkish companies the possibility to be screened by Chamber experts on their level of conformity with relevant *acquis* communautaire provisions. 6 specific sectors will be selected during the inception phase of the project.

This activity will be a follow-up of the *acquis* audit implemented in the context of the CASE project implemented by EUROCHAMBRES in 2008 and 2009 in cooperation with the Croatian, Bulgarian, Romanian and Turkish Chamber of Commerce. As a result of the CASE project 189 Turkish companies were screened by 17 Chamber experts on their level of conformity with relevant *acquis communautaire* provisions. The case project covered the 6 following areas: Health, hygiene and safety at work; consumer protection; environmental protection; foodstuffs; chemicals; product certification, technical regulations and standards for construction products ; product certification, technical regulations and standards in the machinery, noise emissions and electrical equipment sectors.

A team of EU experts will prepare *acquis* audit checklists for each selected topic. The checklist will “translate” relevant EU legislation into a series of questions for the companies. It will make reference to specific and up-to-date EU regulations and will include relevant national provisions.

Approx. 25 Chambers executives will be selected and trained by the EU experts on these *acquis* audit materials.

Approx 250 Turkish companies will be selected to act as front runners in this *acquis* audit. Each participating enterprise will fill one or several checklists depending on the economic sector they operate in.

They will then receive the visit of one of the Turkish Chamber experts. In order to provide practical on-the-job training on how to perform such task, the EU experts will participate in pilot visits in Turkey.

Throughout the entire process, the Turkish Chamber experts could benefit from the expertise of the EU core team of experts.

The responses to the checklists will be the basis for the drafting of a comprehensive report which will provide a detailed picture of the level of *acquis* compliance in the selected topics. It will highlight the areas where transition periods might be necessary and will allow to present policy recommendations to the Turkish government and the EU institutions in the context of the EU access negotiations. The report will be widely diffused both in Turkey and in the EU.

II. The **second component** will comprise the following 3 activities:

1. **Scholarships** for chamber executives to EUROCHAMBRES Academies

EUROCHAMBRES Academies have proven to be an efficient way to strengthen the knowledge and skills of Turkish Chamber executives through the exposure to European Chambers Senior and Middle Management, the participation in high level trainings and intensive networking.

Scholarships will be provided to approx. 24 Turkish Chamber executives. Approx 16 executives will participate to EUROCHAMBRES Summer Academies and 8 executives to the specialized International Trade Academy. The participation costs (including

accommodation, all meals, course material, etc.) and return travel to the venue will be covered.

The participants will be integrated in the EUROCHAMBRES Academy Alumni network, allowing them to establish and maintain contacts with their peers, exchange information, find partners for a project, etc.

2. **Study visits** of Turkish Chambers executives in the EU

During the inception phase of the project, a survey will be conducted within the EU Chamber network to assess their interests in Turkey and to gauge European businesses' opinion about Turkey's potential accession to the EU, their expectations and their fears. The results of the survey will be published. They will be the basis for the study visits.

Approx 4 study visits will be organized for selected Turkish Chamber executives in the EU. The selected Turkish Chamber executives will have the opportunity during these 3 to 5 day-visits to meet their European counterparts but also European representatives from national / regional / local institutions/organizations with the aim to enhance the understanding and knowledge on Turkey (Turkish market and its opportunities, main problems faced by Turkish businesses to adapt to EU requirements, main areas for future cooperation, etc). These visits will also be an opportunity for intensive networking.

3. **Partnerships** between EU and Turkish Chambers (EUROCHAMBRES and TOBB's facilitating / support role)

EUROCHAMBRES and TOBB will play a facilitating role throughout the whole process, by helping initiate the partnerships, providing assistance during the application process, as well as assisting in monitoring and evaluating the implementation of the partnerships.

