

Standard Summary Project Fiche – IPA decentralised National programmes

(Maximum 12/15 pages without the annexes)

1. Basic information

1.1 CRIS Number: TR2010/0136.01

1.2 Title: Improved Strategic Management Capacity

1.3 ELARG Statistical code: 01.36 Political Criteria

1.4 Location: Turkey

Implementing arrangements:

1.5 Implementing Agency:

The Central Finance and Contracts 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 Contracts Unit

Tel: + 90 312 295 49 00

Fax: + 90 312 286 70 72

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

Address: EskişehirYolu4. Km.2.Cad. (Halkbank Kampüsü) No: 63 C-Blok 06580
Söğütözü/Ankara TURKEY

1.6 Beneficiary (including details of SPO):

Main Beneficiary: Undersecretariat of the State Planning Organization (DPT)

Co-beneficiaries: General Directorate for Local Authorities Ministry of Interior, General Directorate of Budget and Fiscal Control Ministry of Finance, The Council of Higher Education

Pilot Institutions: Strategy Development Unit of DPT, Strategy Development Unit of Prime Ministry, Strategy Development Unit of Ministry of Finance, Strategy Development Unit of Undersecretariat of Treasury

SPO:

Ahmet ÇELENKOĞLU

Director General, Economic Modelling and Strategic Research

Necatibey Cad. No: 108 Yüce-tepe 06100 Ankara/TURKEY

Tel: +90 312 294 60 10

Fax: +90 312 294 60 77

E-mail: acelenk@dpt.gov.tr

Contact Person in main beneficiary:

Anıl YILMAZ

Head of the Strategic Planning Department

General Directorate for Economic Modelling and Strategic Research
Necatibey Cad. No: 108 Yüce-tepe 06100 Ankara/TURKEY
Tel: +90312 294 60 06
Fax: +90312 294 60 77
e-mail: anil@dpt.gov.tr

Co-beneficiaries:

Murat ZORLUOĞLU

Head of Department for External Relations and Projects
General Directorate for Local Authorities
Ministry of Interior
İnönü Bulvarı No: 4 06644 Bakanlıklar / ANKARA
Tel: +90 (312) 419 01 90
Fax: +90 (312) 418 10 76
e-mail: murat.zorluoglu@icisleri.gov.tr

İlhan HATİPOĞLU

General Directorate of Budget and Fiscal Control
Ministry of Finance
Dikmen Cad. Harp Okulu Yanı M Blok, Dikmen/ Ankara TURKEY
Tel: +90 (312) 415 13 84
E-mail: ihatipoglu@bumko.gov.tr

Prof. Dr. Ömer DEMİR

Vice President
The Council of Higher Education
The Council of Higher Education 06539 Bilkent/Ankara TURKEY
Tel: +90 (312) 298 70 87
Fax: +90 (312) 266 47 63
e-mail: omer.demir@yok.gov.tr

Pilot Institutions:

Muhsin SEZGİ

Head of the Strategy Development Department
Prime Ministry
Yüksel Cad. No:23 ANKARA
Tel: +90 (312) 43000 37
Fax: +90 (312) 435 06 98
e-mail: msezgi@basbakanlik.gov.tr

Ahmet KESİK

Head of the Strategy Development Unit
Ministry of Finance
Dikmen Cad. Harp Okulu Yanı M Blok, Dikmen/ Ankara TURKEY
Tel: +90 (312) 415 12 17
Fax: +90 (312) 415 25 74
e-mail: ahmet.kesik@sgb.gov.tr

Hasan GÖLCÜK

Head of the Strategy Development Department
Necatibey Cad. No: 108 Yüce-tepe 06100 Ankara/TURKEY
Tel: +90312 294 68 06
Fax: +90312 294 68 96
e-mail: hgolcuk@dpt.gov.tr

Mustafa AKMAZ

Head of the Strategy Development Department
Undersecretariat of Treasury
İnönü Bulvarı No: 36 06510 Emek/ ANKARA
Tel: +90 (312) 212 59 00
Fax:+90 (312) 212 88 96
e-mail: mustafa.akmaz@hazine.gov.tr

Financing:

1.7 Overall cost (VAT excluded)¹: €2,600,000

1.8 EU contribution: €2,330,000

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:

Efficient and effective public service and transparent and sound financial management of public funds

2.2 Project purpose:

More effective and impactful strategic planning by central public administration

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)

The strategic planning -which is a crucial element of public administration reform- capacity of central public institutions will be improved (guiding capacity of DPT, Ministry of Interior, Ministry of Finance, The Council of Higher Education and planning and implementation capacity of all 180 central public institutions which are under obligation of preparing strategic plans by law no 5018, Annex VI).

