

Table 49: Complementarity between RCOP and HRD OP

RCOP			HRD OP	
			Priority Measure	Explanation
<p>P1: Improvement of Business Environment M1.1: Development of Industrial Infrastructure</p>	<p>The measure will serve to improve employment by increasing the occupancy ratio inside the business sites. Women, young unemployed and disadvantaged persons are mentioned under the project selection criteria and will be favoured.</p>	<p>⇨ ⇩</p>	<p>P1: Attract and retain more people in employment Measure 1.1, 1.2, 1.3, 1.4</p>	<p>Improving the employability of the target groups (women, young unemployed, former agriculture workers, and disadvantaged persons) will assist on the improvement of business environment by providing more skilled labour force. The improvement of public employment services will serve Business Centres and OIZ's by facilitating to meet their labour force needs.</p>
<p>P1: Improvement of Business Environment M1.2: Creation and Development of Financing Instruments</p>	<p>The measure will enable the start up of new business and increase the employment capacity of the existing ones by providing the necessary financial instruments. As a result it will impact positively on the increase of employment.</p>	<p>⇨ ⇩</p>	<p>P1: Attract and retain more people in employment</p>	<p>The creation and development of financing instruments will create additional employment, thus it will provide the target group of HRD OP (women, young unemployed, former agriculture workers, and disadvantaged persons) with more and better employment opportunities.</p>
<p>P1: Improvement of Business Environment M1.3: Improvement of R&D, Innovation and Technology and ICT Environment and Infrastructure</p>	<p>The measure will strengthen the links between business and universities, while creating skill demanding jobs. As a result will contribute to the HRD OP which aims to establish better links between the labour market and education and increase the employment.</p>	<p>⇨ ⇩</p>	<p>P1: Attract and retain more people in employment (M.1.2) P 2: Improve the linkage between education and labour market (M 2.2) P 3: Increase adaptability of workers, enterprises and entrepreneurs (M 3.2)</p>	<p>One of the main target groups under the employment priority of the HRD OP is the young unemployed. Figures show that the labour market is not creating sufficient qualified jobs. Measure 1.3 of the RCOP will help to create more qualified jobs in that sense and will meet the needs of the university graduates. Priority 2 of the HRD OP aims to improve the linkage between education and labour market and will enable the necessary basis to train the labour force needed in the field of R&D, Innovation and Technology and ICT.</p> <p>The target group for Priority 3 Measure 3.2 will also benefit by the activities carried out for ICT in the sense of adaptability.</p>

<p>P1: Improvement of Business Environment M1.4:Improvement of Tourism Infrastructure</p>	<p>The measure will contribute to increase the employment opportunities in the tourism sector in the targeted regions. Thus will serve the HRD OP which will provide vocational trainings in the tourism area for the unemployed target groups.</p>	<p>→ ←</p>	<p>P1: Attract and retain more people in employment (M 1.1, 1.2, 1.3)</p>	<p>Measure 1.1, 1.2, 1.3 under P1 enable vocational training for the target groups. Vocational trainings on tourism sector will be focused on the regions where RCOP improves the tourism infrastructure.</p>
<p>P2: Strengthening EnterpriseCapacity & Foster Entrepreneurship M2.1: Providing Basic Information and Consultancy Support for Enterprises</p>	<p>The measure aims to improve the entrepreneurial skills of SMEs to foster the creation of jobs; this will create more employment opportunities which will contribute to the HRD OP.</p>	<p>→ ←</p>	<p>P1: Attract and retain more people in employment (M 1.1,1.2, 1.3) P3: Increase adaptability of workers, enterprises and entrepreneurs (M 3.2)</p>	<p>The HRD OP includes entrepreneurship trainings for the target groups under the employment priority. The trained target groups would be able to be supported by the RCOP to start up their business, namely on the development of business plans etc. In order to avoid duplication, the HRD OP will only provide entrepreneurship trainings to the specific unemployed target groups and will not carry out any activities such as seminars etc.</p> <p>The activities under P3 M3.2 aiming at the improvement of adaptability of workers, enterprises and entrepreneurs will support the RCOP on improvement of entrepreneurial skills of SMEs.</p>

The MoIT also participates in the meetings of the Working Committees of the Transport and Environment OPs and is involved in the Steering Committee of the Rural Development OP, in order to contribute to the preparation process of these OPs in a way to ensure complementarity and to define demarcation between the RCOP and these OPs.

In order to ensure complementarity and to avoid overlapping with the Rural Development OP, a meeting was held with the Ministry of Agriculture and Rural Affairs on 5th of March 2007. The following decisions were taken during the meeting:

- Although there seem to be similarities between the two programmes with regard to the processing and marketing of agricultural and fishery products, *there are certain differences in terms of beneficiaries and investment types*. Under the Rural Development OP, aid schemes will be provided to the SMEs, whereas under the RCOP, there will be no support to individual enterprises.
- *The food industry* including meat, milk, fruit and vegetable, and fishery sectors will be supported by the RCOP in the fields of "*research and development activities*" and "*basic information and consultancy services*" under *Measure 1.3* and *Measure 2.1* respectively. On the other hand, purchase of equipment, modernisation type investment support for these sectors will be provided by the Rural Development OP.
- *In the field of tourism*, revitalising and landscaping, promotion and marketing of the tourism attraction sites which are not in the rural settlements and establishment of Tourism Information Centres will be supported by the RCOP under *Measure 1.4*. The Rural Development OP will provide support for the diversification of the rural economy which focus on micro enterprises, with special emphasis on rural tourism and to develop micro enterprises and entrepreneurship based on local knowledge and experience possessed in the context of crafts and handicrafts. Besides, under the *Measure 2.1* of the RCOP, there will be no support to the rural tourism enterprises as it is covered under the Rural Development OP and there will be no grant scheme for enterprises under the RCOP.

Furthermore, close coordination will be ensured with the Institution Building component of IPA. Where appropriate, institution building activities supporting the implementation of the RCOP, apart from Technical Assistance measures of the RCOP, will be financed under the Institution Building component of IPA.

During the implementation of the RCOP, where possible, complementarities and synergies with the relevant cross-border programmes, particularly the "Black Sea" cross-border programme financed under the European Neighbourhood Policy Instrument, will be sought.

3.4.2. Complementarities and Synergies with National Strategy Documents

Within the scope of the major intervention areas of the RCOP, there are four national strategy documents, the objectives of which are in full compliance with the objectives of the RCOP and the implementation period of which coincides with the RCOP. These national programmes are given below.

9th Development Plan (2007-2013)

The objectives, strategy and areas of intervention of the Operational Programme correspond to the 9th Development Plan for the period 2007-2013. The main development axes of the Plan are to "Increase the Competitiveness" and to "Ensure Regional Development". In the Plan, a balanced regional development policy has been introduced which aims to decrease regional development disparities as well as to increase competitiveness of the regions.

In this framework, in the Plan, the Growth Centres approach has been developed. The main idea of this approach is to define certain Growth Centres having high potential in terms of growth and serving

their surrounding especially in less developed regions. The major priorities set out in the Plan for these Centres are to improve their accessibility, to strengthen their physical and social infrastructure and to form new industrial focal points by stimulating investments in the Centres. This approach was also reflected to the SCF and the RCOP.

Medium Term Program (2007-2009)

The main objectives of the Medium Term Program are to improve the competitiveness of enterprises, to ensure regional development and decrease disparities.

The major thematic intervention areas of the Medium Term Program are given below:

- Supporting entrepreneurship,
- Supporting innovation, productivity and effective usage of technology,
- Diversification of financial instruments,
- Improvement of physical and technological infrastructure of enterprises and increasing the cooperation between enterprises,
- Wide spreading of institutionalization

The RCOP is in line with these thematic intervention areas. Furthermore, in terms of regional approach, there is also compliance between the RCOP and the Programme. In the Program, regional growth centres are foreseen in order to steer interregional-emigration tendency to these regions.

SME Strategy and Action Plan (2007-2009)

The main objective of the SME Strategy and Action Plan is to increase the competitiveness of Turkish SMEs. The major interventions set out in the SME Strategy and Action Plan for the whole country in order to reach these objectives are given below:

- Entrepreneurship Development
- Enterprise Development
- Integration of SMEs into the International Market
- Improvement of Business Environment
- Development of Technological and Innovation Capacity

These thematic interventions are in compliance with the RCOP.

Information Society Strategy (2006-2010)

Another guiding document, which was taken into account during the preparation of the RCOP, is the Information Society Strategy (2006-2010).

The implementation of the Strategy document and its Action Plan which are a road map to an information society will contribute to the development of an information society in Turkey. The major intervention areas of the RCOP in the field of ICT have been developed pursuant to the Information Society Strategy.

In the Strategy, the major strategic priorities in the transformation process of Turkey to the Information Society were determined. These strategic priorities are given below:

1. Social transformation
2. Diffusion of the ICT Technologies to the business
3. Citizen focused service transformation
4. Modernisation in the public administration
5. Competitive ICT sector in the global market
6. Competitive, accessible and cheap communication infrastructure and services

The major aim of the second strategic priority is to provide competitive advantage to the enterprises through ICT Technologies. This strategic priority is also covered by the RCOP.

Within this framework, ICT infrastructure for enterprises will be improved under measure 1.3 of the RCOP, while information and consultancy support to the individual SMEs, start-ups, spin-offs and knowledge intensive micro enterprises in the field of ICT and e-commerce will be provided under Measure 2.1.

3.4.3. Complementarities and Synergies with the Community Programmes

Regarding the participation in Community Programmes, as a principle, the RCOP will be implemented in order to get maximum benefit from the Community Programmes in which Turkey will participate.

Within this framework, projects aiming to increase the utilization rate of enterprises from the relevant Community Programmes, particularly Competitiveness and Innovation Framework Programme - CIP (2007-2013) and the 7th Framework Programme, will be also supported under the RCOP. In this respect, Under Measure 1.3, convenient infrastructure for R&D, innovation and technology transfer will be established and strengthened, while under Measure 2.1 innovative and high technology oriented individual enterprises will be supported for their R&D investments, and direct informative activities like congresses, seminars and workshops, and consultancy services will be provided to individual enterprises. Furthermore, same type of support will be provided to clusters under Measure 2.2 in order to increase their capacity.

In order to ensure complementarity between the relevant Community Programmes and the RCOP, a cooperation mechanism will be established when the official decision regarding the participation of Turkey to these programmes is taken.

4. FINANCIAL TABLES (eligible expenditure with reference to total public expenditure)

Year 2007	Total Public Expenditure (1)=(2)+(3) (Eur)	Public Expenditure		IPA co-financing rate (4)=(2)/(1) (%)	For Information
		Community Contrib.(IPA)(2) (Eur)	National Public Contrib.(3)(Eur)		
Priority Axis 1	41.341.335	31.006.000	10.335.335	75%	0
Measure 1.1	10.335.334	7.751.500	2.583.834	75%	
Measure 1.2	14.469.467	10.852.100	3.617.367	75%	
Measure 1.3	10.335.334	7.751.500	2.583.834	75%	
Measure 1.4	6.201.200	4.650.900	1.550.300	75%	
Priority Axis 2	11.173.334	8.380.000	2.793.334	75%	0
Measure 2.1	6.704.000	5.028.000	1.676.000	75%	
Measure 2.2	4.469.334	3.352.000	1.117.334	75%	
Technical Assistance	3.352.000	2.514.000	838.000	75%	0
Measure 3.1	2.681.600	2.011.200	670.400	75%	
Measure 3.2	670.400	502.800	167.600	75%	
Total Year 2007	55.866.669	41.900.000	13.966.669	75%	0

Please note: (1) financial data provided under column 5 "Other (IFI, etc)" is for information only and does not constitute a legal commitment
(2) financial data provided at measure level is indicative (Article 155.2 (b) of Commission Regulation (EC) No. 718/2007)

Year 2008	Total Public Expenditure (1)=(2)+(3) (Eur)	Public Expenditure		IPA co-financing rate (4)=(2)/(1) (%)	For Information
		Community Contrib.(IPA)(2) (Eur)	National Public Contrib.(3)(Eur)		
Priority Axis 1	42.920.000	32.190.000	10.730.000	75%	0
Measure 1.1	10.730.000	8.047.500	2.682.500	75%	
Measure 1.2	15.022.000	11.266.500	3.755.500	75%	
Measure 1.3	10.730.000	8.047.500	2.682.500	75%	
Measure 1.4	6.438.000	4.828.500	1.609.500	75%	
Priority Axis 2	11.600.000	8.700.000	2.900.000	75%	0
Measure 2.1	6.960.000	5.220.000	1.740.000	75%	
Measure 2.2	4.640.000	3.480.000	1.160.000	75%	
Technical Assistance	3.480.000	2.610.000	870.000	75%	0
Measure 3.1	2.958.000	2.218.500	739.500	75%	
Measure 3.2	522.000	391.500	130.500	75%	
Total Year 2008	58.000.000	43.500.000	14.500.000	75%	0

Please note: (1) financial data provided under column 5 "Other (IFI, etc)" is for information only and does not constitute a legal commitment
(2) financial data provided at measure level is indicative (Article 155.2 (h) of Commission Regulation (EC) No. 718/2007)

Year 2009	Total Public Expenditure (1)=(2)+(3) (Eur)	Public Expenditure		IPA co-financing rate (4)=(2)/(1) (%)	For Information
		Community Contrib.(IPA)(2) (Eur)	National Public Contrib.(3)(Eur)		
Priority Axis 1	54.069.335	40.552.000	13.517.335	75%	0
Measure 1.1	13.517.334	10.138.000	3.379.334	75%	
Measure 1.2	18.924.267	14.193.200	4.731.067	75%	
Measure 1.3	13.517.334	10.138.000	3.379.334	75%	
Measure 1.4	8.110.400	6.082.800	2.027.600	75%	
Priority Axis 2	14.613.334	10.960.000	3.653.334	75%	0
Measure 2.1	8.768.000	6.576.000	2.192.000	75%	
Measure 2.2	5.845.334	4.384.000	1.461.334	75%	
Technical Assistance	4.384.000	3.288.000	1.096.000	75%	0
Measure 3.1	3.726.400	2.794.800	931.600	75%	
Measure 3.2	657.600	493.200	164.400	75%	
Total Year 2009	73.066.669	54.800.000	18.266.669	75%	0

Please note: (1) financial data provided under column 5 "Other (IFI, etc)" is for information only and does not constitute a legal commitment
(2) financial data provided at measure level is indicative (Article 155.2 (h) of Commission Regulation (EC) No. 718/2007)

Year 2007-2009	Total Public Expenditure (1)=(2)+(3) (Eur)	Public Expenditure		IPA co-financing rate (4)=(2)/(1) (%)	For Information
		Community Contrib.(IPA)(2) (Eur)	National Public Contrib.(3)(Eur)		
Priority Axis 1	138.330.670	103.748.000	34.582.670	75%	0
Measure 1.1	34.582.668	25.937.000	8.645.668	75%	
Measure 1.2	48.415.734	36.311.800	12.103.934	75%	
Measure 1.3	34.582.668	25.937.000	8.645.668	75%	
Measure 1.4	20.749.600	15.562.200	5.187.400	75%	
Priority Axis 2	37.386.668	28.040.000	9.346.668	75%	0
Measure 2.1	22.432.000	16.824.000	5.608.000	75%	
Measure 2.2	14.954.668	11.216.000	3.738.668	75%	
Technical Assistance	11.216.000	8.412.000	2.804.000	75%	0
Measure 3.1	9.366.000	7.024.500	2.341.500	75%	
Measure 3.2	1.850.000	1.387.500	462.500	75%	
Total Year 2007- 2009	186.933.338	140.200.000	46.733.338	75%	0

Please note: (1) financial data provided under column 5 "Other (IFI, etc)" is for information only and does not constitute a legal commitment
(2) financial data provided at measure level is indicative (Article 155.2 (b) of Commission Regulation (EC) No. 718/2007)

5. IMPLEMENTATION PROVISIONS

This chapter of the Operational Programme describes the systems and arrangements in place as they are known at the time of the drafting of the Operational Programme. However, a number of critical decisions regarding structures and responsibilities as well as management and information systems will be taken in the context of the accreditation for conferral of decentralised management, which follows a different timing from the adoption of the Operational Programme. To this end, the Framework Agreement, as well as the Financing Agreement to be signed after conferral of decentralised management, will set out detailed provisions regarding management and control systems. The provisions in this chapter must therefore be understood as subject to latter adaptations by the applicable provisions of these agreements, where required.

