



AVRUPA BİRLİĞİ BAKANLIĞI

3

Support Activities to Strengthen the
European Intergration Process

SEI Actions in Practise

**REPUBLIC OF TURKEY
MINISTRY FOR EUROPEAN UNION AFFAIRS**

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Preface



The enhancement of institutional and human resources capacities of public institutions and thereby achieving alignment with EU legislation and standards is one of the priorities of Turkey within the accession process to the European Union. Concomitant to this mission, the Ministry for European Union Affairs, by providing financial and human resources assistance, is engaged in the development of projects that emerge out of the needs and efforts of public institutions and the close cooperation with EU institutions.

Support Activities to Strengthen the European Integration Process Project (SEI), is amongst projects explicitly coordinated and co-financed by our ministry. Within the 2002-2008 programming years, more than 300 projects have been financed and almost 80 million Euro financial assistance has been granted to public institutions by SEI being under the umbrella of IPA I Component – Transition Assistance and Institution Building. This study titled **“SEI Actions in Practice”** should be rendered as the result of the responsibility carried by and the good cooperation between public institutions. I would like to express my gratitude for those public institutions who have contributed to this study and enabled a good outcome for their support and good cooperation. I hereby want to reiterate that the Ministry for European Union Affairs will always assist our public institutions in the reform process of Turkey.

Egemen BAĞIŞ
Minister for EU Affairs and Chief Negotiator

Introduction to SEI Actions in Practice

Within the framework of the Instrument for Pre-accession Assistance (IPA), the EC and Turkey have agreed on a permanent support facility to strengthen the European integration process. This facility called “Support Activities to Strengthen the European Integration Process” (henceforth SEI) is part of EU’s annual financial assistance package to Turkey as of 2002. SEI essentially provides technical assistance for IPA project preparation and capacity building to support the accession process. The SEI has two main components: the “Project Preparation Facility” (henceforth PPF) and the “Unallocated Institution Building Envelope in the Context of the Preparation Process and Accession Negotiations” (henceforth UNIBE). The PPF is a facility mainly focusing on support for the development of project fiches, whilst UNIBE represents a facility primarily aiming at capacity building related to the EU accession process.

With reference to Ministry for European Union Affairs’ (MEUA) special role for the qualitative level of various project proposals yearly submitted to the EC, the MEUA has been tasked with the responsibility for implementing the SEI. In this role, the Directorate for Project Implementation (DPI) receives and processes all SEI requests and, after acceptance, gives the green light to the CFCU for the related tendering, contracting and financial implementation (refer

to section 6 for further details). In order to ensure the effective utilisation of SEI funds, the DPI not only approves applications for SEI but also monitors the progress in the implementation of SEI funded actions. During the entire lifetime of each SEI funded action, however, the SEI key beneficiary who applied for the related support is responsible for supervising and, if required, facilitating its implementation.

To support an effective implementation of SEI, MEUA has developed two publications i.e. the SEI Guide and the Guidelines for Developing Specific Terms of Reference. Whilst the SEI Guide explains how potential beneficiaries of SEI can apply for support from SEI, the Guidelines provide a step-by-step guidance for applicant institutions in case they choose to apply for technical assistance provided by the popular framework contract procedure.

This publication, SEI Actions in Practice, supplements the other publications by providing an insight in how SEI works in practice. This is done by telling practice stories of support to the programming process (SEI Action Case 1), technical assistance for tender preparation (SEI Action Case 2), consultancy advice related DIS institution building (SEI Action Case 3), technical assistance for evaluation purposes (SEI Action Case 4), and support to project imple-

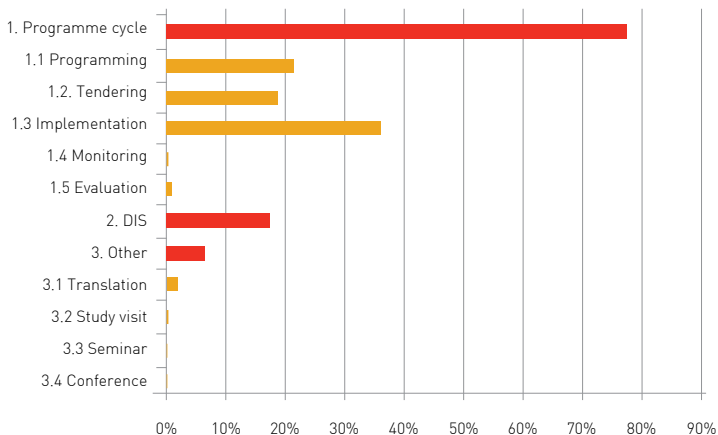
mentation (SEI Action Case 5). These stories aims both at general interested reader and can serve as practical examples for ministry staff tasked to prepare applications. In addition, the Compendium tells the statistically interested reader how SEI has been used in the past in terms of a complete statistical overview of all SEI Actions that have been granted under SEI 2002 until SEI 2008 (Annex 1) as well as by providing a breakdown of all granted SEI Actions by type of support.

Overview of the usage of SEI

For a first impression, we provide an overview of how SEI funds have been used until now. The chart below shows that almost 78% of the SEI 2002-2008 funds have been used to provide technical assistance during the various phases of the IPA programme cycle. This included:

- Technical assistance to support for programming (project development, PF drafting, various types of analyses to support the programming process);
- TA to support the tendering (including drafting of tender documents such as ToRs and Technical Specifications, but also support to the evaluation of offers);
- TA to support beneficiaries with the implementation of IPA projects;
- TA to monitor the implementation of IPA projects in support of a project beneficiary or a project steering committee;
- TA to conduct evaluations of projects.

Chart 1: Usage of SEI funds (SEI 2002 – SEI 2008)



Around 17% of the SEI 2002-2008 funds have been used to support **DIS institutions** to fully assume their responsibilities in the context of the decentralised management of IPA funds in Turkey. This included technical assistance to conduct different types of audits, to support the implementation of results oriented monitoring, and training.

The remaining 5% of the SEI funds went to **other support**, particularly support to the set-up of the [Translation](#) Coordination Unit of MEUA as well as to small grants to beneficiary institutions for [study visits](#) and participation in [seminars](#), [conferences](#), etc.

SEI Action Case 1 : Technical Assistance for Building a Project Portfolio for the Turkish Maritime Administration



Box

Reference:	TR0702.28-01/FWC/004
SEI Component:	Project Preparation Facility (PPF)
Type of contract:	Framework contract
Type of support:	Support to programming
Contracted amount:	€ 170.275
Contract period:	29-06-2009 till 25-01-2010
Beneficiary Institution:	Undersecretariat for Maritime Affairs (UMA)

Background

In order to support the improvement of maritime safety in Turkish waters, the Undersecretariat for Maritime Affairs (UMA) in 2009 felt the need to create a project portfolio for the Turkish maritime administration to be implemented during the period 2010-2013. For this reason, UMA required the involvement of a Technical Assistance Team to develop:

- A Maritime Sector Strategy for accession to the EU and a related Action Plan for the Maritime Sector,
- Prioritise IPA projects in the Maritime Sector,
- Project Identification Sheets and Project Fiches for five priority projects, and
- Procurement documents (terms of reference and/or technical specifications) to support the implementation of the identified priority projects.

The context and implementation of the related SEI action is described below.



Implementation of the SEI action

We focus on the development of the Maritime Sector Strategy and the development of the related IPA project pipeline.

Development of the Maritime Sector Strategy 2010-2015

Promoting safer seas, cleaner seas and coastal areas, secure shipping and maritime transportation, and competitive Shipping Sector in Turkey have been accepted as goals of policies to be achieved in the EU accession process. For this reason, they have also been taken as the four main pillars of Maritime Sector Strategy.

For the development of the Maritime Sector Strategy, the current situation in each policy area was reviewed from the EU ac-

quis perspective by comparing national legislation, international legislation and the EU acquis. This enabled the TA team to identify the gaps between the mentioned relevant legislative texts and to propose institutional strategies and actions to the Maritime Administration for plugging them. Besides the EU acquis perspective, the current situation was also analysed from the International Conventions perspective. In addition to these two legal approximation perspectives, the strategic ap-

proach for each policy area was completed with an institutional capacity perspective i.e. the upgrading of administrative capacity necessary to ensure the practical implementation of the adopted legislation.

In general it was found that the Turkish Maritime Sector has achieved a high alignment level with the related EU acquis. A major activity to be undertaken is the alignment with EU legislation which has just been entered into force under the so-called Erika III Maritime Safety Package. This Package completes the existing measures known as Erika I and Erika II Packages for the prevention of unintentional oil pollution at sea. It focuses on two main aspects: i) stepping up the prevention of accidents and pollution; and ii) ensuring a more effective response to accidents.