2.3 Link with AP/NPAA / EP/ SAA

The objectives to be reached by this project reflect some of the priorities set out in the Accession Partnership with Turkey. The document recognizes the importance of strengthening the financial control functions of Turkish public management. Also, it is suggested 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.”

Implementation of Law 5018 is in line with the concerns mentioned under the heading Political Criteria - Functionality of Public Administration of NPAA (2008). Prevention of corruption, ensuring transparency, effective public management and efficient use of any kind of public resources are of major importance. Efficiency in public spending will be provided in the context of public reform. Among the measures to be taken are:

- Strategic planning and performance-based budgeting processes will be strengthened
- Administrative capacity of central harmonization units will be strengthened

2.4 Link with MIPD

Public administration (modernisation of the civil service as well as strengthening of local government), public internal control, strategic planning (national development strategies, sector strategies) and civil society participation/consultation (procedures for a more effective consultation of civil society in the preparation and implementation of policies/programmes) are among the main concerns of the MIPD (2009-2011) document to be supported under the IPA I assistance. Realization of this project will serve to these purposes directly and indirectly by supporting strategic management and strategic planning capacity of the public institutions.

2.5 Link with National Development Plan (where applicable)

Ninth National Development Plan (2007-2013) has five major development axes, one of which is improving quality and effectiveness of public services. Under this main objective, strategic management in the public administrations is expressed as the main tool for improving policy formulation and implementation capacity. Medium Term Program (2010-2012) states that “It is aimed to structure the budget in a way to indicate performance of public administrations by considering; maintaining of transformation in public administrations required by strategic management, shaping administrative decisions with a mid-term and long-term approach based on strategic plans”. To reach this objective,

- Measurement, monitoring and assessment processes will be designed in accordance with the strategic plans.

- Current administrative and human resources capacity in the public administrations will be improved in terms of quality and quantity in line with strategic management approach and programs will be implemented in order to adapt administrative culture to the new structure.

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

According to the Public Investment Program Preparation Guideline, all public investment projects should be in line with the strategic plan of related institutions as well as other policy documents. Especially new investment project proposals are required to be clearly linked to goals and objectives stated in the proposing institution's strategic plan.

3. Description of project

3.1 Background and justification:

A comprehensive public administration reform has been underway since 2002 which covers major transformations on every aspect of the Turkish Public Administration System. In this context, the establishment of public internal control system in parallel with international standards and European Union practices; these overarching reforms, which were started in public administration and public financial management, have focused on strengthening the confidence in public administrations, ensuring financial efficiency and provision of effective public services. Strategic management and planning within the public administration is one of the national priorities, as stated in all major national policy documents such as the Ninth Development Plan (2007-2013), the 2010-2012 Medium Term Program and the 2008 Pre-accession Economic Program. In this framework, Public Financial Management and Control Law No. 5018, which aims the allocation of public resources to prioritized public services, efficient, effective and economic use of these resources and delegation of more authority to public administrations was enacted. This new law which has provisions regarding the broader public administration reform has introduced a new strategic management approach throughout public administration. In this regard; State Planning Organization (DPT) has been given a pioneer role in transition to strategic management. Based on this role, DPT prepared the Bylaw on Strategic Planning in Public Administrations which came into force in May 2006 (Annex VII). Ministries, public universities, and public and semi-public economic and social institutions, municipalities and provincial administrations are all held responsible to prepare own institutional strategic plans (See annex VI for the list of central public institutions).

DPT formed a central Coordination Department responsible for guiding, coordinating and regulating the strategic planning practice across the government. This unit has been working towards creating an integrated system covering the preparation, evaluation, monitoring and auditing of the strategic plans of all public administrations. In this context, the Coordination Department prepared a strategic planning guide and put it into service. Besides, it has provided awareness raising activities and guidance to the related public institutions. According to the related bylaw, almost all of 180 public administrations have finished preparing their strategic plans by 2010 within the framework of a phased-out transition program. And nearly all of 320 local administrations have completed preparing strategic

plans. Although this result may seem satisfactory on a quantitative basis, the success of strategic planning exercise is subpar when an evaluation is done based on the ratio of such plans meeting the quality standards set by the DPT and the impact of strategic plans on actual implementation and performance of public institutions. Based on quantitative data from various surveys and research carried out by the DPT and the Prime Ministry, a gap in institutional capacity in all levels of public administration, particularly in strategy development units was identified.