In accordance with Council Regulation No 1085/2006 of 17 July 2006 establishing an Instrument for Pre-Accession Assistance (IPA) and Commission Regulation No 718/2007 of 12 June 2007 implementing Council Regulation No 1085/2006 (IPA Implementing Regulation), the Prime Ministry Circular of...(date) designated the main structures and authorities for IPA management and implementation tasks. This Chapter lays down the implementation arrangements for the Regional Competitiveness Operational Programme (RCOP).

This chapter also regulates the general framework for the management, monitoring, evaluation, financial management and control, and information and publicity of the RCOP.

According to Article 10 of IPA Implementing Regulation, IPA assistance will be implemented through decentralised management, initially with ex-ante controls by the Commission for Component III and IV. However, the ultimate aim is the conferral of decentralised management to national authorities without ex-ante controls by the Commission. After a transition period, during which the Commission can verify that all the necessary management and control systems are functioning effectively in accordance with the relevant Community and national rules, decentralised management without ex-ante controls may be conferred to the national authorities by the Commission.

5.1. Management and Control Structures

5.1.1 Bodies and Authorities

In order to ensure the effective and efficient management of the interventions co-funded from national and IPA resources, the structures and authorities as well as their functions and responsibilities are described in this section in compliance with the relevant provisions of IPA Implementing Regulation (Articles 21 to 31) These authorities and structures must be effectively in place, operationally ready and accredited before the Commission can confer decentralised management.

These structures and authorities are given below: ²³

- (a) National IPA Co-ordinator,
- (b) Strategic Co-ordinator for Components III and IV,
- (c) Competent Accrediting Officer,
- (d) National Authorising Officer,
- (e) National Fund,
- (f) Audit Authority,
- (g) Operating Structure by IPA Component or Programme.

The main functions and responsibilities of the above mentioned bodies except the Operating Structures are given in the relevant articles of IPA Implementing Regulation and in Annex A of the Draft Framework Agreement.

²³ In order to see overall IPA structure in Turkey, Please see *Flowchart* in *Annex 6*.

Within this framework, only the functions of the Operating Structure responsible for the management and implementation of the RCOP will be given in this chapter.

Operating Structure for the RCOP

Under the Prime Ministry Circular....., the Ministry of Industry and Trade (MoIT) has been appointed as the Operating Structure for the RCOP.

Functions

The Operating Structure shall be responsible for the management and implementation of the RCOP under the control of the Monitoring Committee for the RCOP (MC RCOP) in accordance with the principle of sound financial management and effective and efficient internal control. In this respect, according to Article 28 of IPA Implementing Regulation, it shall in particular responsible for:

- drafting multi-annual programmes,
- monitoring programme implementation and guiding the work of the MC RCOP by providing the documents required to monitor the quality of implementation of the RCOP,
- drawing up the sectoral annual and final implementation reports, after their examination by the MC RCOP, submitting them to the Commission, to the NIPAC and to the NAO,
- ensuring that operations are selected for funding and approved in accordance with the criteria and mechanism applicable to the RCOP and that they comply with applicable Community and national rules,
- setting up procedures to ensure the retention of all documents required to ensure an adequate audit trail,
- arranging for tendering procedures, grant award procedures, the ensuing contracting, and making payments to, and recovery from, the final beneficiary,
- ensuring that all bodies involved in the implementation of operations maintain a separate accounting system or a separate accounting codification,
- ensuring that the NF and the NAO receive all necessary information on the procedures and verifications carried out in relation to expenditure,
- setting up, maintaining and updating the reporting and information system,
- carrying out verifications to ensure that the expenditure declared has actually been incurred in accordance with applicable rules, the products or services have been delivered in accordance with the approval decision, and the payment requests by the final beneficiary are correct. These verifications shall cover administrative, financial, technical and physical aspects of operations, as appropriate,
- ensuring internal audit of its different constituting bodies,
- ensuring irregularity reporting,
- ensuring compliance with the information and publicity requirements.

In addition to the above-mentioned responsibilities resulting from the Article 28(2) of IPA Implementing Regulation, the Operating Structure is also responsible for:

- managing the Secretariat of the Monitoring Committee for RCOP,
- ensuring the evaluations of the RCOP,
- implementing the measures under Technical Assistance of the RCOP.

Composition

The Operating Structure will be composed by the following bodies: ²⁴

- 1) IPA Unit
 - 1.1 Programming Division
 - 1.2 Monitoring and Evaluation Division
 - 1.3 Technical Implementation Division
 - 1.4 Quality Assurance and Control Division
 - 1.5 Tendering, Contracting, Payment and Accounting Division (CFCU)²⁵
- 2) Secretariat to the Monitoring Committee for the RCOP
- 3) Internal Audit Unit

The heads of the bodies constituting the Operating Structure shall be clearly designated and shall be responsible for the tasks assigned to their respective bodies.

The Deputy Undersecretary in the Ministry of Industry and Trade will act as the Head of the Operating Structure. The designation of the heads of the bodies, which constitute the Operating Structure, addresses and contact details shall be communicated to the Commission by the NIPAC before the first meeting of the Sectoral Monitoring Committee. Any personnel changes in heads of the specific bodies which constitute the Operating Structure will be notified to the Commission, as appropriate, including any changes which affect the accreditation of the Operating Structure and the Commission's subsequent conferral of management powers.

Distribution of Functions

Currently the Central Finance and Contracts Unit (CFCU) has the sole responsibility for budgeting, tendering, contracting, payments, accounting and financial reporting aspects of the procurement of services, supplies, works and grants in the context of the EU funded programmes and projects in Turkey. During the transition period, the capacity of the CFCU will be developed through the secondment of the staff from the Operating Structure and this capacity will be utilised by the Operating Structure for the financial management of the RCOP. After the transition period, a Finance and Contracts Unit will be established in the Operating Structure for the RCOP.

Within this framework, a protocol will be concluded between the Operating Structure and the CFCU in order to clearly define the functions to be carried out by both sides during the transition period (2007-2010).

In this respect, the tasks, which will be delegated to the CFCU for the transition period within the framework of the Protocol to be signed by the both sides, are given below indicatively:

- setting up procedures to ensure the retention of all documents required to ensure an adequate audit trail,

²⁴ For Organigramme of the Operating Structure, please see *Annex 7*.

²⁵ During the transition period, budgeting, tendering, contracting, payments, accounting and financial reporting aspects of the procurement of services, supplies, works and grants in the context of the RCOP will be carried out by CFCU. After the transition period, a Finance and Contracts Unit will be established in the Operating Structure for the RCOP.

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- arranging for tendering procedures, grant award procedures, the ensuing contracting, and making payments to, and recovery from, the final beneficiary,
 - ensuring that the NF and the NAO receive all necessary information on the procedures and verifications carried out in relation to expenditure,
 - ensuring that all bodies involved in the implementation of operations maintain a separate accounting system or a separate accounting codification,
 - setting up, maintaining and updating the reporting and information system,
 - carrying out verifications to ensure that the expenditure declared has actually been incurred in accordance with the applicable rules, the products or services have been delivered in accordance with the approval decision, and the payment requests by the final beneficiary are correct. These verifications shall cover administrative, financial, technical and physical aspects of operations, as appropriate,

5.1.2. Separation of Functions

Separation of functions between the bodies

Clear division of tasks has been ensured among the designated IPA bodies. In this respect, clear separation between verifications, controls, and evaluations to be carried out by the Operating Structure and the National Fund has been ensured. Verifications, controls, and evaluations will be performed by the different divisions of the Operating Structure within the MoIT, while these functions will be carried out by the National Fund within the Undersecretary of Treasury.

Furthermore, clear separation between audits and implementation and payment procedures has been guaranteed through the differentiation of the bodies responsible for executing these tasks. Audits will be carried out by the Board of Treasury Controllers, which acts as Audit Authority, whereas implementation and payment procedures will be performed by the Operating Structure and the CFCU.

Separation of functions within the bodies

Adequate separation of functions has been ensured within the designated IPA bodies.

During the establishment of the institutional mechanism within the Operating Structure and definition of the tasks of each body constituting the Operating Structure, the principle of separation of functions has been taken into account.

In this regard, the operational and financial aspects of an operation will be verified by the staff of the Quality Assurance and Control Division, while the operation will be initiated or implemented by the staff of the Technical Implementation Division of the Operating Structure.

The principle of separation of function will also be respected during the certification procedures within the National Fund. Certificates of statement of expenditure shall be drawn up by a person or department within the National Fund that is functionally independent from any services that approve claims.

Furthermore, the initiation, the ex-ante, and the ex-post controls will be carried out by different persons, functionally independent from each other.

5.2. Monitoring and Evaluation

5.2.1. Monitoring Arrangements

In order to ensure coherence and coordination in the implementation of the IPA components, programmes and operations as well as the progress in the implementation of IPA assistance, the following monitoring committees will be established:

- IPA Monitoring Committee covering all the IPA components
- Sectoral Monitoring Committees for each OP
- National Coordination Structures:
 - ✓ Financial Cooperation Board
 - ✓ Regional Development and Human Resources Development Coordination Committee for 3rd and 4th components of the IPA

IPA Monitoring Committee

According to Article 58 of IPA Implementing Regulation, Turkey shall, within six months after the entry into force of IPA Implementing Regulation set up an IPA Monitoring Committee, in agreement with the NIPAC and the Commission, to ensure coherence and coordination in the implementation of all IPA components.

The IPA monitoring committee shall satisfy itself as to the overall effectiveness, quality and coherence of the implementation of all programmes and operations towards meeting the objectives set out in the financing agreements as well as in the MIPD. For this purpose, it shall base itself on the elements given by the sectoral monitoring committees.

The IPA Monitoring Committee may make proposals to the Commission, the NIPAC and the NAO for any actions to ensure the coherence and co-ordination between the programmes and operations implemented under the different components, as well as for any cross-component corrective measures needed to ensure the achievement of the global objectives of the assistance provided, and to enhance its overall efficiency.

It may also make proposals to the Monitoring Committee for the RCOP for decisions on any corrective measures to ensure the achievements of the programme objectives and enhance the efficiency of assistance provided under the RCOP.

The IPA Monitoring Committee shall adopt its internal rules of procedure in compliance with a monitoring committee mandate established by the Commission, and within the national institutional, legal and financial framework.

The IPA Monitoring Committee shall include among its members representatives of the Commission, the NIPAC, the NAO, representatives of the Operating Structures, and the strategic co-ordinator. A representative of the Commission and the NIPAC shall co-chair the IPA Monitoring Committee meetings.

The IPA Monitoring Committee shall meet at least once a year. Intermediate meetings may also be convened, in particular on a thematic basis.

Monitoring Committee for the Regional Competitiveness Operational Programme

In accordance with Article 59 of IPA Implementing Regulation, the Head of the Operating Structure shall establish a sectoral monitoring committee for the RCOP within six months after the entry into force of the IPA Implementing Regulation.

MC RCOP shall be co-chaired by the Deputy Undersecretary of the MoIT as the head of the Operating Structure for the RCOP and a representative of the Commission. Its composition shall be decided by the Operating Structure, in agreement with the Commission.

The members of the MC RCOP will include (indicatively):

- ◆ The National IPA Coordinator or his/her representative,
- ◆ A representative of the Commission,
- ◆ A representative of the Strategic Coordinator for Components III and IV,
- ◆ Representatives of each body of the Operating Structure for the RCOP:
 - A representative of the Programming Division
 - A representative of the Monitoring and Evaluation Division
 - A representative of the Technical Implementation Division
 - A representative of the Quality Assurance and Control Division
- ◆ The National Authorising Officer
- ◆ A representative of the National Fund,
- ◆ A representative of the CFCU,
- ◆ Representatives from the civil society and socio-economic partners, regional or national organisations interested in active participation in the Programme implementation. These are namely:
 - Small and Medium Sized Industry Development Organisation (KOSGEB)
 - National Productivity Centre (MPM)
 - The Union of Chambers and Commodity Exchanges of Turkey (TOBB)
 - Turkish Artisans and Craftsmen Confederation (TESK)
 - Turkish Technology Development Foundation (TTGV)
 - Scientific and Technical Research Council of Turkey (TUBITAK)
 - South Eastern Anatolia Project (GAP) Regional Development Administration

The composition of the MC RCOP can be reviewed and extended by the Head of the Operating Structure in agreement with the Commission in order to guarantee sufficient representation and membership.