Another major legislative problem is that Turkish maritime trade legislation has not been aligned with the related EU acquis. However, Turkey is planning to comply with the



EU maritime trade acquis at the date of accession. The relevant EU acquis to be complied with for Turkey in the accession process has been indicated in the relevant part of Maritime Sector Strategy.

Also in terms of administrative and technical capacity required to implement the aligned national legislation, Turkey has introduced a number of important enhancements since the beginning of EU accession process. Based on the above analytical framework,

however, a number of deficiencies have been identified in each of the four policy areas.

Following the identification of gaps and vulnerable points in the legislation as well as deficiencies in the institutional capacity, strategies to achieve goals and policies have been determined. These are presented within the overarching Maritime Sector Strategy framework for 2010 – 2015 below.



Proposed Maritime Sector Strategy 2010-2015

	STRATEGY 1: Alignment with the EU Acquis	STRATEGY 2: Accession to International Conventions	STRATEGY 3: Upgrading of the Administrative Capacity
POLICY 1: Safer seas in Turkey	<ul style="list-style-type: none"> • Alignment with the acquis on maritime traffic monitoring • Alignment with the acquis on ship inspection and classification of societies • Alignment with the acquis on flag state requirements • Alignment with the acquis on port state control • Alignment with the acquis on reporting requirements in ports 	<ul style="list-style-type: none"> • Adoption of related national legislation 	<ul style="list-style-type: none"> • Strengthening the monitoring of maritime traffic in Turkey • Facilitation of maritime transport for people with restricted mobility • Strengthening of technical capacity for training of seafarers • Carriage of hazardous cargo by sea • Implementation of EU integrated maritime policy • Strengthening of technical and administrative capacity in the field of marine accident investigation in the maritime transport • Strengthening of port safety in Turkey • Establishment of a legislative database (rule finder) in UMA
POLICY 2: Cleaner seas and coastal areas	<ul style="list-style-type: none"> • Alignment with the acquis on waste reception from ships • Alignment with the acquis on infringement and penalties for illegal discharges from ships 	<ul style="list-style-type: none"> • Adoption of related national legislation 	<ul style="list-style-type: none"> • Achieving adequate waste reception capacity from ships at ports and appropriate disposal of the wastes • Strengthening of technical capacity for monitoring of illegal discharges • Establishment of maritime safety and emergency response centres to strengthen technical capacity for the oil spill response • Strengthening of technical capacity for implementation of MARPOL Annex-VI • Development of ballast water management in Turkish waters • Strengthening of administrative capacity on oil spill compensation
POLICY 3: Secure shipping and maritime transportation		<ul style="list-style-type: none"> • Adoption of related national legislation 	
POLICY 4: Competitive shipping sector	<ul style="list-style-type: none"> • Alignment with the Acquis on Maritime Trade 		

Development of an IPA project pipeline

Based on the Maritime Sector Strategy 2010-2015, the Consultants in close dialogue with UMA, the Turkish Chamber of Shipping and other relevant organizations in the maritime sector developed an Action Plan. The Action Plan identifies the tasks and related schedule for the implementation of the Maritime Sector Strategy as well as the relevant national body (bodies) responsible for the related implementation of each of the detailed strategies. In addition, the Consultants developed a series of project ideas to effectively support the implementation of the identified strategies in line with the Maritime Sector Strategy and the related Action Plan and which would in principle be eligible for support financed by the first IPA component, Transition Assistance and Institution Building.

These project ideas were subsequently presented, elaborated and prioritised in a workshop with the above mentioned key stakeholders. In order to come to a prioritization, all project ideas were subjected to a multi-criteria analysis. The criteria for this analysis were determined by identifying the most relevant factors which affect the implementation of strategies as well as the achievement of the policies laid down in the Maritime Sector Strategy. After ranking the identified factors in terms of their relevance for the implementation of the Maritime Sector Strategy, the top six were selected as key criteria. These key criteria were subsequently scored against each

other to determine their relative weights. This process led to the identification of the following set of key criteria for the multi-criteria analysis:


- Impact on the EU accession process
- Compliance with International Conventions
- Safety & Environmental protection issues
- Technical implementation capacity
- Size of investment for implementation
- Geographical impact of the Project

Based on this and the multi-criteria analysis matrix prepared by the Technical Assistance Team, the following project ideas received the highest score:

1. Carriage of Hazardous Cargo at Sea
2. Strengthening the administrative capacity for oil spill response in Turkey
3. Strengthening of the administrative capacity in the field of marine accident investigation
4. Strengthening of the technical capacity for implementation of MARPOL Annex VI
5. Strengthening of the technical capacity for training of seafarers

For each of the five priority projects, the Consultants developed a project identification sheet and an IPA Project Fiche. Finally, the short-term experts produced a number of ToRs to support the implementation of the projects either through a contract to be financed by the concerned priority project or through a separate SEI action.

SEI Action Case 2: TA for the Preparation the Tender Documents of “Implementation Capacity for Environmental Noise Directive Project”

 <p>T.C. Çevre ve Orman Bakanlığı</p>	Box	
	Reference:	TR0702.28-01/FWC/055
	SEI Component:	Project Preparation Facility (PPF)
	Type of contract:	Framework contract
	Type of support:	Support to tendering
	Contracted amount:	€ 51.888
	Contract period:	09-12-2010 till 05-04-2011
	Beneficiary Institution:	Ministry of Environment and Forestry

Background

With the increase in urbanisation and the number of cars, especially after 1980s, environmental noise has reached a disturbing level in Turkish cities. The environmental noise problem is most noticeable in the big cities with high population density and complicated and/or concentrated noise sources. The main environmental noise source is road traffic (urban traffic, but also outside the agglomerations). According to official statistics, the total number of all road vehicles in Turkey increased from about 7.8 million in 2004 to nearly 12.0 million by the end of 2007. The total number of passenger cars was 6.5 million at the end of 2007, and has increased to 9.8 million by 2010. It has also to be mentioned that there are almost 2,000 km of major roads with heavy traffic in the country. The noise levels from the public transportation vehicles and lorries are extremely high due to their old age, lack of maintenance and overloading. Taking into account that the noise levels increase with traffic volume and the rate of heavy vehicles, it may easily be seen, that the noise pollution is steadily growing in all Turkish cities. But also aircraft, railway traffic and industrial activity contribute to continuous higher noise levels to which Turkish citizens are exposed.



In the context of Turkey's preparation for accession to the EU, Turkey is adopting the environmental acquis. All legal provisions, regarding environmental noise in the European Union, are covered by the Directive 2002/49/EC relating to the assessment and management of environmental noise (hereinafter Environmental Noise Directive or END). The aim of the Environmental Noise Directive is to provide for a common approach to the avoidance, prevention and reduction of the harmful effects of exposure to environmental noise. END aims at harmonising noise indicators and assessment methods for environmental noise. Using these common indicators and assessment methods, it seeks to gather information in the form of "strategic noise maps". This information will be made available to the public and will form the basis for "action plans" at the local level. It is not the inten-

tion of the END to set common EU-wide noise limits. The setting of limits remains under the responsibility of Member States.

Turkish National Legislation has been fully harmonized with the EU Environmental Noise Directive. For the purpose of transposition and implementation of the END, the Regulation on the Assessment and Management of Environmental Noise (RAMEN, or ÇGDYY) [Official Gazette: 1 July 2005, No. 25862] and its amendment [Official Gazette: 4 June 2010, No. 27601] were published. The next step is to implement the actions mentioned in this Regulation, which particularly focus on strategic noise mapping and action plans. A national Master plan with a strategy on harmonisation and implementation of EU legislation on environmental noise has been prepared in 2008-2009.



For the implementation of Directive 2002/49/EC concerning the assessment and management of environmental noise, the Ministry of Environment and Forestry (MoEF) aims to develop and strengthen the institutional capacity in selected municipalities and other institutions which are responsible for the preparation of noise maps and action plan for major noise sources in Turkey. For that purpose, the MoEF developed the Project Fiche "Implementation Capacity for Environmental Noise Directive" which eventually became one of the priority projects of the National Programme 2009 within the framework of IPA I, Transition Assistance and Institution Building.

The Project "Implementation Capacity for Environmental Noise Directive" (henceforth "the Project") contained a service component and a supply component. For the implementation of these two components, MoEF requested and received support from SEI for the drafting of the related tender documentation. The support was provided in the form of technical assistance that was contracted using the relatively quick Framework Contract tendering procedure¹. In essence, the Specific Terms of Reference of the SEI Action required the Consultants

¹ See Guidelines for Drafting Specific ToRs, www.ab.gov.tr

- To prepare ToRs for a service contract for noise mapping,
- To revise the Need Assessment and Market Survey for the Supply Component of the Project, and
- To prepare Technical Specifications for the Supply Component of the Project.