As the functionality of the strategic plans in public administration and the existing weak capacity of public institutions in strategic management are evident, there is a need to take the necessary measures to improve the related capacity in a coordinated manner and meet the demands of the public institutions in this regard.

The quality and effective coordination of the institutional strategic plans are closely related with the EU accession process. The importance of the strategic management and the need for capacity improvement (of the strategy development units and other main service units responsible for formulating strategies in the central public institutions) are foremost concerns for the EU, as expressed in key documents such as Turkey 2009 Progress Report.

Institutional strategic plans will also serve to ensure accountability, transparency, performance, participation, efficiency and effectiveness which are the essentials of the new public administration approach. Increased importance is given to these issues by the EU and national authorities.

Strategic plans are prepared with a medium or long term perspective and cover all the activities to be carried out by the related institutions. As the actions to be taken in the EU accession process will also be a part of these plans; an effective and comprehensive coordination would ensure consistency and complementarity of these actions. Therefore, by improving the capacity of the Coordination Department and by developing necessary tools, and establishing mechanisms, the project in question will serve to the accession process to a great extent as well.

Currently strategic plans are monitored and evaluated by the DPT mainly at the preparation stage. For this aim necessary information flow is conducted through CDs and internet without a computer based network and databases. Therefore, there is a need to establish an online system which enables timely, accurate and systematic information flow which will provide information not only about the strategic plan documents but also the progress achieved in terms of implementation. At the preparation stage, the M&E system will enable the monitoring of institutional goals, objectives, strategies, programs and performance indicators in relation to national and sector level policies. The process of finalizing the strategic plans will also be carried out through this system (preparation of draft strategic plan, assessment reports by DPT and finalization of the plans). At the implementation stage, linkage of

strategic plans and performance programs, annual realizations of performance program indicators and consistency with respect to strategic plans, monitoring and reporting of realization of strategic plan targets through performance program indicators, monitoring of annual activity reports in relation to strategic plans will be covered. It is expected that the M&E system will help conducting evaluations at institutional/sectoral/program/national levels and produce “scorecards” to assess the effectiveness of the strategies.

Improved strategic management, strategy formulation and implementation capacity of central public institutions will also enhance the quality of sector/thematic strategies which are the main requirements of the EU as mentioned in the 2009 Regular Report. In this document, there are many references to the need for such strategies. Some examples are strategy for agriculture, employment strategy, enterprise and industrial strategy and strategy for customs.

The beneficiaries of the project will be the DPT and the all central public institutions. The needs of these institutions will be addressed in the project on the basis of the outcomes of the previous surveys and research carried out by the DPT. The project will fill an important gap by building institutional and managerial capacity (capacity building programs for approximately 1200 mid and above level managers and experts across the central government will be realized) in Turkish public administration and contribute to the longer term objective of changing the managerial culture in favour of strategic management. In the short and medium term, the training programmes will improve the capacity of the related staff which will in turn enhance the quality of the strategic plans and the effectiveness of implementation.

In order to achieve a consensus on the project, related managers and the heads of strategy development units of Prime Ministry, Undersecretariat of Treasury, Ministry of Interior, Ministry of Finance and The Council of Higher Education have been actively consulted during drafting of the project fiche.

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

Project Impact

The project will have wide ranging impact on good governance as well as on public financial management and control by improving strategic management skills and knowledge, setting up and upgrading the necessary tools and mechanisms which will in turn lead to more effective use of public resources, ensuring participation, accountability and transparency, thus providing better services to the citizens.

Catalytic Effect

The project will contribute to drawing up national development strategies, sector strategies and better coordination of activities to be performed in the EU accession process.

Sustainability

Sustainability of the project will be ensured through increased institutional and managerial capacity, pool of the trainers, developed tools and mechanisms and improved understanding of strategic management. The management and maintenance services of the M&E system will be carried out by DPT. It will also cover the cost incurred by the M&E system.