The MC RCOP will be assisted by a permanent secretariat provided by the Operating Structure for the preparation of papers for discussion by the committee or for clearance by written procedure. The Operating Structure shall also inform the MC RCOP regularly about the progress made in implementing decisions from previous meetings.

The MC RCOP will oversee the effectiveness and quality of the programme implementation, and will monitor especially the financial absorption capacity of the different interventions. In accordance with Article 167 of IPA Implementing Regulation, the Monitoring Committee shall (indicative provisions subject to the provisions to be set out in the Financing Agreement):

- consider and approve the general criteria for selecting the operations and approve any revision of those criteria in accordance with programming needs,
- review at each meeting progress made towards achieving the specific targets of the RCOP on the basis of documents submitted by the Operating Structure,
- examine at each meeting the results of implementation, particularly the achievement of the targets set for each priority axis and measures and interim evaluations, it shall carry out this monitoring by reference to the indicators agreed,
- examine the sectoral annual and final reports on implementation,
- be informed of the annual audit activity report or of the part of the report referring to the RCOP,

- examine any proposal to amend the financing agreement of the programme and propose to the Operating Structure any revision or examination of the RCOP likely to make possible the attainment of the programmes' objectives or to improve its management, including its financial management, as well as to oversee the cross cutting themes and publicity measures.

The MC RCOP shall confirm or make proposals to the Head of the Operating Structure, to the Commission, the Strategic Coordinator and the NIPAC to revise the programme following where relevant an evaluation, including the results, output and financial indicators to be used to monitor the assistance.

Each sectoral monitoring committee shall draw up its rules of procedure in compliance with a sectoral monitoring committee mandate set out by the Commission, and within the institutional, legal and financial framework of the beneficiary country concerned. It shall adopt these rules of procedure in agreement with the Operating Structure and the IPA Monitoring Committee, in order to exercise its missions in accordance with this Regulation.

For adequate project evaluation, the Monitoring Committee may appoint working groups, particularly for monitoring activities of horizontal issues and seek opinions of independent experts.

National Coordination Structures

Overall coherence for financial cooperation with the EU as well as participation to Community Programmes shall be ensured through internal mechanisms by the involvement of all key actors (NIPAC, NAO, and Strategic Coordinator) under political ownership. Accordingly, identification of two new structures is envisaged: Financial Cooperation Board (FCB) and Regional Development and Human Resources Development Coordination Committee.

Financial Cooperation Board

The Financial Cooperation Board is envisaged to upgrade the current Financial Cooperation Committee and be established under the chairmanship of the State Minister in charge of the EUSG with the involvement of NIPAC, NAO, Strategic Coordinator, the Undersecretary of Ministry of Foreign Affairs, Finance, Transport, Agriculture and Rural Affairs, Environment and Forestry, Industry and Trade, and Labour and Social Security..

This Board will ensure overall coherence for financial cooperation with the EU as well as participation to Community Programmes through political ownership and inter-ministerial coordination.

This Board will be responsible for,

- Monitoring and steering of general financial cooperation process,
- Assessment of overall and annual breakdown of the funds among IPA components,
- Approval of annual programming packages before submission to the EC.

Regional Development and Human Resources Development Coordination Committee

As a part of the institutional set-up under IPA, a Regional Development and Human Resources Development Coordination Committee for the SCF will be established. The Committee will be composed of, under the chairmanship of the Strategic Coordinator, Undersecretaries of Ministry of Foreign Affairs, Treasury, Operating Structure responsible for each OP and General Secretary of EUSG. Secretariat of the Coordination Committee will be provided by the Strategic Coordinator.

The tasks and responsibilities of the Regional Development and Human Resources Development Coordination Committee are as follows:

-
- To steer the management of the SCF
 - To secure OP's compliance with the SCF
 - To review the progress being made towards achieving objectives and targets on the OP base
 - To propose to the Operating Structure any revision of the programme for the attainment of the programmes' objectives and improvement of its management
 - To consider and approve any proposal to amend the financing agreement of the programme

5.2.2. Management Information System

A common Management Information System has been developed and put into force by the SPO for the EU funded Regional Development Programmes. This system which is used for monitoring approximately 1250 projects being implemented in 33 provinces and will be further developed and used for the programmes and projects financed under the IPA.

Within this framework, the Ministry of Industry and Trade will use this central Management Information System (MIS) for monitoring of the RCOP. All relevant data will be entered into this system. Both the Operating Structures and other bodies involved in control and implementation of the Programme shall if possible have access to this system.

Main tasks of the MIS will include:

- Provision of proper, efficient and transparent management of the IPA funds and national resources,
- Provision of the Operating Structures with the necessary IT tools that will enable them:
 - ✓ to monitor and manage the implementation of operations and projects, from the moment of tendering and call for proposal to the closure of the RCOP, in particular results whenever feasible and outputs,
 - ✓ to carry out and monitor financial transactions,
 - ✓ to ensure required reporting to the European Commission on implementation of the RCOP.

5.2.3. Monitoring System and Indicators

The quantitative and qualitative progress made in implementing the RCOP as well as its efficiency and effectiveness in relation to its objectives will be measured by the use of evaluation and monitoring indicators related to the results and outputs of the individual measures.

The Head of the Operating Structure is responsible for programme monitoring. In this context, the Operating Structure will collect performance data (outputs, results and expenditure) from operations and projects. It will establish, maintain and update the reporting and information system by taking this project level data and aggregate it to measure, priority axis and whole OP levels. Data on individuals who are the ultimate beneficiaries will be collected for each project and used for aggregation at measure and priority level. On this basis, the Operating Structure will assess the progress of the OP at each level against objectives and targets, prepare reports to the MC RCOP, draft the sectoral annual and final reports on implementation and launch interim evaluations if required.

In the context of monitoring and for the purpose of using indicators, the role of the Operating Structure will also be to ensure that:

- monitoring requirements are built into the calls for tender and proposals documents (application forms and guidelines for applicants),

- project applications (when appraised and selected) include proposed outputs and results, as well as data on individuals, that are consistent with the RCOP indicators for the appropriate measure,
- provision of data is built into the contract with beneficiaries as an obligation, and that performance data is provided systematically and in a timely manner by beneficiaries alongside the project reimbursement claim.

5.2.4. Selection of Operations

According to Article 158 of IPA Implementing Regulation, all operations which are not major projects and which are implemented by final beneficiaries other than national public bodies shall be selected through calls for proposals.

The Operating Structure will set up a selection committee for each call for proposals launched for the selection of operations financed under a specific measure. The Selection Committee will appraise project applications in compliance with the selection criteria and methodologies agreed by the MC RCOP and published in the call for proposals documents.

The applications will first be screened for their compliance with eligibility and administrative criteria meeting the relevant eligibility requirements set out in the relevant measures and thereafter will be evaluated according to their quality. The Selection Committee will then make recommendations to the Operating Structure, in compliance with Article 158 of the IPA Implementing Regulation. The Operating Structure shall decide whether to approve the results of the selection procedure and state the reasons for its decision.

All the actions during the evaluation and selection phase of the project proposals are under the responsibility of the **Programming Division of the IPA Unit**. This Division is responsible for the establishment of a "Project Selection Committee". This Division will not only determine the members of the Project Selection Committee but also carry out its secretariat task. The Chairman of the Project Selection Committee will be the **Manager of the IPA Unit**.

5.2.5. Sectoral Annual and Final Reports on Implementation

Sectoral annual and final reports on implementation will be prepared by the Operating Structure in accordance with the Article 169 of IPA Implementing Regulation. These reports will assess the implementation progress covering the attainment of set objectives, the problems encountered in managing the programme and the measures taken, the financial execution as well as monitoring and evaluation activities carried out. These reports will be discussed at least at the second MC RCOP meeting of each year.

5.2.6. Evaluation Arrangements

Evaluations are a tool for assessing the relevance, efficiency and effectiveness of the financial assistance as well as the impact and sustainability of the expected results. As a minimum, an ex-ante evaluation and an interim evaluation will be carried out under the responsibility of the Head of the Operating Structure in accordance with the principles laid down in the IPA Implementing Regulation and guidance provided by the Commission.

Ex-Ante Evaluation

Under the responsibility of the Operating Structure, an ex ante evaluation of the RCOP has been carried out by independent expert within the framework of the technical assistance project called "**Support to the SPO to Build Capacity at Central, Regional and Local Level to Implement**

Economic and Social Cohesion Measures." SPO has bearded overall responsibility for over-seeing and coordinating the ex-ante evaluation process.

Key points related to the Ex-ante Evaluation and Ex-ante Evaluation Report of the RCOP are provided as an Annex. (*See Annex 9*) Furthermore, a summary of the results of the ex-ante evaluation and the way the evaluation was conducted is also given under Section 1.4 of the RCOP.

The main purposes of the ex ante evaluation were to:

- assess whether the overall programme is an appropriate means for addressing the issues confronting Turkey
- check whether the programme has well defined strategic axis, priorities and objectives that are relevant to Turkey's needs and is achievable
- advise on the quantification of objectives and the establishment of a basis for both monitoring and future evaluation work
- review the adequacy of the implementation and monitoring arrangements and help with the design of project selection procedures and criteria

Interim Evaluation

During the implementation of the RCOP, interim evaluations complementing the monitoring of the RCOP will be carried out, in particular where this monitoring reveals a significant departure from the goals initially set or where proposals are made for the revision of the RCOP. At any rate, evaluations will be planned to provide data on indicators agreed upon in the RCOP that cannot be obtained through the monitoring system. In addition, strategic evaluations or thematic evaluations can be carried out under the responsibility of the Operating Structure.

The results shall be sent to the ad-hoc committee on evaluations, to the MC RCOP and to the Commission.

Ex-post Evaluation

The ex-post evaluation will be the responsibility of the European Commission in collaboration with the Strategic Coordinator. The ex-post evaluation will be carried out by independent experts and will be completed not later than three years after the end of the programming period.

The results of the evaluations will be published according to the applicable rules on access to documents.

Evaluation Function

The Head of the Operating Structure is responsible for ensuring that adequate evaluations of the RCOP. The evaluations will be carried out by external experts or bodies functionally independent from the management and control systems due to the lack of necessary capacity within the Operating Structure.

In order to ensure that evaluation requirements laid down in the IPA Implementing Regulation have been met, a separate team for the evaluation functionally independent from the management and control structures will be set up under the Monitoring and Evaluation Division of the Operating Structure. A Coordinator and several numbers of experts will be appointed to the Evaluation Team. Coordinator and experts of the Evaluation Team can not work in the Programming Team or other teams involved in the management and control of the RCOP. In order to increase the human resources capacity of this Team, trainings related to the evaluation and evaluation methods will be provided to its staff under the Technical Assistance priority of the RCOP.

Functions of the Evaluation Team are given below:

- Ensuring the evaluations of the RCOP,
- Co-ordination of activities related to evaluation of performance and achievements of the RCOP,
- Provide inputs to next programming, identification and formulation phases on the basis of lesson learned during the implementation of evaluation exercises.

Evaluation Committee

MC RCOP will designate an ad-hoc committee to assist the Operating Structure in its evaluation activities. The Committee members will be experts in evaluation.

The Committee will provide guidance and assistance to the Evaluation Team of the Operating Structure. The assistance will take place at all stages of the evaluation (guidance, planning, implementation, communication of results). Relevant stakeholders will also be able to contribute.

Evaluation Activities and Timing

Indicative Evaluation Activities	Timing
Ex-Ante Evaluation of the RCOP	Parallel with the drafting process of the RCOP. From the beginning of the programming process till the approval of the OP.
Interim Evaluation of the RCOP	2009
Ex-Post Evaluation of the RCOP	Not later than three years after the end of the programming period.

5.3. Information and Publicity

5.3.1. Introduction

Information and publicity are important aspects of pre-accession assistance and in particular to the successful design and delivery of the Operational Programmes.

The information to be provided by the Operating Structure should include inter alia the publication of the list of final beneficiaries, the names of the operations and the amount of Community funding allocated to operations.

5.3.2. Requirements

In accordance with the relevant Articles of IPA Implementing Regulation and the European Commission Regulation (EC) 1159/2000 of 30 May 2000, the Operating Structure of the RCOP is responsible for providing information on IPA assistance to the potential beneficiaries and keeping the public informed about the support activities of the European Union.

In order to carry out these functions, a special Team responsible for information and publicity of the RCOP has been established within the Operating Structure. The tasks of this Team include mainly:

- preparing the *Communication Action Plan*
- informing the Commission about amendments made to the *Communication Action Plan*,
- managing the communication activities of the Plan and related budget,
- participating to the working group promoted by the MoIT,
- managing the information on the contents of the RCOP provided at the Ministry's website,
- preparing timely publication of materials related to RCOP (newsletter, leaflets, reports, etc.)
- supervising general public awareness researches,
- monitoring the communication actions undertaken by the Implementing Institutions and beneficiaries and providing advice to support compliance with EU publicity requirements,
- supporting the organisation of conferences and other information events in partnership with the key stakeholders of the RCOP and the other Operating Structures,
- managing the media aspects of such events,
- responding to requests for information from the media and general public,
- organizing and implementing a monitoring system to verify the effectiveness of the plan,
- preparing the monitoring reports on information and publicity activities for the MC RCOP and for the European Commission.

In accordance with the relevant Articles of IPA Implementing Regulation and taking into account European Commission Regulation (EC) 1159/2000, the Publicity Team of the Operating Structure will elaborate a Communication Action Plan to provide a strategic coherence to the set of activities to publicise information about IPA assistance. This Communication Action Plan will cover the entire implementation period of the RCOP.

The Publicity Team of the Operating Structure will submit a draft of the Communication Action Plan to the Commission within four months of the date of the signature of the Financing Agreement covering the RCOP.

The Communication Action Plan will at least include the following issues:

- The aims and target groups
- The strategy and content
- The indicative budget
- The administrative departments

- The criteria used for evaluation

5.3.3. Activities

The Publicity Team will ensure that the information and publicity measures are implemented in accordance with the Communication Action Plan.

This Team will be responsible for organising at least the following information and publicity measures:

- A major information activity publicising the launch of the RCOP,
- At least one major information activity a year, as set out in the Communication Action Plan, presenting the achievements of the RCOP,
- The publication of the list of beneficiaries, the names of the operations and the amount of Community and national funding allocated to the operations.