Methodology

Preparation of the Terms of Reference for the service component of the Project was carried out on the basis of:

- a desk study of documents provided by MoEF;
- analysis of responses to questionnaires, prepared by the Consultant and filled in by the Project Beneficiaries, and
- meetings with the representatives of the Beneficiaries.

Counterpart staff of the MoEF organised all the meetings and participated in them. The meetings specifically allowed the Consultants to better understand the present situation with noise management in various Beneficiary organisations, assess data availability and quality, as well as precisely estimate the overall areas, for which the strategic noise maps will have to be prepared during the Project. All information obtained during these meetings was used to prepare the Project outputs, to suggest an implementation schedule for the Project and to develop detailed budget.

On the basis of the findings it can be concluded that, as a rule, larger municipalities as well as institutions within the Ministry of Transport and Communication – Beneficiaries of the project – have most input data necessary for the strategic noise mapping. Moreover, these data are available in electronic form, implying that no excessive efforts need to be invested in their recording and processing nor in their transformation into the noise models.



Illustration of strategic noise maps to be prepared during the Project

Strategic noise map

Municipality	Road traffic noise maps	Railway noise maps	Industrial noise maps	Airport noise maps	Port noise maps	Overall noise maps	Facade noise level maps for each source	Facade noise level maps for all sources	Noise level exceedance maps for each source	Noise level exceedance map for all sources
İstanbul	✓	✓	✓		✓	✓	✓	✓	✓	✓
Ankara	✓	✓	✓			✓	✓	✓	✓	✓
İzmir	✓	✓	✓		✓	✓	✓	✓	✓	✓
Bursa	✓	✓	✓			✓	✓	✓	✓	✓
Kocaeli	✓	✓	✓		✓	✓	✓	✓	✓	✓
Adana				✓			✓		✓	
Samsun					✓		✓		✓	

It was furthermore found that at least part of the staff members of the relevant beneficiary organisations had good understanding of noise mapping and noise management. This will allow the Project to concentrate on strategic noise mapping, activities in pilot areas, training and capacity building, without wasting too much time and resources on basic data collection for huge urban areas.

It was also concluded that although the availability of noise mapping data and overall noise management capacity in other Project Beneficiaries is slightly less than required, the additional efforts for data collection for the activities, which are planned in the identified pilot areas, will not require significant resources.

Development of the ToRs

For the development of the Terms of Reference, the standard PRAG template for the ToRs for fee-based service contracts was used.²

Basing on their findings (see previous section) and assessment of the present situation in Turkey, the Consultants inter alia a workplan and an indicative implementation schedule based on an organisation of the service component of the Project along four activities:

Activity 1: Provision of the noise mapping software to all Project Beneficiaries;

Activity 2: Noise mapping and action planning;

Activity 3: Training, workshops and study tours;

Activity 4: Studies and action planning, aiming at improving the environmental noise

management system in Turkey.

The Consultants also developed the profiles for four key experts including a Team Leader, an Environmental Noise Mapping Expert, an Environmental Noise Management Expert, and a Data Management Expert. Requirements regarding their qualification and skills, general and specific professional experience were fully elaborated in the Terms of Reference.

In addition, the Consultants prepared detailed budgets for situations with two different prevailing pre-conditions, i.e.

1. Noise source data are available in pilot areas.
2. Noise source data are not available in pilot areas.

Preparation of Technical Specifications

For the preparation of the necessary procurement documents for the Project's supply component, the Consultant had to do the following:

- Revision of document on need assessment and market survey for preparation of strategic noise maps and supply component which will be given after the kick-off meeting as an attachment of the project fiche;
- Assessment of IT equipment in order to identify whether they are complying

with modelling purposes;

- Preparation of Technical Specifications and revision of Market Survey; Selection of appropriate IT Equipment models.

Technical specifications for computer hardware, suitable for the preparation of strategic noise maps, have been identified, basing on the experience of the Consultants and on the minimum requirements of the leading noise mapping software pro-

² Refer to (http://ec.europa.eu/europeaid/work/procedures/implementation/services/index_en.htm, file b8_annexitorfee_en).



grammes, available on the European market. Technical characteristics, which are non-essential for the noise mapping, were not specified. Number and composition of hardware kits are based on the Project Fiche and recommendations of the Main Beneficiary – MoEF.

The Consultants have analysed the original document on “Need assessment and market survey for preparation of strategic noise maps and supply component” provided by the

Beneficiary, and discussed it with the Beneficiary. Following this analysis, an updated market research study was prepared, taking into account, that the contents of the supply component were changed since the original document was prepared. The market research study was conducted by the means of on-line search on the internet, specifically focusing on the dealers in the United Kingdom, Turkey, the Netherlands, Germany, and Latvia, and respecting PRAG rules on origin. Only items, customarily available in the commercial marketplace, were considered.

In their Final Report, the Consultants provided a number of recommendations related to the service and supply tender processes as well as the implementation of the Project:

1. It is recommended, that during the tender an information meeting or a site visit should be organised for the shortlisted candidates.
2. During the inception period of the project the MoEF in cooperation with other Beneficiaries and the successful tenderer should agree on the precise areas, which have to be mapped during the Project: which districts of the greater municipalities should be covered by a complete strategic noise map, and which areas in smaller municipalities should be selected as pilot noise mapping areas.
3. It is suggested, that the supply tender is organised in a way, that the IT equipment becomes available to the Beneficiaries within 3 months after the commencement date of the Technical Assistance component. It has also to be noted, that, if the equipment will not still be available after the 8 months after the said date, it might cause delays in the overall Project implementation schedule.

SEI Action Case 3: Preparation of Technical Specifications and Supply Tender Dossiers for Software Development for Monitoring and Data Collection System of ARDSI



Box

Reference: TR0702.28-01/FWC/063

SEI Component: Project Preparation Facility (PPF)

Type of contract: Framework contract

Type of support: Support to tendering

Contracted amount: € 128.213

Contract period: 20-08- 2010 till 20-12-2010

Beneficiary Institution: Agriculture and Rural Development Support Institute (ARDSI)

Background

The ARDSI organisation has been set up as an IPARD agency to support the preparation of the implementation of and management of the Community's Rural Development Policy, Common Agricultural Policy and related policies. In the context of the programming period 2007-2013, the development of a Monitoring Management Information System (MMIS) is one of the key priorities for the related IPA component, Rural Development (IPA Component V).

The establishment of an effective MMIS is a pre-condition for the Unit for Project and Control to carry out its monitoring comprehensive tasks in the context of the IPARD programme at the level of programme priorities but also at the measure and project level. This requires an information technology solution that ensures reliable real-time data enabling the direction of the implementation of the IPARD programme towards the Lisbon process.



The MMIS will be based on a database/business intelligent solution. The system should be compatible with and applicable at the level of the Managing Authority at ARDSI Headquarters as well at the level of the Provincial Coordination Unit. The MMIS system in other words should integrate data collection, processing and analysis in such a way that it allows key stakeholders to support the preparation of evaluation reports, to continuously enhance the programme's efficiency, effectiveness, impact and sustainability, and to design future strategies of the IPARD Programme for the different hierarchical levels.

Implementation of the SEI Action

In order to develop an MMIS in line with the requirements are outlined above, the Consultants implemented the following main activities:

- Conduct an analysis of the current situation and carry out a gap analysis
- Conceptualise an appropriate MMIS and identify the related BI solutions, and after acceptance
- Prepare the related Technical Specifications and Tender Dossier for a system to be installed at the ARDSI and linked initially to branch offices and the Managing Authority at the Ministry of Agriculture.

Each activity is briefly described below.

Situation analysis

In order to scope the appropriate software and other IT requirements, as well as to prepare the related tender documentation, the Consultant started with the analysis of the IPA Operational Programme and the present monitoring system at ARDSI.

At the time of the assignment, the ARDSI had been recently accredited at the national level by the National Authorizing Officer at the Undersecretariat of Treasury. It subsequently went in the conferral of management auditing phase by the European

Commission, for which it officially applied through the Competent Accrediting Officer.

The current ARDSI IT System evolved historically over the short lifetime of the Institute as a set of IT systems, databases and tools developed to bring the Institute to an operational level in the priority sectors during the accreditation process in a relatively short period. The procedures and information flow for the data collection system are defined in detail and adequately described in documents, and could thus serve as a





source of information for the design of the IT based system. Although the IT hardware and software were to a certain degree adapted to establish a monitoring system, the existing IT as well as the IT application at the ARDSI were found to be in essence silo-based i.e. preoccupied with IT functionality and mainly looking at solving specific short-term administrative issues rather than working in a coordinated manner towards long-term strategic goals.

It was therefore concluded that although this initial set-up certainly covered the needs of the individual departments of the ARDSI, the existing ARDSI IT system was oriented to support the paper-based monitoring without adequate system integration across the organisation.