Cross border

N/A

3.3 Results and measurable indicators:

Result 1. Current status of strategic management practice in Turkish public administration assessed and policy recommendations developed

- A report on assessment of the current status and policy recommendations prepared by 3 months after the project start date
- The prepared report assessed in terms of quality and suitability of recommendations and approved by the steering committee

Result 2. Capacity of the central guiding and coordinating institutions (main beneficiary and co-beneficiaries) improved

- At least 75 staff trained by the end of the project
- At least 30 staff participated in 5-day study visits and country reports for 3 member states prepared by the end of the project
- At least 4 customized guidelines in the areas of strategic planning, implementation and participatory planning prepared by 15 months after the project start date
- At least a total of 2000 copies of customized guidelines produced
- An assessment methodology improvement report drafted by 15 months after the project start date
- Established and fully functioning strategic management web portal
- Report on methodology to ensure consistency and coherence between the national high level policy documents and institutional strategic plans

Result 3. Strategic management capacity (with the focus on strategic planning) of central public institutions enhanced

- At least 200 managers trained by the end of the project
- At least 750 experts trained by the end of the project
- At least 50 trainers from selected ten institutions (activity 3.7) trained by the end of the project
- At least 50 sets of the trainers' kit produced
- At least 30 staff from selected ten institutions (activity 3.7) participated in 5-day study visits and country reports for 3 member states prepared by the end of the project

- Report on assessment of consistency and coherence between the sectoral strategies (including the strategies prepared under the sector approach of IPA) and national policy documents
- Report on assessment of consistency and coherence between the sectoral strategies and institutional strategic plans for 3 selected sectors
- Informative Conference for at least 180 central public administrations and civil society organisations on the outputs of project organised

Result 4. Monitoring and evaluation system for strategic planning established

- A functioning computer based monitoring and evaluation system is in place by the end of the project
- At least 50% of the central institutions started to use the Monitoring and Evaluation system

3.4 Activities:

Result 1. Current status of strategic management practice in Turkish public administration assessed and policy recommendations developed

Activity 1.1 Assessing the general framework of the strategic management system including related legislation

Activity 1.2 Assessing the preparation and implementation processes and outcomes of strategic management in six institutions (***main beneficiary, co-beneficiaries and pilot institutions***)

Activity 1.3 Producing a report on identified gaps and possible recommendations

Activity 1.4 Organizing a seminar in order to disseminate information on the assessment and recommendations report to all central public institutions

Result 2. Capacity of the central guiding and coordinating institutions (main beneficiary and co-beneficiaries) improved

Activity 2.1 Development of a training programme for the main beneficiary and co-beneficiaries by reviewing and taking into account the outputs of the research project (2009-2010) of DPT and Sabancı University and the report on identified gaps and possible recommendations (Activity 1.3) (The exact coverage, methods and duration of the training programmes will be identified with the assistance of the technical assistance team. The trainings will take place at venues other than institutions' own facilities -hotels, special training centres, etc.-)

Activity 2.2 Conducting training programmes covering the subjects such as strategic management, strategic planning, participatory planning, stakeholder analysis, risk assessment, scenario development, strategy development, monitoring and evaluation,

guidance and coordination of the strategic plans (staff from the departments in charge of coordination and guidance will attend to these training programmes)

Activity 2.3 Organizing study visits (To examine experiences and understandings of Member States' central guiding and coordinating public institutions in the area of strategic planning/management. In this regard, organizational mechanisms and procedures for formulation, implementation, monitoring, evaluation and auditing of strategic plans, and the effect of strategic plans in public administration will be studied)²

Activity 2.4 Preparing customized strategic planning and implementation guidelines for central institutions, local institutions, universities and state owned enterprises and a guide on participation, and publishing 2000 copies

Activity 2.5 Designing and building a web portal for setting up a network for public institutions allowing them to share information and expertise

Activity 2.6 Preparing a report on proposed methodology to be used by DPT to assess institutional strategic plans

Activity 2.7 Developing a methodology to ensure consistency and coherence between the national high level policy documents and institutional strategic plans

Activity 2.8 Organizing a seminar on the roles of the guiding and coordinating institutions and the studies done in order to raise awareness of central public institutions, universities, local authorities, related NGOs

Result 3. Strategic management capacity (with the focus on strategic planning) of central public institutions enhanced

Almost 180 public institutions have finalised their strategic plans and as a result of analysis carried out on the prepared strategic plans it was revealed that there was an urgent need of strategic management capacity in all levels of public institutions. Since the transition period is over, it is not possible to prioritise the institutions on receiving training programmes.