The Publicity Team shall provide potential beneficiaries with clear and detailed information on at least the following:

- The possibility of financing opportunities offered jointly by the Community and Turkey through the RCOP,
- The conditions of eligibility to be met in order to qualify for financing under the RCOP,
- A description of the procedures for examining applications for funding and of the time periods involved,
- The criteria for selecting the operations to be financed,
- The contacts at national, regional or local level that can provide information on the RCOP.

5.3.4. Indicative Budget

The indicative budget for the Communication Action Plan for the period 2007 – 2009 is **1.850.000 million** Euros allocated from the Technical Assistance budget of the RCOP, to cover the costs for the publicity and information measures.

5.3.5. Management and Implementation

Within the Ministry, information and communication activities will be carried out by the Publicity Team established under the Programming Division of the Operating Structure. The Publicity Team will be composed of the experts involved in the preparation process of the RCOP as well as the officials from the Press and Public Relations Counsellorship and the Data Processing and Evaluation Department of the Ministry.

The Publicity Team will support the Head of the Operating Structure in the performance of the following functions and responsibilities:

- Discuss the Communication Action Plan with the Commission,
- Coordinating with the information and publicity activities under other IPA funded programmes,
- Elaboration, implementation and assessment of the RCOP Communication Action Plan,
- Represent the RCOP in the relevant national and Commission information networks,
- Handling enquiries from beneficiaries,
- Monitoring and control on the fulfilment of the publicity and information requirements from the beneficiaries,

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- Development, production and distribution of information materials, preparation and implementation of public events,
 - Development and maintaining the contents of the programme website,
 - Liaison with the IT regarding technical maintenance,
 - Management of out-sourced services,
 - Elaboration and monitoring annual Communication Action Plans and coordination of internal events and trainings.

5.3.6. Monitoring, Evaluation and Reporting

Monitoring, evaluation and reporting are compulsory requirements for the implementation of the publicity measures of the Communication Action Plan for the RCOP.

The progress made in the implementation of the Communication Action Plan will be reported during the meetings of the MC RCOP. The Head of the Operating Structure will inform the MC RCOP of the information and communication measures carried out and the means of communication used. The Head of the Operating Structure will provide the MC RCOP with examples of communication measures carried out.

The annual and final implementation reports on implementation of the RCOP shall include the following information:

- Examples of information and communication measures for the RCOP undertaken in the implementation of the Communication Action Plan,
- The arrangements for the information and publicity measures concerning the publication electronically or otherwise of the list of beneficiaries, the names of the operations and the amount of public funding allocated to the operations,
- The content of major amendments to the Communication Action Plan.

A set of indicators for evaluation of publicity measures will be included in the Communication Action Plan and represent the essential part of the Plan with regard to the assessment of the efficiency and effectiveness of the implemented publicity activities.

The yearly results of the qualitative and quantitative analysis will be used for the elaboration of the Annual Communication Action Plans and if there is a need for the modification of the Communication Action Plan.

5.3.7. Partnership and Networking

Bodies that can act as relays and multipliers for the RCOP and disseminate the information on the RCOP are given below:

- ◆ Professional and trade associations and organisations,
- ◆ Economic and social partners,
- ◆ NGOs,
- ◆ Educational institutions,
- ◆ Organisations representing business,
- ◆ Operators,
- ◆ Information Centres on Europe and Commission Representation in Turkey,
- ◆ Other main stakeholders of each priority.

The Operating Structure will work in close cooperation with the above-mentioned bodies for dissemination of information regarding the RCOP and the IPA.

5.3.8. Internet

In order to publicise the RCOP and to take the opinions of all interested parties on the RCOP, a web site has been established by the Operating Structure.²⁶ This web site is also linked to the relevant websites of the Commission as well as the websites of the other Operating Structures.

During the programming period, this web site has been used for the consultation process of the draft RCOP. All the views and opinions submitted to the Operating Structure via the web site have been taken into account and used as an input for drafting the RCOP.

During the implementation period of the RCOP, this web site will also be used for informing the general public about the funding opportunities under the RCOP, amount of the support, eligibility criteria for financial assistance, project selection criteria and selection process etc.

Furthermore, within the framework of the EC-financed project "Capacity Improvement in the field of Economic and Social Cohesion", a web page has been designed for the Economic and Social Cohesion Inter-ministerial Working Group which involves Strategic Coordinator and Operating Structures. This web page is one of the main instruments of the Inter-ministerial Working Group in publicity of the EU funding opportunities, SCF and OPs under 3rd and 4th components of the IPA. Main objectives of this web site are to carry out consultation activities related to the OPs, to promote the EU funds in Turkey, to ensure exchange of information and to give updated information to the all stakeholders at central, regional and local level.

²⁶ <http://www.sanayi.gov.tr/IPAWeb/IPADeneme.aspx>

ANNEXES

ANNEX 1 - LIST OF STAKEHOLDERS INVOLVED IN THE IPA WORKING GROUP

Ministry of Industry and Trade (MoIT)		IPA Working Group		Head of Section		Coordinator	
1	Serdar ATAYETER	Ministry of Industry and Trade (MoIT)	IPA Working Group	EU Expert	EU Expert	Manufacturing Industry and SMEs	2861390
2	Mehmet Ali Yılmaz	MIT	IPA Working Group	Engineer	Engineer	R&D, Innovation	286 0365-2852
3	Emel Ç-MEN	MIT	IPA Working Group	EU Expert	EU Expert	Tourism	236 0365--2853
4	Hande MERCAN	MIT	IPA Working Group	EU Expert	EU Expert	Tourism	2860365-2852
5	Özgür AYGEN	MIT	IPA Working Group	EU Expert	EU Expert	Tourism	2860365-2853
6	Nurettin ÖZDEN	MIT	IPA Working Group	Engineer	EU Expert	Information Society	2860365-2853
7	Ümmühan YOKU	MIT	IPA Working Group	Engineer	Engineer	Manufacturing Industry and SMEs	2860365-3026
8	•zlem KÜLLÜK	MIT	IPA Working Group	Engineer	Engineer	Manufacturing Industry and SMEs	2860365-2854
9	Serkan ÖZBEK	MIT	IPA Working Group	Engineer	Engineer	Manufacturing Industry and SMEs	2860365-2851
10	Bülent YANIKTEPE	MIT	IPA Working Group	Engineer	Engineer	R&D, Innovation	2317280-1237

11	Mustafa KILINÇ	MIT IPA Working Group	Engineer	Information Society	2317280-1257
12	Meryem İVGIN	KOSGEB / Department of Foreign Relations Coordination / EU and International Coordination Section	Expert	Manufacturing Industry and SMEs	2128190/252
13	Esra ATA	KOSGEB / Department of Foreign Relations Coordination / EU and International Coordination Section	Expert	Manufacturing Industry and SMEs	2943451
14	Ay-eğül ÇELİK	KOSGEB / TOBB Coordinator	Expert	Manufacturing Industry and SMEs	
15	Serpil YÜCESOY	KOSGEB / Centre for Entrepreneurship Development	Expert	Manufacturing Industry and SMEs	
16	U-ur YAVUZ	KOSGEB Directorate for Credit Management and Monitoring	Expert	Manufacturing Industry and SMEs	
17	Demet DEMIREZ	KOSGEB Centre for Regional and Local Development	Expert	Clustering, Regional Development	368 95 00/2125
18	Hakan KARAKA	The Scientific and Technical Research Council of Turkey (TUBITAK)	Field Coordinator	R&D, Innovation, Information Society	4685300/1978
19	Ercan Orhan	TUBITAK	Field Coordinator	R&D, Innovation, Information Society	4671801
20	Dursun Ç-ÇEK	TUBITAK	Senior Expert	R&D, Innovation, Information Society	4661389

21	Mesut ÖZTOP	TUBITAK	Assistant Expert	R&D, Innovation, Information Society	4671801-4553
22	Özlem TEKER	Ministry of Culture and Tourism	Assistant Expert	Tourism	2128300-2056
23	Hüseyin TON	Ministry of Culture and Tourism	Assistant Expert	Tourism	2128300-2056
24	Mehmet SERİN	Ministry of Culture and Tourism	Assistant Expert	Tourism	2128300-2056
25	Aban MEMİŞ	Ministry of National Education	Teacher	Education and Social Infrastructure	2125084-9706
26	Elif İlkey Özalp	Ministry of National Education	EU Expert	Education and Social Infrastructure	2125084/9968
27	Mustafa M. Karaman	National Productivity Centre	Expert	SME Training and Consultancy	4675590/250 - 255 05356259484
28	Selami Çapan	National Productivity Centre	Expert	SME Training and Consultancy	05325912788
29	Umut Demirtaş	National Productivity Centre	Research Expert	SME Training and Consultancy	4675590/321
30	Kürat Yılmaz	Turkish Standardisation Institute	EU and Foreign Relations Expert	Standardisation	4166277
31	Cahide Ekiz	Turkish Standardisation Institute	EU and Foreign Relations Expert	Standardisation	4166591

32	Arda Kezer	Turkish Artisans and Craftsmen Confederation (TESK)	EU and Foreign Relations Expert	Artisans and craftsmen	4183269/312
33	Mehmet Güven	TESK	EU and Foreign Relations Expert	Artisans and craftsmen	4183269/305
34	Ayhan Karaca	Undersecretary of Foreign Trade	Foreign Trade Expert	Foreign trade	2047641
35	Filiz Kayac	Undersecretary of Foreign Trade	Assistant Foreign Trade Expert	Foreign trade	2047596
36	F. Seda Sevgi	Undersecretary of Foreign Trade	Assistant Foreign Trade Expert	Foreign trade	2047989
37	Esin Özdemir	The Union of Chambers and Commodity Exchanges of Turkey (TOBB)	Assistant Expert	SMIEs	4138234
38	A. Selçuk Nalbat	TOBB	Expert	SMIEs	
39	Seda Akçam	TOBB	Assistant Expert	SMIEs	4138000
40	Ahmet Selçuk	TOBB	Assistant Expert	SMIEs	4138000
41	Seyit Ya•basan	Turkish Accreditation Board	Head of System Accreditation	Accreditation	4108200
42	Kayhan Cabio•lu	Turkish Accreditation Board	Assistant Expert	Accreditation	4108200

43	Defne Geçim	Undersecretary of Treasury	Expert	SMEs, Regional Incentives	2046733
44	Alpay Zeybek	Undersecretary of Treasury	Treasury Expert	SMEs, Regional Incentives	2046733
45	Esin Türke	Undersecretary of Treasury	Treasury Expert	SMEs, Regional Incentives	2046733
46	Elif Durako lu	Undersecretary of Treasury	Assistant Expert	SMEs, Regional Incentives	2046733
47	Mustafa Dalkran	Turkish Patent Institution	Trademark Expert	Trademark	3031333
48	Kadri Yavuz Özbay	Turkish Patent Institution	Patent Expert	Patent	3031385
49	Selvihan Okumu	High Education Council	2987240/43	Cooperation between universities and business	2987240
50	Evren Bükülmez	Turkish Technology Development Foundation	Expert	R&D, Technology, Innovation	265 02 72/325
51	Hülya Bayrak	TURKSTAT	Expert	Manufacturing Industry, National Accounts, Economic Indicators	410 05 30
52	Melahat KUTLU	State Planning Organisation (SPO)	Expert	Regional Policy	294 57 16
53	Alperen Köseo lu	SPO	Assistant Expert	SMEs, R&D, Innovation	294 57 15

54	Aycañ Ykssel	SPO		Assistant Expert	SMEs		294 65 11
55	Murat KAIRA	SPO		Assistant Expert	Regional Policy		294 67 43
56	Bilgehan zbyaylanı	SPO		Assistant Expert	R&D, Innovation		294 64 22
57	Burcu M. Draor	SPO		Assistant Expert	SMEs, R&D, Innovation		294 57 75
58	Dilek Ykssel	SPO		Assistant Expert	Information Society		294 64 52
59	Hlyya rs	SPO		Expert	Tourism		294 62 55
60	Tarık Eraslan	SPO		Assistant Expert	SMEs		294 57 18
61	Mustafa İk	SPO		Assistant Expert	SMEs		294 67 20
62	Filiz Alsaç	SPO		Assistant Expert	SMEs		294 67 46
63	Fulya Evren	SPO		Assistant Expert	SMEs, Regional Policy		294 67 11
64	Kadir Barboa	SPO		Assistant Expert	SMEs, Regional Policy		2946721

65	Fulya Saner	Ministry of Labour and Social Security	Assistant Expert	HRD OP	2966474
66	İlknur Dede	Ministry of Agriculture and Rural Affairs		Rural Development OP	2873360/2209
67	Burcu Alan Özcan	Ministry of Transport	Assistant EU Expert	Transport OP	5501642
68	Cengiz Taylan Baykara	Ministry of Environment and Forestry	Head of Section	Environment OP	2075436
69	Turgay Tursun	EUSG	Expert	Information Society	285 77 20
70	Aylin Çalayan	EUSG	Expert	Regional Policy	285 77 20

List of Regional and Local Stakeholders		NAME/SURNAME		E-MAIL TELEPHONE	
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TR-C1	Gaziantep Chamber of Commerce	Mesut ÖÇAL	mocal@gto.org.tr
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TR-C2	•anlı-rurfa Chamber of Commerce and Industry	Veysel ASO• LU	veyselasoglu@sutso.org.tr
	Bayburt Chamber of Commerce and Industry	Önder KARAO• LU	onderkaraoglu@hotmail.com
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TR-C3	Batman Chamber of Craftsmen and Tradesmen	AHMET CANDEMİR	batmanes@mynet.com
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TR-A2			