- Initiating partnerships
 - Circulate information on the "EU-Turkey Chambers Partnership grant scheme" widely in the Chamber network and assist local chambers in the identification of interested partners (facilitation of the "matching process" of Turkish and European Chambers at the pre-selection stage)
 - Assist the CFCU in developing guidelines for the call for proposals of the grant scheme
 - Provide information about the grant scheme application process to potential applicants and give follow up support for the development of initial action plans, including quantifiable targets, a detailed budget and timeframe
- Evaluation of the partnerships
 - EUROCHAMBRES and TOBB should be fully associated to the evaluation process and should be fully informed at all stages of this process
- Implementation and monitoring phase
 - Organize a kick-off meeting, bringing together all selected partnerships: present action plans, identify synergies, develop joint initiatives where possible and beneficial; provide participating Chambers with clear guidelines on administrative and financial procedures; to encourage networking among all the Chambers involved in the partnership scheme.
 - Provide support to the local chambers in the implementation of their partnerships

- Assit in project monitoring and mid-term review of the programme implementation
- Dissemination of results
 - Design a database with outcomes / results from all partnerships accessible to the entire Turksih Chamber network as a reference for duplicating best practice.
 - Organised a final meeting, involving all beneficiaries, the wider Turksih Chamber network and other stakeholders: present result achieved, discuss economic framework of EU – Turkey relations.

3.4.2. Component B: EU-Turkey Chambers Partnership Grant Scheme (EU contribution € 2,520,000. The EU contribution will be maximum 90% of the total budget)

20 partnerships involving at least 1 Chamber from the EU-27 on the one hand and 1 or more Chambers from Turkey on the other will be established.

The specific objectives of the partnerships will be:

- To obtain adequate knowledge on core Chamber issues (management, services, communication)
- To increase understanding of EU business practices in Turkey, and vice versa Turkish business practise in the EU
- To foster opportunities for trade and investment

3 to 4 specific topics will be proposed as theme for the partnerships.

The ultimate result will be to introduce a new service at the selected Turkish Chambers or update / upgrade an existing one.

Under decentralised implementation (DIS), CFCU will organise a EU-Turkey Chambers partnership Grant Scheme open to member organisations of TOBB and EUROCHAMBRES. EUROCHAMBRES and TOBB will provide assistance to potential applicants with a view to facilitating the matching of Turkish and European Chambers, as well as subsequently supporting the implementation of the partnerships following the selection. EUROCHAMBRES and TOBB will be involved in the selection process and will be fully informad at each stage of this process.

CFCU will closely cooperate with EUROCHAMBRES and TOBB when preparing the guidelines for the call for proposals, including with regard to the selection criteria for the grant scheme. Thereby, the guidelines will take account of the specific needs and requirements of the Turkish and Euroepan Chamber network.

III. Visibility

Communication activities (logo, leaflet, website) will ensure the visibility of the programme, respecting the EU visibility rules. A small publication will be prepared with a view to outlining the objectives of the programme, contact details, etc. The website of the ETCF programme will be used as a basis to develop the web-site of the new project. Moreover, throughout the implementation of the above activities, efforts will be made to ensure good visibility and coherence.

A kick off meeting will be scheduled at the beginning of the programme in order to gather all selected partnership Chambers to present their respective action plans/projects. A closing conference will take place to present the results of this programme to a wider audience. The publication of the survey on “corporate preparations in Turkey for EU accession” will be the opportunity to organise a PR event, as well as the launch of the EU Training Programme and the publication of the Acquis audit report.

The visibility of the programme will also be ensured through a final publication intended to present the concrete results from the programme activities. Other PR activities will be developed to comment on the results achieved and to mobilise civil society for the EU-Turkey integration process.

3.5 Conditionality and sequencing:

TOBB and EUROCHAMBRES will sign a cooperation protocol before the launch of the project and assign a project team. The protocol (agreement) will detail the tasks of each party and establish lines of authority and communication, etc.

3.6 Linked activities

- *Turkish Chamber Development Programme phase I (TQ-06-99-01) and phase II (DELTUR/MEDTQ/006-04):*

The Turkish Chamber Development Programme (TCDP) was launched in 2001 as part of the EU “Civil Society Development Programme”, with an overall objective of reinforcing civil society in Turkey. 10 partnerships between EU and Turkish Chambers have been successfully implemented in this context. In particular, the programme aimed at strengthening the role of Turkish Chambers in their activities to enhance:

- the internationalisation of enterprises, and
- Their role as key players in local development.

Building on the successful conclusion of the first phase of the programme (2002-2003), EUROCHAMBRES together with the Union of Chambers and Commodity Exchanges of Turkey (TOBB) launched in May 2004 a second phase of the programme (TCDP II), implemented through the consolidation and extension of 6 existing partnerships (TCDP I) and the creation of 5 additional partnerships.

The project plans were fully executed by the end of June 2005 and the results achieved by each partnership were disseminated in July 2005 with a final conference and related brochure, in Turkey.