Activity 3.1 Development of a training programme for the main beneficiary and co-beneficiaries by reviewing and taking into account the outputs of the research project (2009-2010) of DPT and Sabancı University (The exact coverage, methods and duration of the training programmes will be identified with the assistance of the technical assistance team. The training programme will utilize practical examples as well as on-job training which will be customized to meet different needs of sectoral ministries. Therefore, both national level strategy documents as well as specific strategic plans of each public institution will be taken into account. Majority of the trainings will take place at venues other than institutions' own facilities -hotels, special training centres, etc.-)

Activity 3.2 Conducting training programmes for 180 central public institutions covering the subjects such as strategic management, strategic planning, participatory planning, stakeholder analysis, risk assessment, scenario development, strategy development, monitoring and

² In the context of beneficiary staff participating in missions outside of Turkey paid for under a contract, the maximum amounts eligible for accommodation costs and daily allowances ("per diems") are the official rates provided for by EuropeAid for the destination country (see website for the latest rate). Provided the total cost of daily allowance and accommodation charged to the contract remains below these maximum rates, the applicable Turkish rules and regulations for per diems shall be applied when reimbursing these costs for public servants from the beneficiary institutions. Where a contract foresees the reimbursement of such expenses for Turkish public servants and other beneficiaries of IPA projects during missions inside of Turkey, the maximum costs reimbursed under the contract will be those provided for domestic missions under the applicable Turkish legislation provided that they are subject to the same ceiling for maximum rates. This provision cannot be construed and applied in contradiction with the IPA Framework Agreement and in particular the IPA Implementing Regulation.

evaluation (the managers of main service units and managers and staff of strategy development units will attend to these training programmes).

Activity 3.3 Designing and conducting distance training programmes (online training programmes for the rest of the target group who cannot be reached by the face-to-face programmes)

Activity 3.4 Organizing study visits (To examine experiences and understandings of Member States' central public institutions in the area of strategic planning/management. In this regard, organizational mechanisms and procedures for formulation, implementation, monitoring, evaluation and auditing of strategic plans will be studied)³

Activity 3.5 Designing and conducting training programmes to train the trainers (for 50 staff from the selected ten institutions out of 180 central administrations in five different main areas of strategic management)

Activity 3.6 Preparing and publishing 50 sets of trainers' kit

Activity 3.7 Preparing a report on assessment of consistency and coherence between the sector strategies and institutional strategic plans

Activity 3.8 Providing assistance to ten institutions to be selected by the steering committee on preparation and implementation of stakeholder surveys, design of M&E systems, process analysis, preparation of internal reference documents, and organization of workshops

Activity 3.9 Organizing a conference on good governance and public administration reform, importance of strategic planning, and on the findings/outputs of the project.

Result 4. Monitoring and evaluation system for strategic planning established

It is planned that SEI funds will be utilized for designing a centralized monitoring and evaluation system for strategic plans integrated with the existing MIS systems and databases such as the investment programme monitoring system (DPT), e-budget (MoF), SGB.net (individual public institutions) and preparation of the supply tender dossier.

Activity 4.1 Providing the necessary hardware equipment and software and other necessary electronic equipment required for the M&E system

Activity 4.2 Developing the necessary database and M&E software

Activity 4.3 Installing the M&E system and establishing necessary connections

Activity 4.4 Testing the system in pilot institutions

Activity 4.5 Providing trainings and developing user manuals

Activity 4.6 Organizing a seminar to disseminate information on the established monitoring and evaluation system to all central public institutions

3.5 Conditionality and sequencing:

NA

³ In the context of beneficiary staff participating in missions outside of Turkey paid for under a contract, the maximum amounts eligible for accommodation costs and daily allowances ("per diems") are the official rates provided for by EuropeAid for the destination country (see website for the latest rate). Provided the total cost of daily allowance and accommodation charged to the contract remains below these maximum rates, the applicable Turkish rules and regulations for per diems shall be applied when reimbursing these costs for public servants from the beneficiary institutions. Where a contract foresees the reimbursement of such expenses for Turkish public servants and other beneficiaries of IPA projects during missions inside of Turkey, the maximum costs reimbursed under the contract will be those provided for domestic missions under the applicable Turkish legislation provided that they are subject to the same ceiling for maximum rates. This provision cannot be construed and applied in contradiction with the IPA Framework Agreement and in particular the IPA Implementing Regulation.

3.6 Linked activities

A TAIEX workshop on stakeholder participation for Strategic Management and Planning was held in 2009. A certain level of awareness is achieved by this workshop. The proposed project will include further activities to enhance stakeholder participation.