ANNEX 2 – OPINIONS OF THE REGIONAL AND LOCAL STAKEHOLDERS ON THE ELIGIBLE ACTIONS AND PRIORITY SECTORS OF THE RCOP

<p>Proposed Actions in the Questionnaires and their Reflection to the RCOP</p>	
<p>NUTS II REGION</p>	<p>THE REFLECTION OF PROPOSED ACTIONS TO THE INTERVENTION STRATEGY OF THE RCOP</p>
<p>PROPOSED ACTIONS IN THE QUESTIONNAIRES</p>	<p>CORRESPONDING PRIORITIES AND MEASURES OF THE RCOP</p>
<p>TR-63 Improvement of R&D and ICT infrastructure, Technology transfer, Implementation of Grant schemes programmes, supporting the production oriented activities, Establishment of common usage labs, packaging facilities, training facilities, technical and social facilities, production facilities and their refurbishment, Increasing the capacity of the SMEs, trainings on entrepreneurship, following up the start ups through the financial supports, establishment of ISGEMs for the women entrepreneurs, improvement of the infrastructure of the IGEMS</p>	<p>Priority 1 Measure 1.1 and 1.3 Priority 2 Measure 2.1 and 2.2</p> <p>All the proposed actions have been taken into account in the design phase of the Intervention Strategy (see Table 46).</p>
<p>TR-83 Providing financial supports to SMEs, Implementation of the grant schemes programmes, Making infrastructure investments for tourism, Setting up clusters, Organizing human resources trainings, Establishment and development of the financial instruments, Improvement of the industrial infrastructure, Establishment of common usage labs, packaging facilities, training facilities, technical and social facilities, production facilities and their refurbishment, Improvement of the R&D and innovation infrastructure, Providing basic information and consultancy supports to the firms, Organizing vocational trainings, Improving rural development, Support to the establishment of the logistic centres, Improving Medical Devices Sector, Establishment of Techno-centre and industrial zone, Improvement of Nanotechnology</p>	<p>Priority 1 Measure 1.1, 1.2, 1.3 and 1.4 Priority 2 Measure 2.1 and 2.2</p> <p>All the proposed actions except tourism supports have been taken into account in the design phase of the Intervention Strategy (see Table 46). The main reason of the exclusion of the tourism from the intervention areas for the region is the limited budget allocated to the Measure 1.4 on tourism.</p>

<p>TR-82</p>	<p>Implementation of infrastructure and environment projects, Improvement of tourism infrastructure and promotion, Developing agriculture and improving livestock production, Implementation of projects on drinking water, Improvement of entrepreneurship and marketing, Improvement of energy sector, Increasing manufacture of gun, Increasing the exportation of wooden door and window</p>	<p>Priority 1 Measure 1.1 and 1.4 Priority 2 Measure 2.1</p>	<p>All the proposed actions except tourism supports have been taken into account in the design phase of the Intervention Strategy (see Table 46). The main reason of the exclusion of the tourism from the intervention areas for the region is the limited budget allocated to the Measure 1.4 on tourism.</p>
<p>TR-BI</p>	<p>Making investments on employment and production activities, providing grants for the farmers, Encouragement of marketing, Improving R&D infrastructure, carrying out training activities for SMEs, Establishment of financial instruments for SMEs</p>	<p>Priority 1 Measure 1.1, 1.2 and 1.3 Priority 2 Measure 2.1</p>	<p>All the proposed actions have been taken into account in the design phase of the Intervention Strategy (see Table 46).</p>
<p>TR-90</p>	<p>Improving tourism infrastructure in high land and mountain tourism, thermal tourism and winter tourism, Improving marketing and industry infrastructure, Improving hazelnut oriented industries, Carrying out training programmes for the unemployed people, Providing basic information, investment and consultancy services to SMEs, Improving mining and agriculture sectors, Extending the numbers of the incubators and TEKMERS, SME training centres with common usage Centres, Improving handicrafts, tea industry, maritime and shipbuilding, Establishment of sectoral foreign trade firms, establishment of ISGEMs</p>	<p>Priority 1 Measure 1.1 and 1.4 Priority 2 Measure 2.1 and 2.2</p>	<p>All the proposed actions except tourism supports have been taken into account in the design phase of the Intervention Strategy (see Table 46). The main reason of the exclusion of the tourism from the intervention areas for the region is the limited budget allocated to the Measure 1.4 on tourism.</p>
<p>TR-72</p>	<p>Improving R&D infrastructure, increasing awareness in institutionalization, Enhancement of the human resources, R&D, Innovation and technology infrastructure, improving the agriculture and livestock production and other related industries, Supporting for the start up initiatives and common usage facilities, increasing the added value in the production, increasing business stock, increasing the employment capacity, improvement of physical infrastructures</p>	<p>Priority 1 Measure 1.1 and 1.3 Priority 2 Measure 2.1 and 2.2</p>	<p>All the proposed actions have been taken into account in the design phase of the Intervention Strategy (see Table 46).</p>

<p>TR-C1</p>	<p>Establishment of agricultural Industry facilities, providing opportunities for the disabled people and support for the SMEs which have employment capacity, Improving the infrastructure of organized industrial zones and SMEs, Establishment of solid waste treatment facilities in the organized industrial zones, Improving culture tourism and handicraft,</p>	<p>Priority 1 Measure 1.1 and 1.4 Priority 2 Measure 2.1</p>	<p>All the proposed actions have been taken into account in the design phase of the Intervention Strategy (see Table 46).</p>
<p>TR-C2</p>	<p>Completion of south-eastern Anatolian Project, improving agriculture sector and agricultural infrastructure, Improving the marble sector, Increasing the awareness of SMEs in intellectual property rights, Ensuring compliance with the international standards, Encouraging marketing and exports</p>	<p>Priority 1 Measure 1.1 Priority 2 Measure 2.1</p>	<p>All the proposed actions have been taken into account in the design phase of the Intervention Strategy (see Table 46).</p>
<p>TR-A1</p>	<p>Improving agriculture sector and livestock production, Improving mining sector, Establishment of hydroelectricity centrals, Improving pre-packaging, textile, R&D activities, Providing basic consultancy and information services, Providing investment support for SMEs, Enhancing the entrepreneurship, Providing grants, Improving ICT infrastructure, Making market research, carrying out quality development activities, promotional activities, Organizing trainings on project and work plans, Improving communication infrastructure, Promoting Civil cheese, Establishment of a labs on milk and meat together with the university, training the people on Oltu stone, etram, natural paint and handicrafts</p>	<p>Priority 1 Measure 1.3 Priority 2 Measure 2.1 and 2.2</p>	<p>All the proposed actions have been taken into account in the design phase of the Intervention Strategy (see Table 46).</p>
<p>TR-C3</p>	<p>Exploring regional potentials, Organizing trainings for qualified staff, supports to physical infrastructure</p>	<p>Priority 1 Measure 1.1 Priority 2 Measure 2.1 and 2.2</p>	<p>All the proposed actions have been taken into account in the design phase of the Intervention Strategy (see Table 46).</p>

<p>TR-B2</p>	<p>Making new investments especially on communication-ICT and information society, Fostering entrepreneurship and certification, Improving the mining sector, improvement of the regional foreign trade, Improving the industries based on agriculture, Organizing trainings on export and imports, Taking social measures and carrying out trainings for farmers, Providing financial supports for the start up, Providing supports to technology infrastructure, facilitating access to information, Organizing trainings on marketing, supports to Shoemakers, food industry and bread and sugar industry</p>	<p>Priority 1 Measure 1.1 and 1.3 Priority 2 Measure 2.1</p>	<p>All the proposed actions except R&D and technology supports under Measure 1.3 have been taken into account in the design phase of the Intervention Strategy (see Table 46). The main reason of the exclusion of the Measure 1.3 from the intervention areas for the region is the lack of R&D and industry infrastructure.</p>
<p>TR-A2</p>	<p>Making investments on education, health and infrastructure, Improving agriculture and livestock production, development of industrial infrastructure, Improvement of R&D, information society, consultancy services, encouragement of the entrepreneurship, funding of the provinces according to their potential, Ensuring the coordination of international and national seminars, Establishment of financial instruments and education of qualified staff</p>	<p>Priority 1 Measure 1.2 and 1.3 Priority 2 Measure 2.1 and 2.2</p>	<p>All the proposed actions except R&D and technology supports under Measure 1.3 have been taken into account in the design phase of the Intervention Strategy (see Table 46). The main reason of the exclusion of the Measure 1.3 from the intervention areas for the region is the lack of R&D and industry infrastructure</p>

NUTS II REGION	PROPOSED SECTORS IN THE QUESTIONNAIRE	THE SECTORAL CONCENTRATION OF THE RCOP	REFLECTION OF THE PROPOSALS TO THE RCOP
TR-63	Agriculture sector, There is a need for a "NEED ANALYSES" for this purpose.	Manufacture of food products and beverages, Manufacture of textiles and wearing apparels, Manufacture of basic metals, Manufacture of wood and wood products, Manufacture of fabricated metal products, Manufacture of rubber and plastic products	Agriculture sector is covered by the IPARD. However, as the demarcation line between the IPARD and RCOP has been drawn clearly, this sector was prioritized and reflected in the RCOP as "manufacture of the food products and beverages" which are the raw materials of the agriculture sector.
TR-83	Tourism Sector, Health tourism, Thermal and Spa tourism, Transportation Sector, Medical Devices, Shipyard, Agricultural Medication, Fertilizers and Chemicals Sectors, Geo-thermal Energy, Agriculture Sector	Manufacture of food products and beverages, Manufacture of basic metal, Manufacture of wood and wood products, Manufacture of machinery and equipment, Mining and quarrying, Manufacture of wearing apparel	Agriculture sector is covered by the IPARD. However, as the demarcation line between the IPARD and RCOP has been drawn clearly, this sector was prioritized and reflected in the RCOP as "manufacture of the food products and beverages" which are the raw materials of the agriculture sector.
TR-82	Energy sector, manufacture of gun production, agriculture and livestock production, Forestry and its products, Mining, Logistics sector, Wooden door and window	Manufacture of wood and wood products, Manufacture of food products and beverages, Manufacture of other non-metallic mineral products, Manufacture of wearing apparel, Manufacture of textile, Mining and quarrying	Forestry, wood products and mining sectors were prioritized in this NUTS II region in the RCOP.
TR-B1	Carpeting, miming and quarrying	Manufacture of food products and beverages, Mining and quarrying, Manufacture of textile and wearing apparel, Manufacture of other non-metallic mineral products, Manufacture of machinery and equipment, Farming of Animals	Mining and quarrying were prioritized in this NUTS II Region in the RCOP.
TR-90	Tourism sector, Exportation of Tea and hazelnut, Agricultural industry, Energy sector, transportation and shipyards	Manufacture of food products and beverages, Manufacture of wood and wood products, Manufacture of other non-metallic mineral products, Manufacture of other transport equipment, Mining and quarrying.	Agriculture sector is covered by the IPARD. However, as the demarcation line between the IPARD and RCOP has been drawn clearly, this sector was prioritized and reflected in the RCOP as "manufacture of the food products and beverages" which are the raw materials of the agriculture sector. Manufacture of transport equipments" has been prioritized in this NUTS II region in the RCOP.
TR-72	Textile Sector, Food Industry and Furniture, Light Metal Industry, Mining, Agriculture Sector and Livestock Production, Manufacturing Industry, Office Equipments, Medical Devices, Chemical Products,	Manufacture of Furniture, Manufacture of other non-metallic mineral products, Manufacture of food products and beverages, Manufacture of textiles and textile products, Mining and quarrying, Manufacture of machinery and equipment	"Manufacture of furniture, manufacture of textiles and textile products, manufacture of machinery and equipment" were prioritized in this NUTS II region.

NUTS II REGION	PROPOSED SECTORS IN THE QUESTIONNAIRE	THE SECTORAL CONCENTRATION OF THE RCOP	REFLECTION OF THE PROPOSALS TO THE RCOP
TR-C1	Textile Sector	Manufacture of textiles and textile products, Manufacture of food products and beverages, Manufacture of rubber and plastic products, Manufacture of chemicals and chemical products, Manufacture of fabricated metal products, Manufacture of chemicals and chemical products, Mining and quarrying	"Manufacture of textiles and textile products" was prioritized in this NUTS II region.
TR-C2	Metal and electric industry	Manufacture of food products and beverages, Manufacture of textile and wearing apparel, Mining and quarrying, Manufacture of basic metals and fabricated metal products, Manufacture of other non-metallic mineral products, Growing of vegetables, nuts, Manufacture of chemicals and chemical products, Manufacture of machinery.	"Manufacture of basic metals and fabricated metal products" has been prioritized in this NUTS II region.
TR-A1	Transportation, Natural Stones and Mining Sectors, Fruit and Food Production, Livestock and Agriculture Sectors, Handcraft (Oltu Stone, copper processing), Tourism Sectors	Manufacture of food products and beverages, Manufacture of plastics, Manufacture of wood and wood products, Mining and quarrying, Manufacture of furniture, Manufacture of chemical products	Agriculture sector is covered by the IPARD. However, as the demarcation line between the IPARD and RCOP has been drawn clearly, this sector was prioritized and reflected in the RCOP as "manufacture of the food products and beverages" which are the raw materials of the agriculture sector. "Mining and quarrying" were prioritized in this NUTS II region.
TR-C3	Mining and food industry	Manufacture of food products and beverages, Manufacture of other non-metallic mineral products, Mining and quarrying, Manufacture of chemicals and chemical products, Manufacture of wearing apparel, Manufacture of basic metals and fabricated metal	Agriculture sector is covered by the IPARD. However, as the demarcation line between the IPARD and RCOP has been drawn clearly, this sector was prioritized and reflected in the RCOP as "manufacture of the food products and beverages" which are the raw materials of the agriculture sector. "Mining and quarrying" were prioritized in this NUTS II region.
TR-B2	ICT and ICT Technologies, Handcraft, Carpeting, Tourism Sector, Livestock Production, Mining sector	Manufacture of food products and beverages, Manufacture of wood and wood products, Manufacture of leather and leather products, Mining and quarrying, Manufacture of other non-metallic mineral products, Manufacture of basic metals and fabricated metal products	"Mining and quarrying" were prioritized in this NUTS II region.
TR-A2	Livestock production and Organic Agriculture, Service Sector, Transportation Sector, Health Sector, Energy and mining sector	Manufacture of other non-metallic mineral products, Manufacture of food products and beverages, Manufacture of wood and wood products, Mining and quarrying.	Mining and quarrying" were prioritized in this NUTS II region.