MMIS concept

In order to support the ARDSI effectively to fulfil its role as Operating Structure, the present silo-based monitoring system should evolve towards a more enterprise-wide integrated system. This will establish a single version of the truth of the monitoring information, enabling the management of the IPARD Programme in real time and in different geographic areas.

In the light of the findings during the initial phase of the SEI assignment, the recommended concept for the ARDSI IT based data collection system builds on the development of a Monitoring Management

Information System (MMIS) for the IPARD programme that will

- unify the functions of the systems, databases and tools that are currently in operation and in line with the procedures and information flow in place with regard to monitoring activities, and
- extend these functions to meet the requirements set out in these procedures as well as integrate with them other relevant systems (such as the Accounting and the Human Resources System) to provide a fully automated and integrated working environment.



How to develop a Modern Integrated Monitoring System?

The present proposed Monitoring Management Information System (MMIS) at ARDSI continues to be the foundation for evolving in the future towards a more strategically enterprise-wide system. The IPARD Managing Authority as well as the other national and EU operational programme authorities should be involved in such a process.

The process for developing the recommended IPARD Monitoring system at ARDSI is illustrated in the picture below.



The process of developing the strategy (step 1) until the plan of operation (step 4) and their links will be carried out through an integrated monitoring system (step 5). The process cycle described in the picture was recommended to be applied at the level of the IPARD programme as well as at the level of ARDSI as an organisation.

Preparation and submission of draft technical specifications and tender dossier for “IT-based Data Collection System”

The definition of the IT-based data collection system standards as well as the definition of the related technical and functional requirements followed the ARDSI process as de-

scribed in the ARDSI Manual³ and the Situation Analysis carried out by the TA team. The following table summarizes the components of the MMIS for the technical specification to be incorporated into the tender dossier:

Ref	Bid components	Notes, remarks, ref. to documentation	Evaluation Committee's Notes
1	Project proposal description		
2	Business model of the proposed system		
3	Architecture of the proposed system		
4	Project Plan		
5	Evidence of Quality certification ISO 9001 or later in course of validity		
6	Quality Assurance Plan		
7	Data Migration Plan		
8	Test Plan		
9	Training Plan		
10	Qualifications of project team		
11	Maintenance Plan		
12	Draft Maintenance Contract		
13	Evidence of availability of an after-sales network in Turkey		
14	Documentary proof of TPC and/or SPEC benchmarks for systems in equal or similar configuration than the offered one, as published by the respective organizations.		

³ See IPARD Turkey - 3500 - Monitoring and Reporting

SEI Action Case 4: TA to Evaluate the Results of Upgrading the Statistical System of Turkey – Programme Phase II



TC. BAŞBAKANLIK
TÜRKİYE İSTATİSTİK KURUMU

Box

Reference:	TR0702.28-01/FWC/081
SEI Component:	Project Preparation Facility (PPF)
Type of contract:	Framework contract
Type of support:	Evaluation support
Contracted amount:	€ 36.246
Contract period:	15-11-2010 till 29-01-2011
Beneficiary Institution:	TURKISH STATISTICAL INSTITUTE

Background

In the context of the pre-accession process, Turkey is upgrading its statistical system according to EU standards on the methodology and quality of compiling and processing statistical information and to ensure the efficient coordination by the Turkish Statistical Institute(TSI). To realise this upgrading, the EU and Turkey agreed on a multi-phase project developed by the key stakeholders in this field. The first phase of this project primarily focused on the collection, processing and dissemination of sectoral data as well as the renovation of the IT system of the TSI. The second phase mainly involved capacity building of institutions responsible for sectoral statistical systems and harmonisation of data collection and processing.

The Upgrading Statistical System of Turkey Phase II (USST II) Programme consisted of 12 substantive projects. In addition there were two support projects. Some of the projects were

divided into sub-projects. In total there were about 50 programme elements. The 'architecture' of USST II meant that services were provided under a Service Contract, two Framework Contracts and a Direct Grant for Training Agreement. The modes of delivery of services were 292 consultancy missions (in total well over 3000 work days by Short Term Experts) and 199 training activities, including study visits; a total of 491 activity elements. In addition, nearly 1000 work days by Long Term Experts were spent on managing the Programme; this does not include TurkStat staff involved in programme management.

The principal objective of the SEI assignment was the evaluation of the USST II Programme in terms of the achievement of its objectives. The services to be provided by the Consultant included reviewing documents and interviewing TurkStat Units and data provider organizations in order to evaluate the relevance, effectiveness, efficiency, impact, and sustainability of USST II. The evaluation should also result in recommendations for the technical assistance component of the next stage of Upgrading Statistical System of Turkey, USST III.



Implementation of the SEI action

Of the many documents relating to USST II, including programme descriptions, progress reports, mission reports of Consultants and reports by TurkStat staff members and others about their participation in activities, as well as financial and other administrative reports, the Consultant has reviewed a few hundred.

In addition, the Consultant has held 20 group interviews, involving about one hundred people in total, of which about 85 TurkStat staff members. The size of the interviewed groups was 2-16. The Consultant re-interviewed several individual staff members to obtain clarifications about what was said during the group interviews.

On the basis of the collected information described above, and for each of the 12 projects (as well as most sub-projects), the Consultant prepared an evaluation matrix, representing scores on the five evaluation dimensions mentioned above, using a 5-point scale (very high=5; high=4; moderate=3; low=2 and very low=1). The average score across all programme elements is 4.2.

General observations of the Consultant

The assignment was not to assess (parts of) TurkStat, but to assess the achievements of USST II. This means that any critical remarks do not relate to the overall performance of the relevant units of TurkStat, but to the achievements under USST II only.



The consultancy missions of USST II were very well received by TurkStat staff. The appreciation was indicated through the customary TurkStat reporting system. The average score was 9.2 on a scale from 1 to 10.

Often, a symbiotic combination of international and national experts was used. The role of the international experts was usually introducing EU legislation and agreed European methodological practices, and in some cases assisting in applying the methodology. Turkish experts primar-

ily 'translated' methodology into practical solutions for Turkey. Other Turkish experts worked on software applications.

Some training activities were administrative in nature and some had the character of a meeting rather than training.

Study visits to EU countries were also much appreciated, although a minority of TurkStat staff felt that study visits were most

useful if the lessons learned could be directly applied to the Turkish situation.

A large number of TurkStat staff members (around 600) have participated in either training or study visits. This has had positive effects on the collective ownership of the modernization processes, which was clearly noticeable during the interviews. More generally speaking, the Consultant found that the 'corporate spirit' within TurkStat is very good.

Overall conclusions and recommendations of the Consultant

The implementation of the various service contracts in the framework of USST II and the related results have each contributed to the success of the USST II programme. The Service Contract for Technical Assistance provided the largest contribution to USST II by far. Overall, the Contract was well implemented and very successful. Also the Direct Grant Agreement for Training contributed very significantly to the success of USST II. The Framework Contract on Improvement of Hospital and Health Expenditure Statistics provided support was well executed and produced valuable results. Also the Framework Contract on Improving of Cause of Death Statistics provided support to sub-project 5.7.5. was successful. Two contracts anticipated under the USST II were cancelled⁴.

Because the Acquis in the area of official statistics is broad and complex, it is clear that it would take considerable time and effort for Turkey to achieve compliance with the Acquis. That is why the EU has been applying various support instruments, over an extended period of time. Turkey has participated in several Multi-Beneficiary Programmes for Statistics. USST however is exclusively directed toward Turkey. It has been conceived to be executed in 3 successive phases: USST I, USST II and USST III. The successive phases of USST are designed as a stepwise sequence of actions to address issues of compliance with the Acquis. For those topics where compliance with the Acquis has not been fully achieved, USST III must provide the final steps.

⁴ These concern a Service Contract for Data Collection which was planned to provide the necessary services for the implementation of pilot surveys, and a Supply Contract for hardware, software and office equipment.

The capabilities of TurkStat to implement support programmes were found to be excellent, not only in terms of statistical expertise and willingness to improve, but also in terms of project management.

Generally, the Consultant endorses what is set out in the draft USST III fiche that was provided to him. However, the Consultant thinks that in some additional areas which are not foreseen by USST III further assistance would also be beneficial.

For instance, in addition to having a single visibility event at the conclusion of USST III (similar to what was done for USST II), the Consultant recommends to generate a more continuous visibility through the website of TurkStat and by holding a press conference when landmark results have been achieved, or when important new (pilot) surveys are launched.

Across all statistical domains, TurkStat seems to be well under way to comply with EU standards. In agriculture, for instance, which is a domain for which EU requirements are strict and detailed, the Consultant's impression is that much progress has been made in recent years. However, in other areas (e.g. national accounts) there are still technical difficulties, partly because there is a lack of high quality basic statistical data with the required level of detail and/or frequency, but also because of a lack of useful administrative data sources.