The Twinning Project on Alignment of the Turkish Public Internal Financial Control System with International Standards and EU Practices (TR07-IB-FI-02) is under implementation by Ministry of Finance. Undersecretariat of the State Planning Organization is a pilot institution within this project. The proposed project will complement this project since they have parallel activities.

There is an ongoing research project (2009-2010) by DPT and Sabancı University will develop a conceptual model of capacity building aimed at public managers. The capacity building model to be developed will provide important inputs and guidance for the proposed project.

The IPA project TR080107 “Participatory Strategic Governance at Local Level” under 2008 programming to be implemented by MoI Department for External Relations and Projects is focusing on local level development by improving the strategic planning and programming capacity and capability of local governments through trainings and the use of analytical tools. Undersecretariat of the State Planning Organization is the co-beneficiary of this project.

The IPA project “Strengthening of Planning, Coordination and Project Development Capacity at Local” under 2010 programming to be implemented by MoI Strategy Development Unit is focusing on local level (provincial) as well. The project aims to ensure public investments to be planned based on local requirements, and contribute local development and reducing interregional development disparities through improving efficiency of investments.

The proposed project, by focusing on the central institutions will be complementary to these two aforementioned IPA projects of MoI which are at local level.

The IPA project TR080206 “Decision Making and Performance Management in Public Finance” to be implemented by MoF under 2008 programming aims at strengthening financial decision making capacity of the strategy development units of the Ministry of Finance, Prime Ministry, Undersecretariat of the State Planning Organization, and Undersecretariat of Treasury and to pilot a decision support system in those institutions. The proposed project will enhance strategic management capacity of all central public institutions including the above mentioned institutions. The former project will provide a basis to the proposed one through supportive activities.

There is an ongoing project on Monitoring and Evaluation for Development Programs (MEDP) implemented by DPT and supported by the World Bank. This project aims at progressively strengthening the capacity of the DPT and the line ministries on results-based monitoring and evaluation systems for the national development plans and programs. The system design recommendations for monitoring and evaluation will be utilized as an input in the proposed project. In this context, the project will be complimentary with the above

mentioned project by establishing a monitoring and evaluation system for the strategic plans which are the main implementation tools of the development plans and programs.

3.7 Lessons learned

Through experience gained from previous projects, mentioned under the linked activities, inclusion of all key stakeholders, ensuring the highest level of participation and ownership are critical success factors. In this regard co-beneficiaries are determined accordingly and special emphasis is put on dissemination activities throughout the project.

4. Indicative Budget (amounts in EUR)

			SOURCES OF FUNDING										
			TOTAL EXP.RE	TOTAL PUBLIC EXP.RE	IPA CONTRIBUTION		NATIONAL PUBLIC CONTRIBUTION					PRIVATE CONTRIBUTION	
ACTIVITIES	IB (1)	INV (1)	EUR (a)=(b)+(e)	EUR (b)=(c)+(d)	EUR (c)	% (2)	Total EUR (d)=(x)+(y)+(z)	% (2)	Central EUR (x)	Regional/ Local EUR (y)	IFIs EUR (z)	EUR (e)	% (3)
Service Contract	X	–	2.400.000	2.400.000	2.160.000	90	240.000	10	240.000				–
Supply Contract	–	X	200.000	200.000	170.000	85	30.000	15	30.000				–
TOTAL IB			2.400.000	2.400.000									
TOTAL INV			200.000	200.000									
TOTAL PROJECT			2.600.000	2.600.000	2.330.000		270.000		270.000				

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))

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

Contracts	Start of Tendering	Signature of contract	Project Completion
1. Service Contract	2 nd quarter 2011	4 th quarter 2011	4 th quarter 2013
2 .Supply Contract	4 th quarter 2011	2 nd quarter 2012	3 th quarter 2013

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

6. Cross cutting issues (where applicable)

6.1 Equal Opportunity

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. Sustainable development and environmental issues will be considered in the trainings where appropriate.

6.3 Minorities and Vulnerable Groups

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

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.

6.4 Civil Society

Relevant civil society organizations will be involved and consulted during the assessment studies within the project. Moreover civil society involvement in strategic planning and formulation of public policies will be enhanced as a result of this project by including some civil society representatives in various project activities such as conferences and trainings.