ANNEX 3 - KEY POINTS RELATED TO THE EX-ANTE EVALUATION REPORT

Key Evaluation Points	Recommendations of the Ex-Ante Evaluator	Remarks of the MIT
<i>Analysis of SWOT</i>	<ul style="list-style-type: none"> - The analysis could be carried-out within a more systemized framework, by dividing it through sectors. - The strengths could be analyzed further, as they appear limited and therefore not fully exhaustive. - Internal political and social problems are not included in the threat list, although they are fairly obvious in the targeted regions. 	<ul style="list-style-type: none"> - The analysis has been carried out by taking into account the each intervention theme of the RCOP. - The new strength has been added to the SWOT according to the recommendations of the RCOP. - This issue is not covered in the SCF. Therefore, it has not reflected to the RCOP.
<i>Assessment of the Rationale and Overall Consistency of the Strategy</i>	<p>1. Strategy/Needs Coherence</p> <ul style="list-style-type: none"> - Define better in which region it is pursued more a tourism policy or than industrial policy, according to the development potentials of region. - Identify all needed administrative structures and show adequate capacity to manage efficiently and timely intended grant schemes of measures 2.1 and 2.2 whose success appears to be crucial for the entire strategy of the programme. - Carefully assess the size of future grants in measures 2.1 and 2.2 and also of the final loans/support to be awarded by the implementation of measure 1.2, especially in terms of sustainable size. - The strategy can be improved with more details and focused argumentation in at least three much needed fields and related actions: <ul style="list-style-type: none"> ✓ Specific training (SME-Management, high skilled labour force, etc.) on targeted regions/sectors ✓ Grant schemes, possibly for small size projects, to increase the real capital stock of SME in targeted regions/sectors (investment grants have been identified as action but not fully specified) ✓ Grant schemes to increase real capital stock and supply capacity of targeted sectors on the tourism sector within a more coordinated tourism policy. <p>2. Internal Coherence</p> <ul style="list-style-type: none"> - Programme design should consider a more integrated approach to tourism 	<ul style="list-style-type: none"> - The geographical and sectoral concentration of the each measure has been determined. (See Table 46) - Grant scheme for SMEs has been removed from the RCOP. ✓ Specific trainings for SMEs have been covered under Measure 2.1 ✓ Grant scheme for SMEs has been removed from the RCOP. - Under the HRD OP, vocational trainings for the tourism sector

	<p>development policy, at least by linking Measure 1.4 to specific training provisions for tourism industry in HROP 2007 and including a special provision for tourism sector on measures 2.1 and 2.2 (or creating a sub-measure with grant schemes in the tourism sector.)</p> <ul style="list-style-type: none"> - Limiting the grant schemes to most promising sectors (1 to 3 including tourism), in order to ease the implementation process and make it possible even with limited capacity. - The measures 2.1 and 2.2 can be also in general concentrated in specific and most promising sectors and relative regions which should be the same as those of the Priority 1. <p>3. External Coherence</p> <ul style="list-style-type: none"> - The RCOP shows a sufficient level of coordination with the other relevant programmes and mostly positive reciprocal impacts. Actions and priorities of the RCOP, the SCF and the NDP have a good degree of mutual support. <p>4. Financial Allocation</p> <ul style="list-style-type: none"> - Financial resources allocated to the measures should be revised according to the given formula. 	<p>will be provided with a focus on the regions where the tourism sector is supported by the RCOP. (See Table 49) Furthermore, tourism sector is also the one of the beneficiaries under Measure 2.1 and 2.2.</p> <ul style="list-style-type: none"> - Grant scheme for SMEs has been removed from the RCOP. - Basic information and consultancy supports and clustering under Measures 2.1 and 2.2 will be promoted in each sector and region with special emphasis on promising sectors of the relevant region during the design phase of the specific training programmes. - Financial allocation for each measure has been revised according the Comment's of the Commission and the recommendations of the ex-ante evaluator.
<p>Indicators Assessment and Quantification of the Objectives</p>	<ul style="list-style-type: none"> - Suggestions have been provided to modify and/or re-write a number of indicators. 	<ul style="list-style-type: none"> - Recommendations of the evaluator have been taken into account and a number of indicators have been modified and/or re-written.
<p>Expected Socio-Economic Impact and Justification of Policy and Allocation of Financial Resources</p>	<ul style="list-style-type: none"> - It is recommended to concentrate on the most effective actions/areas of interventions such as equipment/infrastructure, acquisition/enhancement, or on low-cost actions (per project) such as project preparation (PCM), training, basic support, so to ensure at least sizable skill transfers at this stage. - Possibly, and if transparency issues and national rules of equity allow for it, focus the programme in a smaller targeted areas (or sectors), or differentiate measures for smaller areas (sectors). - Alternatively, increase the size of the programme to a level comparable to the size of the targeted area and the complexity/quantity of existing socio-economic gaps. 	<ul style="list-style-type: none"> - The RCOP has been designed by considering all these interventions in line with the recommendations of the evaluator. - The geographical and sectoral concentration of the each measure has been determined. (See Table 46) - Drafting team of the RCOP agrees with the recommendation of the evaluator. This issue should be considered in the second programming period.

<p><i>Quality of the Implementation and Monitoring Arrangements</i></p>	<ul style="list-style-type: none"> - It is recommended that the senior role of SPO administration is continued during the implementation in close cooperation with the EC Delegation in Ankara, ensuring adequate skills and good-practice transfers to the MoIT, at least for the issues where SPO administration reaches a satisfactory or higher quality level. - It is recommended to describe in the OP how the SPO will support the MoIT in establishing a sound Grant Scheme management system, highlighting and identifying special TA provisions to ensure adequate technical skills transfers and strong management support. - It is also recommended to give ample details in the Implementation Manuals on (i) how the Grant Schemes will be managed, (ii) what are the Human Resources allocated to the Grant Scheme management and (iii) what are the partnership arrangements with local administrations, SMEs, NGOs and other local/regional stakeholders, especially for the project selection/evaluation process, (iv) What provisions are planned to increase the capacity of project presentations from final beneficiaries of Grant Schemes. 	<ul style="list-style-type: none"> - During the implementation of the RCOP, close cooperation will be ensured with the SPO in order to ensure adequate skills and good practice transfers. - Grant scheme for SMEs has been removed from the RCOP. - Grant scheme for SMEs has been removed from the RCOP.
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ANNEX 4 - TABLES RELATED TO SOCIO ECONOMIC ANALYSIS

Table 50: Sectoral Breakdown of Enterprises in 12 NUTS II Regions

NUTS II REGIONS	Mining and Quarrying	Manufacturing	Electricity, Gas and Water Supply	Construction and Public Works	Wholesale and Retail Trade	Hotel and Restaurants	Transport, Storage and Communication	Financial Intermediation	Real Estate Renting and Business Activities	Education	Health and Social Works	Other Community, Social and Personal Service Activities	TOTAL
TR-63 (Hatay, K.Maraş, Osmaniye)	67	8 359	194	616	31 051	4 357	9 364	293	1 999	205	1 130	2 698	60 333
TR-83 (Anayasa, Çorum, Samsun, Tokat)	70	9 528	247	1 143	37 379	6 428	12 828	610	2 800	215	1 355	2 928	75 531
TR-82 (Çankır, Kastamonu, Sinop)	89	3 185	102	260	9 660	1 949	5 174	170	653	56	297	798	22 393
TR-81 (Bingöl, Elazığ, Malatya, Tunceli)	49	3 677	153	471	16 953	2 942	4 394	185	1 104	116	603	1 440	32 087
TR-90 (Artvin, Giresun, G.Hane, Ordu, Rize, Trabzon)	61	8 081	295	776	31 234	7 398	15 352	499	2 073	233	1 099	2 734	69 835
TR-72 (Kayseri, Sivas, Yozgat)	59	6 874	233	898	24 863	3 289	7 514	417	1 892	198	706	1 853	48 496
TR-01 (Adıyaman, G. Antep, Kilis)	21	8 207	83	732	24 361	3 411	5 640	234	1 674	128	684	2 029	47 204
TR-C2 (Diyarbakır, Urfa)	17	4 641	83	412	21 301	2 804	9 014	174	1 082	102	596	1 379	41 605
TR-A1 (Bayburt, Erzincan, Erzurum)	21	1 937	117	223	10 595	1 949	4 060	148	499	47	305	761	20 662
TR-C3 (Batman, Mardin, Şirnak, Siirt)	26	1 494	105	153	9 933	1 170	5 838	96	426	55	212	563	20 071
TR-B2 (Bitlis, Hakkari, Muş, Van)	34	1 643	112	187	11 378	1 632	5 566	109	419	58	260	680	22 078
TR-A2 (Ağrı, Ardahan, Iğdır, Kars)	14	1 078	70	98	8 541	1 508	4 982	136	337	38	226	425	17 453
Total of 12 NUTS II Regions	528	58 704	1 794	5 969	237 249	38 837	89 726	3 071	14 958	1 451	7 473	18 288	478 098
Total of Turkey	2 410	272 482	4 206	35 749	867 890	174 199	270 517	14 303	95 971	6 695	33 383	80 386	1 858 191
The Share of 12 NUTS II Regions to Turkey (%)	21.9	21.5	42.6	16.7	27.3	22.2	33.1	21.4	15.5	21.6	22.3	22.7	25.7

Source: TURKSTAT - 2002 General Census of Industry and Business Establishments

Table 51: Sectoral Breakdown of Enterprises in 15 Growth Centres

15 Growth Centres	Mining and Quarrying	Manufacturing Industry	Electricity, Gas and Water Supply	Construction and Public Works	Wholesale and Retail Trade	Hotel and Restaurants	Transport, Storage and Communication	Financial Intermediation	Real Estate Renting and Business Activities	Education	Health and Social Works	Other Community, Social and Personnel Service Activities	TOTAL
Samsun	9	4,413	68	572	16,718	2,993	5,458	255	1,350	101	695	1,399	34,031
Malatya	19	1,894	71	240	7,735	1,112	1,578	90	548	57	322	664	14,330
Elazır	23	1,413	43	177	6,473	1,203	1,747	61	404	47	230	581	12,402
Trabzon	10	2,826	84	288	9,923	2,378	3,324	146	708	81	388	935	21,091
Kayseri	32	3,762	86	459	12,064	1,392	2,255	184	1,080	110	388	918	22,730
Sivas	16	1,725	68	298	7,221	1,072	3,484	129	471	46	189	525	15,244
Gaziantep	12	6,391	36	635	17,870	2,542	3,219	182	1,370	85	545	1,545	34,432
Diyarbakır	10	1,712	43	212	9,007	1,709	2,933	93	575	63	283	661	17,301
•anlıurfa	7	2,929	40	200	12,294	1,095	6,081	81	507	39	313	718	24,304
Erzurum	8	1,252	60	123	7,389	1,255	2,741	85	311	29	197	520	14,170
Van	22	918	38	61	6,051	870	3,319	59	235	27	148	355	12,103
K.Mara•	23	2,730	79	167	9,279	1,348	2,887	93	479	43	257	713	18,098
Kars	-	425	21	22	2,828	477	886	49	127	12	75	148	5,070
Batman	13	431	18	61	2,405	341	837	16	108	18	52	163	4,463
Kastamonu	64	1,888	40	133	4,908	1,009	2,806	86	341	24	140	404	11,843
Total of 15 Growth Centres	268	34,709	795	3,648	132,365	20,796	43,555	1,609	8,614	782	4,222	10,249	261,612
Total of Turkey	2,410	272,482	4,206	35,749	867,890	174,199	270,517	14,303	95,971	6,695	33,383	80,386	1,858,191
The Share of 15 Growth Centres to Turkey (%)	11.1%	12.7%	18.9%	10.2%	15.2%	11.9%	16.1%	11.2%	8.9%	11.6%	12.6%	12.7%	14%

Source: TURKSTAT – 2002 General Census of Industry and Business Establishments

Table 52: The number of local units (enterprises) and labours in manufacturing sector (2002) in 12 NUTS II Regions and 15 Growth Centres

NUTS II REGIONS	Number of local units	The rate of local units to the total of Turkey (%)	Employment	The rate of labours to the total of Turkey (%)	The rate of labours to the total of Turkey (%)	Employment	The rate of local units to the total of Turkey (%)	Number of local units	15 Growth Centres
TR63 (Hatay, K.Maraş, Osmaniye)	8.359	3.1	44.809	2.1	0.9	19.926	1.0	2.730	K.Maraş
TR83 (Samsun, Tokat, Çorum, Amasya)	9.528	3.5	47.620	2.2	0.9	19.890	1.6	4.413	Samsun
TR82 (Kastamonu, Çankırı, Sincop)	3.185	1.2	13.535	0.6	0.3	7362	0.7	1.888	Kastamonu
TRB1 (Malatya, Elazığ, Bingöl, Tunceli)	3.677	1.3	18.444	0.8	0.2	4.875	0.5	1.413	Elazığ
TR90 (Trabzon, Ordu, Giresun, Rize, Artvin, Gümüşhane)	8.081	3.0	51.118	2.3	0.6	12.321	0.7	1.894	Malatya
TR72 (Kayseri, Sivas, Yozgat)	6.874	2.5	52.877	2.4	0.6	12.144	1.0	2.826	Trabzon
TRC1 (Gaziantep, Adıyaman, Kilis)	8.207	3.0	63.203	2.9	1.8	38.671	1.4	3.762	Kayseri
TRC2 (Anıurfa, Diyarbakır)	4.641	1.7	19.590	0.9	0.4	8.215	0.6	1.725	Sivas
TRA1 (Erzurum, Erzincan, Bayburt)	1.937	0.7	7.049	0.3	2.6	55.967	2.3	6.391	Gaziantep
TRC3 (Mardin, Batman, Şanlıurfa, Şırnak, Siirt)	1.494	0.5	5.314	0.2	0.3	7.633	0.6	1.712	Diyarbakır
TRB2 (Van, Muş, Bitlis, Hakkari)	1.643	0.6	6.047	0.3	0.5	11.957	1.1	2.929	Anıurfa
TRA2 (Ağrı, Kars, Iğdır, Ardahan)	1.078	0.4	3.883	0.2	0.2	4.591	0.5	1.252	Erzurum
Total of 12 NUTS II Regions and Rates	58.704	21.5	333.489	15.2	0.1	1.412	0.2	431	Batman
Total of 15 Growth Centres and Rates					0.2	3.770	0.3	918	Van
Total of Turkey	272.482		2.183.296		0.1	1.628	0.2	425	Kars
The Share of 15 Growth Centres in 12 NUTS II Regions					8.5	187.396	12.7	34.709	
						56		59	

Source: TURKSTAT (2002 General Census of Industry and Business)

Table 53: The Sectoral Concentration in Manufacturing Industry in 12 NUTS II Regions