- *Civil Society Dialogue - EU –Turkey Chambers Forum (ETCF) (TR 0604.03) - EU-Turkish Chambers Forum (ETCF), 2007-2009*

In 2005, accession negotiations between the EU and Turkey have officially started. To support and strengthen this process, there was a need for a new Chambers’ cooperation project that aims at closely integrating Turkish Chambers and businesses with their European counterparts.

The project was launched in December 2007, as part of EUROCHAMBRES’ strategy to facilitate and promote the enlargement process through concrete measures, with focus on

capacity building and benchmarking between Chambers from EU and candidate countries. The project is implemented by EUROCHAMBRES in cooperation with TOBB. The project will end in November 2009.

ETCF is enabling, in particular, Turkish chambers to follow the legislative changes in Turkey in line with adoption to the so-called EU *acquis communautaire* in order to facilitate the effective implementation of this *acquis*. Moreover ETCF is enhancing the abilities of Turkish chambers to design and generate value-added services to their members by benchmarking with their European counterparts and benefiting from their know-how.

In order to increase Turkish Chambers' knowledge on business-related *acquis* and to facilitate its effective implementation, the following activities have been implemented:

- Publication of the Survey on "Corporate preparations in Turkey for EU membership"
- Development of the EU Training Programme which provides a comprehensive training programme in European policies for Turkish Chamber executives, so that they have the knowledge and skills to provide information, guidance, support and advice on EU policies to their members
- Publication of 6 manuals on selected EU legislation to complement the EU Training Programme
- Creation of a Turkish experts database on EU legislation and sector policies

In order to address the Turkish Chambers' needs of enhancing their service capacity, the following activities have been implemented:

- Creation of 22 partnerships between Turkish and European chambers
- 30 scholarships for Turkish Chamber executives to participate in the EUROCHAMBRES Academy
- Accreditation of approx. 50 Turkish Chambers
- *Business Support Programme for Bulgaria, Romania, Croatia and Turkey - Chambers working for the implementation of the acquis and business ethics in Bulgaria, Romania, Croatia and Turkey - 'Chamber towards Acquis Support and business Ethics' (CASE)*

CASE (Chambers towards Acquis Support and business Ethics) is a EUROCHAMBRES' initiative launched in November 2007. It is an 18 months programme co-financed by the European Commission under Business Support Programme 2006 to help business communities in Croatia, Turkey, Romania and Bulgaria, successfully manage the economic integration process with the EU.

CASE main objectives are:

- To increase significantly the level of awareness of companies in the beneficiary countries on the implementation of relevant *acquis communautaire*;
- To ensure that Chambers of Commerce, as leading business organizations, have the capacity and tools to guide them in that process.

One of its main activities is to develop and implement the Acquis Audit through the following activities:

- A diagnostic *acquis* toolkit (focusing on environment, health & safety at work, and standards, certification & trade marks protection) translated in all national languages.
- One centralized training on the use of the *acquis* toolkit and relevant EU legislation.

- Approx. 400 company visits and screening of their compliance with the specific acquis
 - One comprehensive report on the results
- *IPA 2008 Multi-beneficiary Civil Society Facility Horizontal Activities (People 2 People Programme, Partnership Actions) 2008/ 020-025*

The project is build up in the framework of the new Civil Society Strategy that offers the opportunity for better meeting the needs of the region, support to civil society development and dialogue that will be coordinated and streamlined by focussing on three areas of intervention, constituting a new civil society facility:

1. Support to local civic initiatives and capacity-building enforcing the role of civil society at national level;
2. Visitor programmes to EU institutions and bodies for exchanging experiences, knowhow and good practices between Beneficiary countries and the EU civil society organisations, and particularly for groups with influence over decision-making and society, such as journalists, young politicians, trade union leaders, teachers etc;
3. Activities carried out in multilateral partnership between civil society organisations in the Beneficiary countries and the EU leading to a transfer of knowledge and networks, as well as transnational innovative projects.

ETCF-II is directly supporting the local chamber community as part of the civil society in similar ways and activities as the Multi-beneficiary Civil Society Facility. The creation of chamber-partnerships between Turkey and EU on a local level is for instance a concrete example of know-how transfer by transnational projects.

3.7 Lessons learned

The Turkish Chamber Development Programme (TCDP) as well as the EU-Turkey Chambers Forum (ETCF) proved to be useful for establishing partnerships between Turkish and EU Chambers for different types and scale of projects.