The Consultant recommends that under USST III technical assistance be focused on a number of selected domains i.e.

- Business register
- Business demography
- Business statistics (improvement of timeliness and detail)
- Population and Demographic Statistics (vital statistics)
- Migration and asylum
- Analysis of the census
- Labour Force Survey
- Labour Cost Index
- ESPROSS analysis
- Information society statistics
- Economic Accounts for Agriculture
- Health Accounts
- Annual Economic Accounts
- Quarterly Economic Accounts
- Regional accounts
- Prices (producer prices)
- Energy (energy balances)
- Administrative capacity building
- Quality management systems
- ICT Systems

SEI Action Case 5: TA for Strengthening the Audit Capacity of the Capital Markets Board



Box

Reference:	TR0702.28-01/FWC/082
SEI Component:	Project Preparation Facility (PPF)
Type of contract:	Framework contract
Type of support:	Implementation support
Contracted amount:	€ 92.292
Contract period:	04-11-2010 till 27-02-2011
Beneficiary Institution:	Capital Markets Board

Background

Corporate governance consists of a set of processes, customs, policies, laws and institutions affecting the way people direct administer or control a corporation. Corporate governance also includes the relationships amongst the players involved (the stakeholders) and the corporate goals. The principal players include the shareholders, the management and the board of directors. Other stakeholders are employees, suppliers, customers, banks and others like lenders, regulators, the environment and the community at large.

IT governance is a subset discipline of corporate governance, focused on IT systems

and their performance and the way IT risks are managed. The discipline of IT governance deals primarily with the connection between strategic objectives and IT management of an organization. It highlights the importance of IT related matters in contemporary organizations and requires that strategic IT decisions are owned by the corporate board, rather than by the chief information officer or other IT managers.

The primary goals for IT governance are to

1. Assure that the investments in IT generate business value;
2. Mitigate the risks that are associated with IT.



This can be done by implementing an organizational structure with well-defined roles for the responsibility of information, business processes, applications, infrastructure, etc. Accountability is the key concern of IT governance.

The Capital Markets Board (CMB) is the regulatory and supervisory authority for the investment services and securities markets in Turkey. CMB supervises various players on the capital market such as publicly held listed companies, intermediary institutions, exchanges, etc. in order to ensure secure, fair and orderly functioning of the market and to protect investors. CMB plans to govern and audit the information systems of these players on the capital market.

Within this context, the main objective of this SEI action was to develop appropriate regulations for the governance of IT systems and regulations for the audit of these systems, thereby paying attention to the existing legislation and regulations in Turkey and best practices across the globe.

Implementation of the SEI action

At the start of the project, a project kick-off meeting was organized at the premises of the CMB. The meeting was attended by representatives from the CMB EU Affairs Group, the CMB IT Department, the CMB Accounting Standards Department, the EU Delegation, the CFCU and the TA experts. At the kick-off meeting, the main objectives and deliverables of the project were reemphasized.

While implementing the assignment, the TA team worked very closely with a CMB group consisting of six CMB staff members. In addition, the EU Affairs Group of the CMB provided effective coordination to help ensure an efficient implementation of the activities planned by the TA team.

In project meetings, in addition to CMB project staff, representatives from related CMB departments also participated in accordance with the agenda of the relevant meeting. The CMB project group members also provided regular input or feedback via email. Draft documents such as draft regulations and reports were exposed to the CMB project team who in turn shared the documents with their colleagues in the relevant CMB supervisory departments for comment.

Furthermore, a questionnaire that was sent to intermediary institutions during the project implementation was prepared with the contributions of a representative from the Intermediary Activities Department of the CMB.

At the end of the assignment, a closing meeting was organized at the premises of the CMB. The meeting was attended by representatives from the CMB Management, the CMB EU Affairs Group, the CMB IT Department, the CFCU and the experts from the BBA. The experts from BBA presented their final report.



Study of relevant legislation and regulations in Turkey

During a desk study phase, all relevant legislation and regulation from the following Turkish institutions were identified, collected and analysed:

- Capital Markets Board of Turkey
- Central Registry Agency
- ISE Settlement and Custody Bank
- İstanbul Stock Exchange
- Turkish Derivatives Exchange
- Association of Capital Market Intermediary Institutions of Turkey
- Banking Regulation and Supervision Agency
- The Banks Association of Turkey
- Internal Audit Coordination Board



Exploration of best practices with global financial market authorities

The most relevant global financial market authorities were explored by assessing the available information on their website and by obtaining information from privileged personal contacts with experienced internal audit and compliance practitioners around the globe (USA, Germany, United Kingdom, Japan, Netherlands).



The following global institutions were explored:

- Europe: The European Commission (EC)
- The Netherlands: Autoriteit Financiële Markten (AFM)
- Germany: Bundesanstalt für Finanzdienstleistungsaufsicht (BaFin)
- Belgium: Committee for System Risks and System relevant Financial Institutions (CSRSFI) and Banking, Finance and Insurance Commission (CBFA)
- United Kingdom: Financial Services Authority (FSA)
- Japan: Financial Services Agency (FSA)
- Malaysia: Securities Commission (SC)
- USA: Securities and Exchange Commission (SEC)
- International: International Organization of Securities Commissions (IOSCO)

The exploration of global practices leads to the conclusion that no single regulator around the world has gone, as CMB intends to do, in the direction of developing regulations with regard to IT governance.

The situation is different with regard to IT audit. IT audit has matured over the years and has evolved from an approach which was limited to a review of automated financial controls only to a review of information security. Information security (covering access security up to business continuity) and data privacy are items that many IT auditors around the world will look at based on their own professional standards, but not based on a review of compliance with a regulation on IT governance.

Visit to AFM in the Netherlands



The financial markets authority in the Netherlands (AFM) is known to CMB because of a project in the past. On request of some staff members of CMB, the Consultant got in contact with AFM and visited them in Amsterdam.

Although AFM does not regulate IT governance in the way CMB intends to, this visit led to a number of useful notions:

- In all supervised institutions there shall be a clear distinction between those who develop the strategy and those who run the organization. It emphasizes the agency relationship between board of directors and senior management;
- AFM compares the actual 'behaviour' of institutions with the expected behaviour. Expected is not limited to compliance with regulations only;
- The prudential supervision is organized by the Dutch central bank (De Nederlandse Bank). AFM and the central bank apply the twin peaks model;
- AFM does not regulate IT governance, but considers IT governance part of integer and controlled management. AFM does not look at single IT components but at the entire business process. Sound and common sense governance and control principles (due care) are expected to be in place without regulating them;

- AFM's supervisory approach is principle-based. AFM focuses a lot on guidance. When an institution does not appear to do the right thing, AFM will first guide them on how to improve;
- AFM's approach is by design also applicable on external service providers in case activities or entire business processes are outsourced.

IT governance regulation

The most relevant internationally accepted methodologies were assessed in detail with regard to their possible application to the institutions regulated by CMB. The Consultants started from the CobIT approach⁵ and realized that there were many control objectives that were probably difficult to apply in a Turkish context and in smaller institutions. The TA discussed with the project team which control objectives to maintain. They also developed a survey for the smaller intermediary institutions in order to get a better understanding of their modus operandi with regard to IT.

Following the analysis of the survey results and the analysis of the relevant accepted international approaches, it was also concluded with the CMB project team, that there was no immediate need to have different regulations for different categories and sizes of supervised institutions. The TA subsequently developed a complete set of IT governance regulations that is a blend of globally accepted frameworks, good management principles, local culture and common sense.

IT audit regulation

The TA developed a complete draft of the IT audit regulations. It is important to note that the audit regulations have not been developed in a prescriptive way, in order to allow the auditor to apply his own professional approach and practices. Specifically in the case of smaller institutions, it

will be up to the auditor to assess whether the conditions in place are sufficient to meet the business control objective. For a limited number of regulations an adapted approach has been identified in the case of smaller institutions.

⁵ COBIT (Control Objectives for Information and related Technologies) is a methodology for evaluating a organisation's IT department.

Suggestions with regard to the audit approach

One of the remaining questions is “who is going to perform the audit”. The TA advised CMB to use independent audit firms to perform this job. The audit of the IT environment should preferably be done by the same firm who performs the financial audit, as serious weaknesses in the IT governance of an institution may also have an impact on the ‘going concern’ principle.

The independent audit firms, although licensed by CMB, require additional qualification to perform IT related audits. A qualification in IT related audits implies that the leading auditor (the auditor who leads the engagement and signs the report) is properly certified and has executed similar engagements for the last five years. It was proposed that audit firms may decide to subcontract the IT audit engagement, but only to individuals with the necessary qualifications and expertise which are explained in the previous paragraph.