NUTS II Regions	The Number of Enterprises	The Sectoral Concentration	Major Export Items
TR-C2 (Diyarbakır, +anturfa)	4641	Food Products and Beverages Textiles Clothing, Fur processing and dyeing Other Non-Metallic Mineral Products	Food, Beverage, Tobacco Textiles
TR-B1 (Bingöl, Elazır, Malatya, Tunceli)	3677	Food Products and Beverages Textiles Wearing Apparel Production and processing and dyeing of Fus	Textiles Manufacture of Machinery and Equipments, n.e.s Vegetal production
TR-A1 (Bayburt, Erzincan, Erzurum)	1937	Food Products and Beverages Products of Wood and cork Other Non-Metallic Mineral Products Furniture	Chemicals and chemical products Vegetal production
TR-C1 (Adıyaman, G. Antep, Kilis)	8207	Textiles Food Products and Beverages Chemicals and chemical products Wearing Apparel Production and processing and dyeing of Fus	Textiles and clothing Food Products and Beverages Plastics and rubber
TR-72 (Kayseri, Sivas, Yozgat)	6874	Furniture Textiles Food Products and Beverages Manufacture of Machinery and Equipments, n.e.s	Textiles Furniture Manufacture of Machinery and Equipments, n.e.s
TR-83 (Amasya, Çorum, Samsun, Tokat)	9528	Food Products and Beverages Other Non-Metallic Mineral Products Tobacco products Wearing Apparel Production and processing and dyeing of Fus	Vegetal production Manufacture of Machinery and Equipments, n.e.s
TR-90 (Artvin, Giresun, G.Hane, Ordu, Rize, Trabzon)	8081	Food Products and Beverages Forestry products Furniture Other Non-Metallic Mineral Products	Vegetal production Food Products and Beverages Other Non-Metallic Mineral Products
TR-B2 (Bitlis, Hakkari, Muş, Van)	1643	Food Products and Beverages Forestry products Wearing Apparel Production and processing and dyeing of Fus Other Non-Metallic Mineral Products	Vegetal production Tanning and processing of leather Furniture Manufacture of Basic Metals
TR-63 (Hatay, K. Maraş, Osmaniye)	8359	Textiles Manufacture of Basic Metals Food Products and Beverages Fabrication of Metal Products	Vegetal production Textiles Manufacture of Basic Metals
TR-C3 (Batman, Mardin, +ırnak, Siirt)	1494	Food Products and Beverages Non-Metallic Mineral Products Fabrication of Metal Products	Other Non-Metallic Mineral Products Vegetal production Food Processing
TR-A2 (Ağrı, Ardahan, Iğdır, Kars)	1078	Food Products and Beverages Tanning and processing of leather Forestry products	Other Non-Metallic Mineral Products Vegetal production
TR-82 (Çankır, Kastamonu, Sinop)	3185	Food Products and Beverages Forestry products Other Non-Metallic Mineral Products	Textiles Vegetal production
The total number of manufacturing enterprises, the sectoral concentration and exporting sectors in 12 NUTS II Regions	58.704	Food Products and Beverages Textiles and Wearing Apparel Production and processing and dyeing of Fus Other Forestry products Non-Metallic Mineral Products	Food Products and Beverages Vegetal production Manufacture of Machinery and Equipments, n.e.s Textiles Other Non-Metallic Mineral Prod.

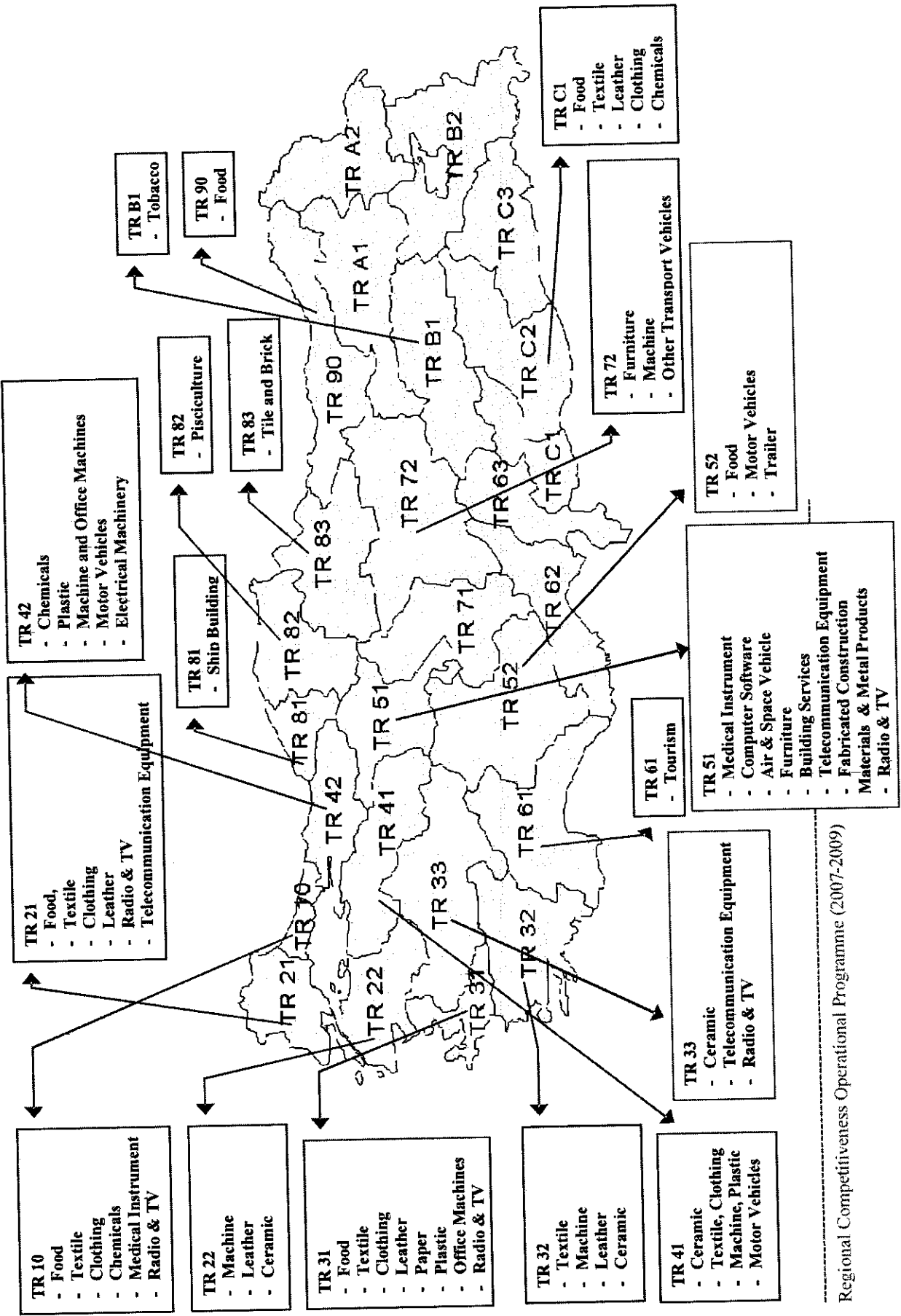
Source: MIT, SPO (A Study on 'Leading Industry Sectors in Provinces, August 2006' D.G. for Regional Development and Structural Coherence, SPO)

Table 54: The Sectoral Concentration in Manufacturing Industry in 15 Growth Centres

15 Growth Centres	The Number of Enterprises (Total of the province/city centre)	Sectoral Concentration	Major Export Items
Diyarbakır	1712 / 1113	Food, Beverage, Tobacco Metal Goods Other mining and quarrying products, Textiles Plastics and articles thereof	Food, Beverage, Tobacco
Elazığ	1413 / 1131	Manufacture of Basic Metals Food Other mining and quarrying products Chemistry	Manufacture of machinery and equipments
Erzurum	1252 / 793	Food Products and Beverages Forestry products and furniture Products of Wood, furniture Chemistry	Chemicals and chemical products
G. Antep	6391 / 5498	Textiles and clothing Food Products and Beverages Rubber and plastic products Machinery and metal industry Products of Automobile equipments and parts Leather and products of tanned leather	Textiles and clothing Food Products and Beverages Rubber and plastic products
Kayseri	3762 / 3150	Furniture production, Textiles Manufacture of Machinery and Equipments, n.e.s Food Processing	Textiles Furniture Manufacture of Machinery and Equipments, n.e.s
Malatya	1894 / 1476	Textiles Food Products and Beverages Wearing Apparel	Vegetal production Textiles Food Products and Beverages
Samsun	4413 / 1542	Food Products and Beverages Chemistry Manufacture of Basic Metals Manufacture of Machinery and Equipments, n.e.s Products of Wood and cork	Vegetal production Manufacture of Machinery and Equipments, n.e.s
Sivas	1725 / 1047	Food Products and Beverages Other Non-Metallic Mineral Products Other mining and quarrying products Manufacture of Machinery and Equipments, n.e.s	Manufacture of Machinery and Equipments, n.e.s Furniture Other Non-Metallic Mineral Products
Şanlıurfa	2929 / 1655	Textiles Food Products and Beverages Other mining and quarrying products Fabrication of Metal Products	Vegetal production Textiles Manufacture of Machinery and Equipments, n.e.s
Trabzon	2826 / 1296	Food Products and Beverages Plastic and articles of thereof Products of Wood and cork	Vegetal production Food Products and Beverages
Van	918 / 657	Food Processing Other mining and quarrying products, Textiles	Furniture
Kars	425 / 263	Other Non-Metallic Mineral Products Food Products and Beverages Products of Wood and cork	Other Non-Metallic Mineral Products Plastic and articles of thereof Vegetal production
Batman	431 / 367	Food Processing Vegetal production Other Non-Metallic Mineral Products	Other Non-Metallic Mineral Products Vegetal production Food Processing
K. Maraş	2730 / 1779	Textiles Food Products and Beverages Fabrication of Metal Products	Textiles Metal Goods Food Processing
Kastamonu	1888 / 513	Manufacture of wood and wood products Manufacture of wearing apparel Manufacture of food products and beverages Mining and quarrying	
The total number of manufacturing enterprises, the sectoral concentration and exporting sectors in 15 Growth Centres	34709 / 26020	Food Products and Beverages Textiles Other mining and quarrying products Manufacture of Machinery and Equipments, n.e.s	Food Products and Beverages Vegetal production Manufacture of Machinery and Equipments, n.e.s Textiles

Source: MIT, SPO

Map 8: Samples of Sectors which show high geographical concentration in Turkey (2003)



ANNEX 5 - TABLES RELATED TO THE CONCENTRATION STRATEGY

Table 55: Intervention Areas, Priority Sectors and the Justifications According to the Intervention Axis

TR-A1,TR-A2,TR-B2,TR-C2,TR-C3

INTERVENTION AREA	JUSTIFICATION
<p>MEASURE 1.1 for TR B2, C2, C3, MEASURE 2.1 and 2.2. FOR TR-A1, A2, B2, C2, C3:</p> <p>Measure 1.1: Establishment, improvement and refurbishment of one stop shops, information and consultancy offices, business and enterprise development centres like ISGEMs, logistic centres for common commercial use and also social, technical, production, storage and ICT facilities, and purchase of machinery, equipment, for common use of SMEs.</p> <p>Measure 2.1: Basic information and consultancy support for individual SMEs on entrepreneurial and business skills</p> <p>Measure 2.2:</p> <p>Basic information and consultancy support for cluster establishment and networking</p> <p>Industrial Cooperation Structures Grant Scheme Programme for clusters, networks and Business Representative Organizations</p>	<p>Manufacture of food products and beverages , Manufacture of wood and wood products, Manufacture of other non-metallic mineral products, Manufacture of textile and wearing apparel, Mining and quarrying, Manufacture of chemical products</p> <p>Low level of: GDP, population density, employment capacity, export rate per capita</p> <p>Regions of immigrating out</p> <p>High unemployment rate</p> <p>Lack of physical and social infrastructure</p> <p>Underdeveloped manufacturing industry and low number of enterprises</p> <p>The number of SMEs in this axis is 121.838</p> <p>Lack of sectoral concentration (there is potential in certain provinces)</p> <p>Existence of the OIZs and the SSIEs mostly at the construction stage (7 OIZs and 45 SSIEs were completed in this axis).</p> <p>Insufficient number of ISGEMs -incubation centres for SMEs- (only 1 in Diyarbakır)</p> <p>There are 3 GAP-GIDEMs -Entrepreneur Support Centres- in Sanliurfa, Mardin and Diyarbakır</p> <p>Limited access to the financing instruments</p>
<p>MEASURE 1.2</p> <p>Establishment and/or contribution of capital to credit guarantee funds, micro-loan funds and equity finance mechanisms like venture capital funds including the seed and start-up capital and other forms of financial instruments.</p> <p>Where necessary, promotion of financing mechanisms through all possible publicity instruments and awareness raising campaigns as a component of the project in order to facilitate access to the funds supported.</p> <p>MEASURE 1.3 FOR TR-A1</p> <p>Existence of basic research infrastructure in terms of university and human capital.</p> <p>MEASURE 1.4 FOR TR-A1, A2, B2, C3</p> <p>Improvement of tourism attraction areas through revitalisation and landscaping and other relevant infrastructure investments</p> <p>Establishment and refurbishment of tourism information facilities and centres.</p> <p>Support for touristic promotion and marketing activities of public authorities and non-profit organizations.</p> <p>Support for organization of local tourist events like festivals, exhibitions, fairs, national and international seminars, congress, etc. and participation to the national and international fairs.</p>	<p>Insufficient capital accumulation</p> <p>Limited usage of bank credits and credit guarantee funds</p> <p>Difficulty to grow fixed capital investments</p> <p>Low level of demand from SMEs for consultancy and training services</p> <p>Insufficient knowledge and skills on entrepreneurship culture and business skills</p> <p>Lack of R&D and innovation infrastructure</p> <p>There are 5 universities in this axis, but some of them newly established</p> <p>Low technology usage</p> <p>Lack of potential for establishment of TDZ and TDCs (1 TDZ in Erzurum)</p> <p>Insufficient infrastructure and bed capacity in the tourism sector</p> <p>Potential for alternative tourism activities</p>
LEADING SECTORS	

MEDIUM COMPETITIVENESS AXIS

TR-B1, TR-82, TR-83, TR-90

MEASURE 1.1, 1.2, 2.1, 2.2 FOR TR-B1, TR-82, TR-83, TR-90:

- Measure 1.1: Establishment, improvement and refurbishment of one stop shops, information and consultancy offices, business and enterprise development centres like ISGEMs, logistic centres for common commercial use and also social, technical, production, storage and ICT facilities, and purchase of machinery, equipment, for common use of SMEs.
- Measure 1.2: Establishment and/or contribution of capital to credit guarantee funds, micro-loan funds and equity finance mechanisms like venture capital funds including the seed and start-up capital and other forms of financial instruments.
- Where necessary, promotion of financing mechanisms through all possible publicity instruments and awareness raising campaigns as a component of the project in order to facilitate access to the funds supported.