Several activities developed in the context of the ETCF project and the CASE project proved to be useful to increase the knowledge of Turkish Chambers and their company members on EU related issues (Survey on “Corporate preparations in Turkey for EU membership, EU Training Programme, EU acquis audit).

Lessons learned from activities are:

- The language and the content of the lectures should be less academic and more business oriented.
- The trainings should be adapted to the Chambers’ needs and realities.
- The implementation team should have an understanding of the needs and structures of Turkish Chambers.
- The implementation team should also have an understanding of the Chamber system in the EU.

- It will be important to focus the assistance on small Chambers and / or Chambers from less developed regions
- A very good information flow between CFCU, EUROCHAMBRES and TOBB is very important in all the different phases of the partnership grant scheme (identification, selection, implementation, etc)

4. Indicative Budget (amounts in EUR)

			SOURCES OF FUNDING										
			TOTAL EXP.RE	TOTAL PUBLIC EXP.RE	IPA COMMUNITY CONTRIBUTION		NATIONAL PUBLIC CONTRIBUTION					PRIVATE CONTRIBUTION	
ACTIVITIES	IB (1)	INV (1)	EUR (a)=(b)+(e)	EUR (b)=(c)+(d)	EUR (c)	%	Total EUR (d)=(x)+(y)+(z)	% (10)	Central EUR (x)	Regional/ Local EUR (y)	IFIs EUR (z)	EUR (e)	%
Direct Grant with Eurochambres	X		2.200.000		1.980.000	100						220.000	10
Partnership Grant Scheme			2.800.000		2.520.000	100 %						280.000	10 %
TOTAL IB			5 000 000		4 500 000	100						500.000 ⁽⁴⁾	10
TOTAL INV													
TOTAL PROJECT			5 000 000		4 500 000	100						500.000	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))

Comments on private contribution:

(4) € 220.000 EUROCHAMBRES and TOBB contribution + € 280.000 Local Chamber contribution (minimum contribution (10%) of grant beneficiaries under component B

No national public contribution is foreseen in addition to the private contribution since TOBB and subsequently the local chambers are already semi-public institutions (private institutions established by public law).

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

Contracts	Start of Tendering	Signature of contract	Project Completion
Component A: Direct grant contract / agreement with Eurochambres		2010/Q3	2012/Q3
Component B: Partnership grant scheme		2011/Q2	2012/Q2

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

7. Cross cutting issues (where applicable)

7.1 Equal Opportunity

Equal opportunity principles and practices in ensuring equitable gender participation in the project will be guaranteed. Male and female participation in the project will be based on EU standards and assured by official announcements published to recruit the necessary staff for the project. The main criteria for recruitment will be qualifications and experience in similar projects, not sex or age. Both men and women will have equal opportunities and salaries.

The Project Team will be composed of both male and female members. Participation of women staff of lead Chambers will be encouraged from the regions. Number of female participants to training seminars from the Chambers will be encouraged to reach at least 30% of all participants.

7.2 Environment

The project does not foresee new construction works. Therefore the operation will have no impact on the environment. The project will take care of environmental safety in all activities. Environment will probably one of the themes of the partnerships between EU and Turkish Chambers.

7.3 Minorities

As far as minorities and vulnerable group are represented in the Turkish business community participating to the programme (Chambers or companies), the project has a positive impact on minorities. According to the Turkish Constitutional System, the word minorities encompasses only groups of persons defined and recognized as such on the basis of multilateral or bilateral instruments to which Turkey is a party. Training programs and workshops will be held in buildings where access to buildings for handicapped people is possible.

ANNEX 1: Logical framework matrix in standard format

Programme name and number			
Civil Society Dialogue - EU-Turkish Chambers Forum II		Contracting period expires two years after the signature of the Financial Agreement	Disbursement period expires <i>1 year after the end date for the execution of contracts</i>
		Total budget : € 5 million	EU contribution: € 4.5 million
Overall objective	Objectively Verifiable Indicators	Sources of Verification	
To strengthen mutual knowledge and understanding between Turkish Chambers and their counterparts in the EU, thus promoting the integration of EU and Turkish business communities and ensuring a stronger awareness of the opportunities and challenges of a potential future Turkey's accession to the EU in both Turkey and the EU.	<ul style="list-style-type: none"> • Competitiveness of Turkish industry within EU increases by the year 2013 • Targets of NPAA of Turkey have been reached by 2013 	<ul style="list-style-type: none"> • World Competitiveness Index • State Statistics Office • European Commission Regular reports 	
Project purpose	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Improved cooperation between Turkish and EU Chambers thus enhancing the capacity of Turkish Chambers and their role in the EU accession process.	10% of Turkish Chambers will have developed sustainable cooperation with European Chambers and enhanced their capacity and role in the EU accession process.	TOBB Statistics, Eurochambres reports	<ul style="list-style-type: none"> • Strong will to create linkage between EU and Turkish Chamber network • Effective cooperation and communication with Turkish government and Negotiation Team