The TA advised that relevant consulting firms should not be allowed to perform the IT audit of CMB supervised institutions, but instead can be helpful in supporting these institutions to comply with the IT governance regulations and to be prepared for a true IT audit.

For small institutions a more pragmatic approach could be considered, whereby the institution would establish a self-assessment process and have this process validated by their independent auditor. Of course, CMB will always retain the right to undertake its own audits. These audits should be led by the respective supervisory departments, but they will use qualified IT auditors to audit the IT governance components. The qualifications will ideally be in line with what is expected from the independent audit firms when performing IT related audits. This approach will assure an integrated supervision.

Annexes

Annex 1 Table of usage of SEI 2002 - 2008

Annex 2 SEI 2002 – 2008 by Main Category of Utilisation

Annex 1: Overview of Utilisation of SEI Funds 2002 – 2008 by Year and Starting Date of the Action

SEI 2002

Reference Number	Title	Type of Contract	Type of SEI support	Budget	Starting date	Completion date
TR0306.01-01	Transportation Infrastructure Needs Assessment (TINA)	Service	Implementation	877.150	28-11-2005	29-12-2006
TR0306.01-02	TA for Preparation of PF in Fashion and Textile Cluster	Direct Agreement	Programming	4.800	17-01-2005	25-01-2005
TR0306.01-02	Assistance in Preparation of a Project to Establish an Independent Police and	Direct Agreement	Programming	3.200	04-03-2005	04-11-2005
TR0306.01-02	Feasibility Study for Automatic Identification System	Framework	Programming	99.840	06-05-2005	05-06-2005
TR0306.01-02	Development of Project Preparation Capacity of the UM, UCCE and CTTC in Turkey	Framework	Programming	132.500	17-10-2005	31-05-2006
TR0306.01-02	TA for an Independent Police and Gendarmerie Complaint Procedure in Turkey	Direct Agreement	Tendering	3.200	04-03-2005	04-11-2005
TR0306.01-02	Preparation of the TS for the Supply of IT Equipment and Software to Support	Direct Agreement	Tendering	4.950	22-06-2005	29-07-2005
TR0306.01-02	TA to Support the Preparation of ToR and the Evaluation of IRT	Direct Agreement	Tendering	4.800	14-10-2005	07-11-2005
TR0306.01-02	Preparation of TD for Establishment of National Food Reference Laboratory	Framework	Tendering	165.500	13-04-2005	19-07-2005
TR0306.01-02	Assistance for Upgrading the Physical Infrastructure Regarding Conformity Assessment	Framework	Tendering	91.420	17-06-2005	19-08-2005

TR0306.01-02	Solid Waste Management Project for Amasya	Framework	Tendering	199.950	02-11-2005	02-09-2006
TR0306.01-02	Solid waste management for Corum	Framework	Tendering	198.375	29-11-2005	16-10-2006
TR0306.01-02	Solid waste management project for Konya	Framework	Tendering	199.997	14-10-2005	15-08-2006
TR0306.01-02	Solid Waste Management Project for Kütahya	Framework	Tendering	199.950	02-11-2005	02-09-2006
TR0306.01-02	Solid waste management for Balikesir	Framework	Tendering	199.960	30-11-2005	12-10-2006
TR0306.01-02	Solid waste management project for Kayseri	Framework	Tendering	199.997	28-10-2005	28-08-2006
TR0306.01-02	Solid waste management project for Bitlis	Framework	Tendering	199.950	02-11-2005	02-09-2006
TR0306.01-02	TA to Support the EUSG on the Preparation of Guidelines for applicants	Direct Agreement	DIS	4.800	11-03-2005	23-03-2005
TR0306.01-02	Training Needs Assessment for the Turkish Road Transport Sector	Framework	Training	71.940	18-07-2005	25-10-2005
TR0306.01-02	Catering Services for the seminar at EUSG	Direct Agreement	Other	2.520	11-07-2005	12-07-2005
TR0306.01-02	Full Day Simultaneous Translation for seminar on "Investment for Pre-Accession	Direct Agreement	Other	850	11-07-2005	12-07-2005

SEI 2003

Reference Number	Title	Type of Contract	Type of SEI support	Budget	Starting date	Completion date
TR0306.01-01	Transportation Infrastructure Needs Assessment (TINA)	Service	Implementation	877.150	28-11-2005	29-12-2006
TR0306.01-02	TA for Preparation of PF in Fashion and Textile Cluster	Direct Agreement	Programming	4.800	17-01-2005	25-01-2005

TR0306.01-02	Assistance in Preparation of a Project to Establish an Independent Police and	Direct Agreement	Programming	3.200	04-03-2005	04-11-2005
TR0306.01-02	Feasibility Study for Automatic Identification System	Framework	Programming	99.840	06-05-2005	05-06-2005
TR0306.01-02	Development of Project Preparation Capacity of the UM, UCCE and CTC in Turkey	Framework	Programming	132.500	17-10-2005	31-05-2006
TR0306.01-02	TA for an Independent Police and Gendarmerie Complaint Procedure in Turkey	Direct Agreement	Tendering	3.200	04-03-2005	04-11-2005
TR0306.01-02	Preparation of the TS for the Supply of IT Equipment and Software to Support	Direct Agreement	Tendering	4.950	22-06-2005	29-07-2005
TR0306.01-02	TA to Support the Preparation of ToR and the Evaluation of IRT	Direct Agreement	Tendering	4.800	14-10-2005	07-11-2005
TR0306.01-02	Preparation of TD for Establishment of National Food Reference Laboratory	Framework	Tendering	165.500	13-04-2005	19-07-2005
TR0306.01-02	Assistance for Upgrading the Physical Infrastructure Regarding Conformity Assessment	Framework	Tendering	91.420	17-06-2005	19-08-2005
TR0306.01-02	Solid Waste Management Project for Amasya	Framework	Tendering	199.950	02-11-2005	02-09-2006
TR0306.01-02	Solid waste management for Corum	Framework	Tendering	198.375	29-11-2005	16-10-2006
TR0306.01-02	Solid waste management project for Konya	Framework	Tendering	199.997	14-10-2005	15-08-2006
TR0306.01-02	Solid Waste Management Project for Kütahya	Framework	Tendering	199.950	02-11-2005	02-09-2006
TR0306.01-02	Solid waste management for Balikesir	Framework	Tendering	199.960	30-11-2005	12-10-2006
TR0306.01-02	Solid waste management project for Kayseri	Framework	Tendering	199.997	28-10-2005	28-08-2006
TR0306.01-02	Solid waste management project for Bitlis	Framework	Tendering	199.950	02-11-2005	02-09-2006
TR0306.01-02	TA to Support the EUSG on the Preparation of Guidelines for applicants	Direct Agreement	DIS	4.800	11-03-2005	23-03-2005

TR0306.01-02	Training Needs Assessment for the Turkish Road Transport Sector	Framework	Training	71.940	18-07-2005	25-10-2005
TR0306.01-02	Catering Services for the seminar at EUSG	Direct Agreement	Other	2.520	11-07-2005	12-07-2005
TR0306.01-02	Full Day Simultaneous Translation for seminar on "Investment for Pre-Accession	Direct Agreement	Other	850	11-07-2005	12-07-2005

SEI 2004

Reference Number	Title	Type of Contract	Type of SEI support	Budget	Starting date	Completion date
TR0406.01-01	External Trainers Pool for DIS	Service	Training	735.330	30-11-2006	14-11-2007
TR0406.01-02	TA for Consistency Check 2006 EU Pre-Accession Assistance Project Fiches in Turkey	Framework	Programming	96.200	08-03-2006	14-04-2006
TR0406.01-02	TA to Support the Implementation of a Grant Scheme for the Promotion of Cultural Rights	Direct Agreement	Implementation	4.800	28-03-2006	10-09-2006
TR0406.01-02	Preparation of Sector Analysis Report for Certain Agricultural Products	Framework	Implementation	193.875	12-07-2006	13-12-2006
TR0406.01-02	Review of the Capacity of SPO & Updating of the Programme Management Guidelines	Framework	Implementation	79.314	29-11-2006	29-03-2007
TR0406.01-02	Creating A Critical Resource at the UFT's Affiliates and Business and Sector Oriented NGOs	Framework	Implementation	180.340	30-11-2006	01-06-2007
TR0406.01-02	TA on the Preparation of All Necessary Documents to Launch a Call for Proposal	Direct Agreement	Tendering	4.800	26-06-2006	08-07-2006
TR0406.01-02	TA for the MARA for the Design of a Functioning IACS and LPIS	Direct Agreement	Tendering	4.992	28-08-2006	28-09-2006
TR0406.01-02	TA for the MARA for the Design of a Functioning IACS and LPIS	Direct Agreement	Tendering	3.048	28-08-2006	28-09-2006
TR0406.01-02	TA to Support the Revenue Administration During the Evaluation of the Offers	Direct Agreement	Tendering	4.980	12-09-2006	31-10-2006
TR0406.01-02	TA for Restructuring and Strengthening of the Food Safety and Control System in Turkey	Direct Agreement	Tendering	4.980	20-10-2006	30-11-2006