-Measure 2.1a: Basic Information and consultancy support for individual SMEs on entrepreneurial and business skills

- Measure 2.2:
- Basic Information and consultancy support for cluster establishment and networking
- Industrial Cooperation Structures Grant Scheme Programme for clusters, networks and Business Representative Organisations

INTERVENTION AREA

- MEASURE 1.3 FOR TR- 83, TR- 90, TR-B1**
- Establishment, improvement and modernization (including refurbishment and ICT infrastructure) of various R&D , technology and innovation infrastructure, common social, technical and production facilities in various R&D technology and innovation structures
 - Supporting the activities of public and non profit institutions regarding the collaboration on R&D, technology transfer and ICT usage through establishment, development and operation of corporate structures
 - Operations and investments outside the target regions provided that the activity is a networking or joint project supporting the competitive position of target regions.

LEADING SECTORS

Manufacture of food products and beverages, Manufacture of textile and wearing apparel, Mining and quarrying, Manufacture of machinery and equipment n.e.c., Manufacture of basic metal.

- Low GDP
- Low population density (except TR 83 and 90)
- Intensive immigration particularly from TR 82
- Low employment (except TR 83 and 90)
- High unemployment rate particularly in TR-82
- Lack of physical and social infrastructure
- Certain level of manufacturing industry capacity and sectoral concentration in TR 82 and 83.
- The number of SMEs in this axis is 199 737
- Certain level of export rate per capita in TR 90
- 14 OIZs and 75 SSIEs were completed in this axis
- 3 out of 6 ISGEMs/incubation centres established in this axis
- Limited access to the financing instruments

JUSTIFICATION

- Insufficient capital accumulation
- Limited usage of bank credits and credit guarantee funds
- Difficulty to grow fixed capital investments
- Lack of R&D and innovation infrastructure
- Low technology usage
- Potential for establishment of TDZ and TDCs (1 TDZ and 1 TDC in Trabzon)
- There are 5 universities in this axis
- Insufficient infrastructure and bed capacity in the tourism sector
- Potential for alternative tourism activities

MEDIUM COMPETITIVENESS AXIS

TR-C1, TR-63, TR-72

MEASURE 1.1, 1.2, 1.3, 2.1 and 2.2. FOR TR-C1, 63 AND 72

Measure 1.1:

-Establishment, improvement and refurbishment of one stop shops, information and consultancy offices, business and enterprise development centres like ISGEMs, logistic centres for common commercial use and also social, technical, production, storage and ICT facilities, and purchase of machinery, equipment, for common use of SMEs.

Measure 1.2:

-Establishment and/or contribution of capital to credit guarantee funds, micro-loan funds and equity finance mechanisms like venture capital funds including the seed and start-up capital and other forms of financial instruments.

- Where necessary, promotion of financing mechanisms through all possible publicity instruments and awareness raising campaigns as a component of the project in order to facilitate access to the funds supported.

Measure 1.3:

-Establishment, Improvement and modernization (including refurbishment and ICT infrastructure) of various R&D , technology and innovation infrastructure, common social, technical and production facilities in various R&D technology and innovation structures

INTERVENTION AREA

- Supporting the activities of public and non profit institutions regarding the collaboration on R&D, technology transfer and ICT usage through establishment, development and operation of corporate structures
 - Operations and investments outside the target regions provided that the activity is a networking or joint project supporting the competitive position of target regions.

▪ Measure 2.1a: Basic Information and consultancy support for individual SMEs on entrepreneurial and business skills

Measure 2.2:

▪ Basic Information and consultancy support for cluster establishment and networking
 > Industrial Cooperation Structures Grant Scheme Programme for clusters, networks and Business Representative Organisations

Measure 1.4 for TR C1

LEADING SECTORS

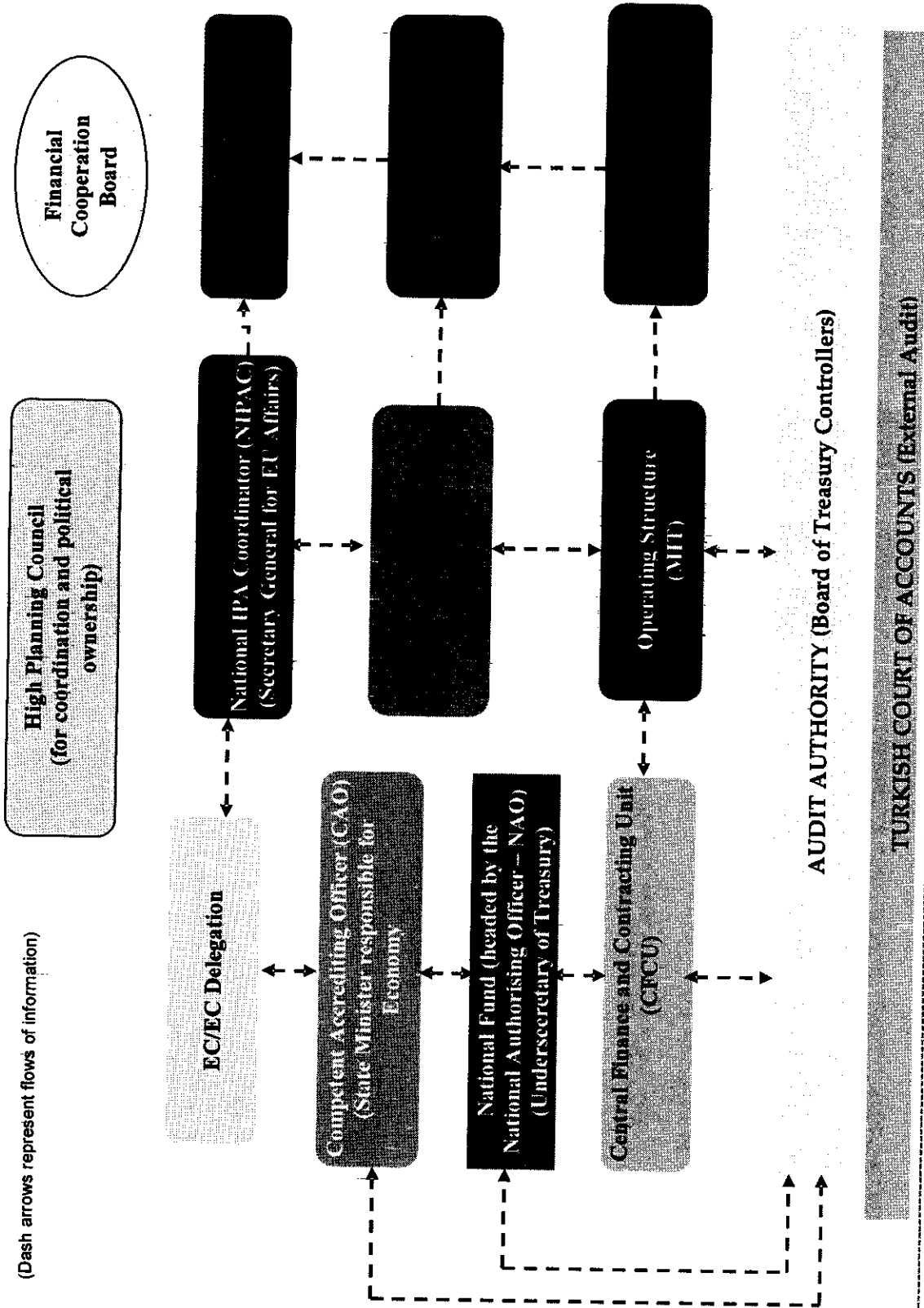
Manufacture of textiles and textile products, Manufacture of food products and beverages, Manufacture of furniture, Manufacture of other non-metallic mineral products, Manufacture of fabricated metal products, Manufacture of machinery and equipment n.e.c., Mining and quarrying, Manufacture of rubber and plastic products, Manufacture of chemicals and chemical products

JUSTIFICATION

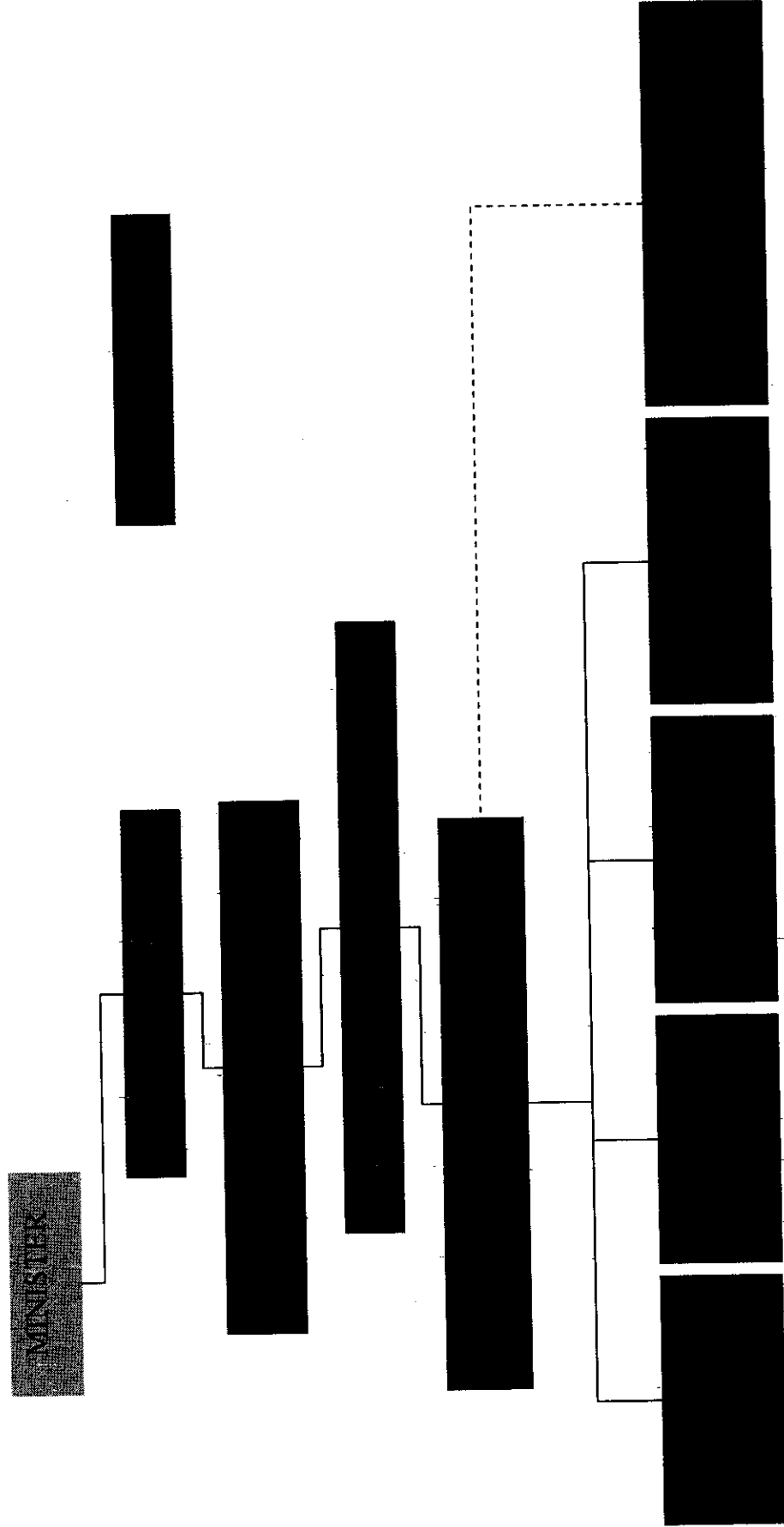
- Medium level of GDP
- Population density in TR 72
- Certain level of employment capacity
- Regions of immigrating in particularly to TR C1
- High unemployment in TR C1
- Existence of the manufacturing industry and sectoral concentration in TR C1 AND 72
- Product diversification in manufacturing sector
- The number of SMEs in this axis is 155.946
- Export capacity in TR C1
- Relatively better access to financing instruments
- 11 OIZs and 46 SSIIEs were completed and 12 OIZs and 18 SSIIEs projects are going on in this axis
- Existence of the 2 TDZs and 2 TDCs in TR 72 and C1
- There is 1 GAP-GIDEM (Entrepreneur Support Centre) and 1 ABIGEM- EU Turkish Business Centre- in this axis
- Insufficient R&D personnel and expenditures
- There are 5 universities in this axis and 2 of them are well developed
- Potential for R&D and innovation activities in SMEs
- Potential for joint projects between the enterprises and research institutions
- Potential for building R&D networks among different regions
- Potential for the usage of venture capital and seed capital funds

ANNEX 6 - OVERALL IPA STRUCTURE

(Dash arrows represent flows of information)



ANNEX 7 - ORGANIGRAMME OF THE OPERATING STRUCTURE



ANNEX 8 - NUTS II REGIONS ²⁷

TR-A1	: Bayburt, Erzincan, Erzurum
TR-A2	: Artvin, Ardahan, Iğdır, Kars
TR-B1	: Bingöl, Elazığ, Malatya, Tunceli
TR-B2	: Bitlis, Hakkâri, Muş, Van
TR-C1	: Adıyaman, Gaziantep, Kilis
TR-C2	: Diyarbakır, Şanlıurfa
TR-C3	: Batman, Mardin, Siirt, Şırnak
TR-10	: İstanbul
TR-21	: Edirne, Kırklareli, Tekirdağ
TR-22	: Balıkesir, Çanakkale
TR-31	: İzmir
TR-32	: Aydın, Denizli, Muğla
TR-33	: Afyon, Kütahya, Manisa, Uşak
TR-41	: Bilecik, Bursa, Eskişehir
TR-42	: Bolu, Düzce, Kocaeli, Sakarya, Yalova
TR-51	: Ankara
TR-52	: Karaman, Konya
TR-61	: Antalya, Burdur, Isparta
TR-62	: Adana, Mersin
TR-63	: Hatay, Kahramanmaraş, Osmaniye
TR-71	: Aksaray, Kırşehir, Nevşehir, Niğde
TR-72	: Kayseri, Sivas, Yozgat
TR-81	: Bartın, Karabük, Zonguldak
TR-82	: Çankırı, Kastamonu, Sinop
TR-83	: Amasya, Çorum, Samsun, Tokat
TR-90	: Artvin, Giresun, Gümüşhane, Ordu, Rize, Trabzon

²⁷ The NUTS II classification is based on the SCF Document (page 36 and 39) which was confirmed by the Commissions' letter dated June 28th 2007.