ANNEXES

- 1- Log frame in Standard Format
- 2- Amounts contracted and Disbursed per Quarter over the full duration of Programme

ANNEX 1: Logical framework matrix in standard format

LOGFRAME PLANNING MATRIX FOR Project Fiche	Programme name and number Project name: Improved Strategic Management Capacity	
	Contracting period expires: 2013	Disbursement period expires : 3 years after the last day of contracting dead line
	Total budget : €2,600,000	IPA budget: €2,330,000

Overall objective	Objectively verifiable indicators	Sources of Verification	
Efficient and effective public service and transparent and sound financial management of public funds	<ul style="list-style-type: none"> - 10% increase in citizen satisfaction surveys - Positive remarks on public administration and financial management and control by the European Commission 	<ul style="list-style-type: none"> - TURKSTAT reports - Turkey Progress Reports prepared by EU Commission 	
Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
More effective and impactful strategic planning by central public administration	<ul style="list-style-type: none"> - 20% increase in the perception of good management practices and human resources management by the end of 2013 - 80% of strategic plans meet the quality standards set by DPT by the end of 2013 	<ul style="list-style-type: none"> - Strategic Management Research Report prepared by DPT (base line indicator is 51% in 2005) - DPT Evaluation Reports (baseline indicator is 13% in 2008) 	<ul style="list-style-type: none"> - Political commitment - Ownership of the institutions involved

Results	Objectively verifiable indicators	Sources of verification	Assumptions/risks
<i>Result 1. Current status of strategic management practice in Turkish public administration assessed and policy recommendations developed</i>	<ul style="list-style-type: none"> - A report on assessment of the current status and policy recommendations prepared by 3 months after the project start date - The prepared report assessed in terms of quality and suitability of recommendations and approved by the steering committee 	<ul style="list-style-type: none"> - Project Progress Reports - Project Monitoring Reports 	<ul style="list-style-type: none"> - Active participation of the institutions involved
<i>Result 2. Capacity of the central guiding and coordinating institutions (main beneficiary and co-beneficiaries) improved</i>	<ul style="list-style-type: none"> - At least 75 staff trained by the end of the project - At least 30 staff participated in 5-day study visits and country reports for 3 member states prepared by the end of the project - At least 4 customized guidelines in the areas of strategic planning, implementation and participatory planning prepared by 15 months after the project 	<ul style="list-style-type: none"> - Project Progress Reports - Project Monitoring Reports - Project Final Report - Project Evaluation Reports 	<ul style="list-style-type: none"> - Appropriate staff participated in relevant trainings

	<p>start date</p> <ul style="list-style-type: none"> - At least a total 2000 copies of customized guidelines produced - An assessment methodology improvement report drafted by 15 months after the project start date - Established and fully functioning strategic management web portal - Report on methodology to ensure consistency and coherence between the national high level policy documents and institutional strategic plans 		
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<p>Result 3. Strategic management capacity (with the focus on strategic planning) of central public institutions enhanced</p>	<ul style="list-style-type: none"> - At least 200 managers trained by the end of the project - At least 750 experts trained by the end of the project - At least 50 trainers from selected ten institutions (activity 3.7) trained by the end of the project - At least 50 sets of the trainers' kit produced - At least 30 staff from selected ten institutions (activity 3.7) participated in 5-day study visits and country reports for 3 member states prepared by the end of the project - Report on assessment of consistency and coherence between the sectoral strategies (including the strategies prepared under the sector approach of IPA) and national policy documents - Report on assessment of consistency and coherence between the sectoral strategies and institutional strategic plans 	<ul style="list-style-type: none"> - Project Progress Reports - Project Monitoring Reports - Project Final Report - Project Evaluation Reports 	<ul style="list-style-type: none"> - Appropriate staff participated in relevant trainings
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	<p>for 3 selected sectors</p> <ul style="list-style-type: none"> - Informative Conference for at least 180 central public administrations and civil society organisations on the outputs of project organised 		
<p>Result 4. <i>Monitoring and evaluation system for strategic planning established</i></p>	<ul style="list-style-type: none"> - A functioning computer based monitoring and evaluation system is in place by the end of the project - At least 50% of the central institutions started to use the M&E system 	<ul style="list-style-type: none"> - Project Progress Reports - Project Monitoring Reports - Project Final Report - Project Evaluation Reports 	<ul style="list-style-type: none"> - Related institutions provide the necessary information

Activities	Means	Costs	Assumptions
<p><i>Activity 1.1</i> Assessing the general framework of the strategic management system including related legislation</p> <p><i>Activity 1.2</i> Assessing the preparation and implementation processes and outcomes of strategic management in six institutions (<i>main beneficiary, co-beneficiaries and pilot institutions</i>)</p> <p><i>Activity 1.3</i> Producing a report on identified gaps and possible recommendations</p> <p><i>Activity 1.4</i> Organizing a seminar in order to disseminate information on the assessment and recommendations report to all central public institutions</p>	<p>- TA (Service Contract)</p>		<p>- Effective cooperation among the related institutions.</p>