Results	Objectively Verifiable Indicators	Sources of Verification	Assumptions		
1. Strengthened sustainable collaboration and mutual knowledge between Turkish and European Chambers	Indicator 1. By 2012, at least 30 Turkish Chambers and 20 European Chambers have increased their mutual knowledge and have developed long-term collaboration further to the implementation of partnerships, the participation to study visits of Turkish Chamber executives in the EU as well as the participation of Turkish scholars to EUROCHAMBRES Academies	TOBB Statistics, annual report of European Commission, Accession negotiation positions, EUROSTAT reports, and Eurochambres reports	<ul style="list-style-type: none"> • Effective cooperation among beneficiaries • Adequate willingness and capabilities of EU Chambers to cooperate with and transfer know how to Turkish counterparts • Adequate commitment and capabilities of Turkish Chambers to participate to the various activities • EU accession negotiation process runs as planned and EU is top item on the agenda of the country and the industry 		
2. Increased capacity of Turkish Chambers to provide up-to-date services to their members	Indicator 2. By 2012, at least 30 Turkish Chambers have increased knowledge on chamber core issues (management, services, communication) and have developed new services				
3. Increase capacity of Turkish Chambers to actively participate in the accession negotiation process	Indicator 3. By 2012, the participation of Turkish Chambers in the EU accession negotiation process will have increased by 15%.				

<p>4. Better understanding by Turkish Chambers and companies of relevant EU legislation to improve the acquis implementation in Turkey</p>	<p>Indicator 4.1. By 2012, at least 40 Chamber executives have increased their knowledge on EU policies, regulations and EU negotiation process through the EU training Programme and/or the Acquis audit.</p> <p>Indicator 4.2. By 2012, at least 20 new EU contact points within the Turkish Chambers will have been established.</p> <p>Indicator 4.3. By 2012, the knowledge of at least 250 Turkish companies on relevant acquis topics has increased and the level of implementation of the acquis by these Turkish companies has increased</p>		
<p>Activities</p>	<p>Means</p>		<p>Assumptions</p>
<p>Component A: EU-Turkey Chambers Development Forum</p>	<p>Direct grant to EUROCHAMBRES</p>		<ul style="list-style-type: none"> •
<p>A. 24 Scholarships for EUROCHAMBRES Academies</p>			<ul style="list-style-type: none"> • Participants are motivated and ready to share their experience

B. 4 Study visits of 10 Turkish Chamber executives in the EU			<ul style="list-style-type: none"> • Participants are motivated, committed and ready to travel for 3 to 5 consecutive days in the EU • Committed European counterparts to host the Turkish Chamber executives
C. Survey on the EU business community and Turkey's EU membership			<ul style="list-style-type: none"> • The European business community accept to take position on the controversial issue of Turkey's EU membership
D. Survey on Corporate preparation in Turkey for EU Membership			<ul style="list-style-type: none"> • Committed Turkish companies to reply to the questionnaire
E. EU training Programme for 30 to 50 Turkish Chamber executives			<ul style="list-style-type: none"> • Committed partners, beneficiaries and lecturers/advisors available • Participants are motivated and capable for seminars/debates
F EU Acquis Audit involving 25 Turkish Chambers and 250 Turkish companies			<ul style="list-style-type: none"> • Chambers and companies selected are motivated
G. ETCF II Website			

H. Publications (leaflet, final brochure)			
Component B: EU-turkey Chambers Partnership Grant Scheme	Grant Scheme organised by CFCU		
I. Establishment of approx. 20 partnerships between EU and Turkey Chambers			<ul style="list-style-type: none"> • Understanding of current needs of Turkish Chambers on specific services • Expertise of EU Chambers on requested services • Committed partners