TR0406.01-02	TA to Re-evaluate the Offers Which Are Submitted by the Tenderers	Direct Agreement	Tendering	4.995	16-11-2006	24-11-2006
TR0406.01-02	TA to Turkish Employment Organization for 2006 Programming Exercise	Framework	Tendering	194.300	23-01-2006	05-05-2006
TR0406.01-02	TA to the Restructuring of TESKOMB	Framework	Tendering	199.000	06-02-2006	28-07-2006
TR0406.01-02	Solid Waste Management for Artvin and Rize Union of Municipalities	Framework	Tendering	199.870	23-03-2006	31-05-2007
TR0406.01-02	Renovation of Incubator Buildings for KOSGEB	Framework	Tendering	129.940	15-11-2006	16-02-2007
TR0406.01-02	TA to the Municipalities to Speed Up the Implementation of the Project	Framework	Tendering	199.125	30-05-2006	23-08-2006
TR0406.01-02	TA to Construction of Vehicles Search Sheds and Archive Centre	Framework	Tendering	168.815	14-03-2006	09-06-2006
TR0406.01-02	Implementing Common Assessment Framework at the Office of Prime Ministry of Turkey	Framework	Tendering	185.900	18-07-2006	30-10-2006
TR0406.01-02	TA for the Quality Check of the Technical Specification	Framework	Tendering	20.020	14-04-2006	28-04-2006
TR0406.01-02	TA to Industrial Restructuring of Sanliurfa	Framework	Tendering	196.325	21-04-2006	05-07-2006
TR0406.01-02	Introducing Regulatory Impact Analysis into Turkish Legal Framework	Framework	Tendering	178.711	21-08-2006	21-02-2007
TR0406.01-02	Support for Capacity Improvement for Flood Forecasting and Flood Control	Framework	Tendering	196.950	02-10-2006	02-02-2007
TR0406.01-02	Evaluation of a Tender in the Field of Intellectual Property Rights	Framework	Tendering	61.434	07-09-2006	07-10-2006
TR0406.01-02	Preparation of Tender Dossiers for the Project of the Control of Rabies Disease in Turkey	Framework	Tendering	124.169	30-11-2006	02-03-2007
TR0406.01-02	TA to the Strengthening the Audit Capacity of Board of Treasury Controllers with Respect to PAF	Direct Agreement	DIS	4.800	09-03-2006	09-04-2006
TR0406.01-02	TA to Support the EUSG on the Preparation of Guidelines for Applicants	Direct Agreement	DIS	4.800	03-07-2006	07-08-2006

TR0406.01-02	Training for IPA-Related Documents and Projects	Framework	Training	189.855	29-05-2006	29-09-2006
TR0406.01-02	TA for Sectoral Project Fiche and ToR Drafting Training in Turkey	Framework	Training	169.800	05-06-2006	31-05-2007

SEI 2005

Reference Number	Title	Type of Contract	Type of SEI support	Budget	Starting date	Completion date
TR0504.03-01	TA to Support the TOBB for preparing Technical Specifications and Market Survey	Direct Agreement		4.999	26-04-2007	26-06-2007
TR0504.03-01	TA in Reviewing the Draft Project Fiche	Direct Agreement	Programming	2.075	26-05-2007	02-06-2007
TR0504.03-01	TA to Support the GD of Coastal Safety for Preparing Pre-feasibility, TS and MS for Turk Radio	Direct Agreement	Programming	4.500	02-07-2007	18-07-2007
TR0504.03-01	TA for Preparation of Tender Dossiers, Quality Check and Carrying Out Market Research	Framework	Programming	153.792	06-08-2007	15-02-2008
TR0504.03-01	Training and Technical Assistance to Potential Beneficiaries and Preparation of the ToR	Framework	Programming	199.310	06-11-2007	14-04-2008
TR0504.03-01	TA to Assist the Project Coordination Units for the Implementation of the Pilot Projects	Framework	Implementation	114.358	12-03-2007	31-10-2007
TR0504.03-01	TA for the Preparation of Communication Strategy	Framework	Implementation	21.660	24-09-2007	05-10-2007
TR0504.03-01	Support to Turkish Employment Organization to Implement the Active Labour Market	Framework	Implementation	195.254	15-11-2007	15-06-2008
TR0504.03-01	TA to Provide Support to Project Implementation of Grant Beneficiaries	Framework	Implementation	154.361	21-11-2007	03-12-2008
TR0504.03-01	TA to Support the Beneficiary in the Preparation of Electrical and Mechanical TS and BoQ	Direct Agreement	Tendering	4.950	23-03-2007	09-04-2007
TR0504.03-01	TA for the Supporting the Preparation of Technical Specifications and Clarification Requests	Direct Agreement	Tendering	4.980	13-03-2007	26-03-2007
TR0504.03-01	TA to Support the CFCU for the Tenders of the Nevsehir WWTP Projects	Direct Agreement	Tendering	2.340	23-08-2007	10-09-2007
TR0504.03-01	TA to Support the CFCU for the Tenders of the Tokat WWTP Projects	Direct Agreement	Tendering	2.340	23-08-2007	10-09-2007

TR0504.03-01	TA for Preparation of ToR, TS and MS Within the Scope of the Project TR0602.05	Framework	Tendering	112.160	31-05-2007	30-11-2007
TR0504.03-01	Accelerate Turkey's Accession by Enabling Turkey to Achieve a High Level of Environmental Protection	Framework	Tendering	186.962	05-07-2007	24-09-2007
TR0504.03-01	TA to Adopt and Apply Asylum and Migration Policies in Line With International and EU Standards	Framework	Tendering	116.963	13-06-2007	03-09-2007
TR0504.03-01	TA to Create and Implement a Special Waste Information System	Framework	Tendering	99.330	02-08-2007	08-02-2008
TR0504.03-01	Preparation of Detailed Designs and Tender Dossiers for Establishment of Shelters for Women	Framework	Tendering	199.933	25-03-2007	25-12-2007
TR0504.03-01	TA to Assist the MARA to Prepare the TS, MR and ToR	Framework	Tendering	73.400	04-09-2007	08-11-2007
TR0504.03-01	TA for Preparing ToR, TS, MR and NA to the "Strengthening the Institutional Capacity of MoLSS"	Framework	Tendering	147.360	22-11-2007	19-03-2008
TR0504.03-01	Preparation of Tender Documents for the Project of TR0602.09	Framework	Tendering	137.432	10-10-2007	10-04-2008
TR0504.03-01	Assisting the Social Security Institution for the Preparation of ToR, TS and MS	Framework	Tendering	75.380	10-10-2007	08-01-2008
TR0504.03-01	TA for the Monitoring of Strengthening Civil Society in the Pre-Accession Process	Framework	Monitoring	199.100	30-11-2007	15-12-2008
TR0504.03-01	TA to Provide Procurement and Project Management Trainings to Grant Beneficiaries	Framework	Training	99.300	27-11-2007	31-03-2008
TR0504.03-02	Preparation of Feasibility Studies, EIAs and other necessary documents in EU Standards for Transport Infrastructure	Framework	Programming	190.121	01-10-2007	31-01-2008
TR0504.03-02	TA for the Preparation of Feasibility Report, EIA Report, TS and Relative Attachments for the Construction of the Turhal WWTP	Framework	Programming	189.860	04-09-2007	17-09-2008
TR0504.03-02	Preparation of FR, EIA Report, TS and Their Relative Attachments for the Construction of Ordu WWTP	Framework	Programming	188.644	10-09-2007	17-09-2008
TR0504.03-02	TA to Prepare WWTP Projects in Turkey	Service	Programming	3.799.400	30-11-2007	30-11-2009