<p>Activity 2.1 Development of a training programme for the main beneficiary and co-beneficiaries by reviewing and taking into account the outputs of the research project (2009-2010) of DPT and Sabancı University and the report on identified gaps and possible recommendations (Activity 1.3)</p> <p>Activity 2.2 Conducting training programmes covering the subjects such as strategic management, strategic planning, participatory planning, stakeholder analysis, risk assessment, scenario development, strategy development, monitoring and evaluation, guidance and coordination of the strategic plans</p> <p>Activity 2.3 Organizing study visits</p> <p>Activity 2.4 Preparing customized strategic planning and implementation guidelines for central institutions, local institutions, universities and state owned enterprises and a guide on participation, and publishing 2000 copies</p> <p>Activity 2.5 Designing and building a web portal for setting up a network for public institutions allowing them to share</p>	<p>- TA (Service Contract)</p>		<p>- Effective cooperation among the related institutions.</p>
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<p>information and expertise</p> <p>Activity 2.6 Preparing a report on proposed methodology to be used by DPT to assess institutional strategic plans</p> <p>Activity 2.7 Developing a methodology to ensure consistency and coherence between the national high level policy documents and institutional strategic plans</p> <p>Activity 2.8 Organizing a seminar on the roles of the guiding and coordinating institutions and the studies done in order to raise awareness of central public institutions, universities, local authorities, related NGOs</p> <p>Activity 3.1 Development of a training programme for the main beneficiary and co-beneficiaries by reviewing and taking into account the outputs of the research project (2009-2010) of DPT and Sabancı University</p> <p>Activity 3.2 Conducting training programmes covering the subjects such as strategic management, strategic planning, participatory planning, stakeholder analysis, risk assessment, scenario development,</p>	<p>- TA (Service Contract)</p>		<p>- Effective cooperation among the related institutions.</p>
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<p>strategy development, monitoring and evaluation</p> <p>Activity 3.3 Designing and conducting distance training programmes</p> <p>Activity 3.4 Organizing study visits</p> <p>Activity 3.5 Designing and conducting training programmes to train the trainers</p> <p>Activity 3.6 Preparing and publishing 50 sets of trainers' kit</p> <p>Activity 3.7 Preparing a report on assessment of consistency and coherence between the sector strategies and institutional strategic plans</p> <p>Activity 3.8 Providing assistance to ten institutions to be selected by the steering committee on preparation and implementation of stakeholder surveys, design of M&E systems, process analysis, preparation of internal reference documents, and organization of workshops</p> <p>Activity 3.9 Organizing a conference on good governance and public administration reform, importance of strategic planning, and on the</p>			
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findings/outputs of the project.			
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<p><i>Activity 4.1</i> Providing the necessary hardware equipment and software and other necessary electronic equipment required for the M&E system</p> <p><i>Activity 4.2</i> Developing the necessary database and M&E software</p> <p><i>Activity 4.3</i> Installing the M&E system and establishing necessary connections</p> <p><i>Activity 4.4</i> Testing the system in pilot institutions</p> <p><i>Activity 4.5</i> Providing trainings and developing user manuals</p> <p><i>Activity 4.6</i> Organizing a seminar to disseminate information on the established monitoring and evaluation system to all central public institutions</p>	<p>- Supply Contract</p>		<p>- Effective cooperation of related institutions operating the existing MIS systems in order to achieve interoperability</p>
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Pre conditions

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

Contracted	I 2011	II 2011	III 2011	IV 2011	I 2012	II 2012	III 2012	IV 2012	I 2013	II 2013	III 2013	IV 2013	Total
Service Contract				2.160.000									2.160.000
Supply Contract						170.000							170.000
Cumulated				2.160.000		170.000							2.330.000
Disbursed	I 2011	II 2011	III 2011	IV 2011	I 2012	II 2012	III 2012	IV 2012	I 2013	II 2013	III 2013	IV 2013	
Service Contract				480.000		480.000		480.000		480.000		240.000	2.160.000
Supply Contract						120.000			50.000				170.000
Cumulated				480.000		1.080.000	1.080.000	1.130.000	1.610.000	2.090.000		2.330.000	2.330.000

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