TR0504.03-02	TA to Prepare Drinking Water Supply Projects for 8 Municipalities in Turkey	Service	Programming	2.599.400	30-11-2007	30-11-2009
TR0504.03-02	Preparation of the Tender Dossiers for Works Under the Industrial Restructuring of Sanliurfa Project	Other	Tendering	119.000	24-09-2007	08-01-2008
TR0504.03-02	TA to the EUSG for the Evaluation of Regional Consultation for ENPI	Direct Agreement	Tendering	4.000	21-03-2007	02-04-2007
TR0504.03-02	Preparation of Detailed Designs and Tender Dossiers for the Project Regarding the Yildiz Mountains	Framework	Tendering	93.066	17-09-2007	10-11-2007
TR0504.03-02	TA for the "Development of Seed Sector in Turkey and Alignment to the EU"	Framework	Tendering	164.635	07-08-2007	07-03-2008
TR0504.03-02	TA for Donate Mehmetcik with the Required Skills of the Modern Social Life Project	Framework	Tendering	33.456	17-08-2007	01-02-2008
TR0504.03-02	Working as A Voting Member in Evaluation of the Offers for Two Supply Components	Framework	Tendering	24.520	01-08-2007	16-09-2007
TR0504.03-02	TA for Preparing ToR, TS, MR and NA to the "Strengthening VQA and NQS Project"	Framework	Tendering	102.860	25-09-2007	11-01-2008
TR0504.03-02	Development and Maintenance of Environmental Information System	Service	Tendering	458.930	30-11-2007	14-11-2008
TR0504.03-02	TA for Preparing Operating Manual and Work-Load for EUSG	Framework	DIS	91.764	11-10-2007	25-11-2007
TR0504.03-02	Provide Assistance to Potential Applicants and Train Them Under Grant Schemes in NUTS II	Framework	Training	199.269	26-04-2007	16-07-2007
TR0504.03-03	TA to EUSG and Relevant Line Ministries	Framework	Programming	90.940	19-04-2007	14-06-2007
TR0504.03-03	Enhancement the Capacity of EUSG for Effective Monitoring and Evaluation of the Grant Projects	Framework	Implementation	198.960	07-05-2007	01-03-2008
TR0504.03-03	Training Logistics for ETP for DIS Related Training Project	Other	DIS	72.756	04-07-2007	30-11-2007
TR0504.03-03	Training to Provide Grant Management	Direct Agreement	Training	2.500	05-03-2007	10-03-2007
TR0504.03-03	Training on Didactical and Pedagogical Techniques, Grant Scheme and Project Management	Framework	Training	58.232	22-05-2007	01-07-2007
TR0504.03-04	Support to the National Authorising Officer in Preparation of Decentralised Management of IPA	Framework	DIS	101.318	07-03-2007	21-04-2007
TR0504.03-04	Support to the National Authorising Officer in Preparation of Decentralised Management of IPA	Framework	DIS	187.690	06-08-2007	14-10-2007

TR0504.03-04	Support to NAO in Turkey in Preparing the Decentralised Management of IPA	Framework	DIS	172.279	27-11-2007	26-01-2008
TR0504.03-05	Strengthening the Capacity of Translation Coordination Unit in Turkey	Framework	Translation	36.064	23-02-2007	31-03-2007
TR0504.03-05	TA for Strengthening the Capacity of the TCU in Turkey	Service	Translation	697.745	30-11-2007	30-03-2009
TR0504.03-05	Supply of Hardware Equipment and Software Licences for TCU in Turkey	Supply	Other	34.350	30-11-2007	28-05-2008
TR0504.03-05	Supply of Hardware Equipment and Software Licences for TCU in Turkey	Supply	Other	27.640	30-11-2007	28-05-2008

SEI 2006

Reference Number	Title	Type of Contract	Type of SEI support	Budget	Starting date	Completion date
TR0603.13-01	TA for the Preparation of Need Analysis and Feasibility Studies	Framework	Programming	107.826	07-03-2008	30-06-2008
TR0603.13-01	TA for Consistency Check of IPA Component-I Project Fiches	Framework	Programming	96.276	15-04-2008	15-05-2008
TR0603.13-01	TA for the Preparation of Need Analysis and Feasibility Studies	Framework	Programming	163.595	19-08-2008	31-01-2009
TR0603.13-01	TA to Conduct Impact Assessment for Regional Development	Framework	Programming	197.013	11-08-2008	03-01-2009
TR0603.13-01	TA to Support the Turkish MoT in IPA Programming	Framework	Programming	189.198	12-11-2008	29-09-2009
TR0603.13-01	TA for Strengthening the Institutional Capacity of Iller Bank	Service	Implementation	833.200	28-11-2008	13-12-2009
TR0603.13-01	TA for the Reception Centres for Asylum Seekers and Refugees	Service	Implementation	2.727.000	30-11-2008	30-11-2009
TR0603.13-01	TA for the Evaluation of the Final Reports within the Strengthening Civil Society in the Pre-Accession Process: NGO Grant Facility	Direct Agreement	Implementation	9.990	29-11-2008	29-12-2008
TR0603.13-01	Support to Improving Occupational Health and Safety	Framework	Implementation	182.666	14-02-2008	31-08-2008
TR0603.13-01	TA for the Implementation of the Human Resources Development Operational Programme	Framework	Implementation	128.325	29-05-2008	01-10-2008
TR0603.13-01	TA for the Implementation of the Human Resources Development Operational Programme	Framework	Implementation	169.369	17-03-2008	17-07-2008

TR0603.13-01	Facilitation for Maritime Transport of People with Restricted Mobility in Turkey	Framework	Implementation	196.700	07-08-2008	28-02-2009
TR0603.13-01	TA for the Combatting Human Trafficking Project	Direct Agreement	Tendering	3.300	28-07-2008	07-08-2008
TR0603.13-01	TA to Support the Ministry of Interior	Direct Agreement	Tendering	4.950	18-02-2008	04-03-2008
TR0603.13-01	TA for the Food and Tourism Sectors	Direct Agreement	Tendering	4.986	31-01-2008	18-02-2008
TR0603.13-01	TA for the Installation, Machinery and Metal Technology Sectors	Direct Agreement	Tendering	4.986	31-01-2008	18-02-2008
TR0603.13-01	Empowerment of Women and Women NGOs in the Least Developed Regions of Turkey	Framework	Tendering	50.787	17-04-2008	30-06-2008
TR0603.13-01	TA for Promotion of the Civil Society Dialogue Between EU and Turkey - II	Framework	Tendering	187.264	23-09-2008	31-05-2009
TR0603.13-01	TA for Preparing ToR, TS and MS	Framework	Tendering	104.268	14-04-2008	24-07-2008
TR0603.13-01	TA for Preparation of Tender Documents of the Project (Fisheries Management System)	Framework	Tendering	68.866	30-04-2008	30-12-2008
TR0603.13-01	TA for Preparing ToR, TS and MS for the Establishment of an Accredited Calibration Laboratory	Framework	Tendering	66.219	23-07-2008	23-04-2009
TR0603.13-01	TA for National Fund in Preparation for IPARD	Framework	DIS	199.511	28-11-2008	30-04-2009
TR0603.13-01	TA for the Project of the Istanbul Regional Customs Laboratory	Framework	Other	92.777	31-07-2008	31-01-2009
TR0603.13-01	TA for Strengthening the Institutional Capacity of the Strategy Development Board of MARA	Framework	Other	160.000	22-09-2008	31-12-2008
TR0603.13-01	TA for the Strengthening Special Education Project	Framework	Other	161.800	24-11-2008	24-04-2009
TR0603.13-02	Environmental Impact Assessment and Engineering Solutions	Direct Agreement	Programming	4.950	05-02-2008	15-02-2008
TR0603.13-02	TA for Preparation of Investment Project Package for Van SWM Project	Framework	Programming	170.620	28-11-2008	28-11-2009
TR0603.13-02	TA for Preparation of Investment Project Package for Batman SWM Project	Framework	Programming	188.750	28-11-2008	28-06-2009
TR0603.13-02	TA for Construction of a New Port in Candarli	Service	Implementation	1.649.000	30-11-2008	30-11-2009

TR0603.13-02	TA for Construction of a Container Port in Mersin	Service	Implementation	2.494.000	30-11-2008	30-11-2009
TR0603.13-02	TA for the Installation of the Signalization and Electrification Systems of the Railway System	Service	Implementation	1.495.000	29-11-2008	29-11-2009
TR0603.13-02	TA for Construction of a new Port in Filyos	Service	Implementation	3.748.964	28-11-2008	28-05-2010
TR0603.13-02	TA to Support the Beneficiary for the Tenders of the Construction of A-B-K Regional SWMP	Direct Agreement	Tendering	2.490	14-07-2008	29-07-2008
TR0603.13-02	TA for Preparation of the Tender Dossier for the Construction of the Closure and Rehabilitation	Framework	Tendering	155.948	19-05-2008	19-12-2008

SEI 2007

Reference Number	Title	Type of Contract	Type of SEI support	Budget	Starting date	Completion date
TR0702.28-01	TA for Biometrics	Framework	Programming	132.808	03-06-2009	05-10-2009
TR0702.28-01	TA for Tetra Systems	Framework	Programming	139.990	12-10-2009	27-03-2010
TR0702.28-01	TA for Building a Project Portfolio for the Turkish Maritime Administration	Framework	Programming	170.275	29-06-2009	25-01-2010
TR0702.28-01	TA for consistency check of IPA 2009 Component I project fiches in Turkey	Framework	Programming	130.141	06-05-2009	30-06-2009
TR0702.28-01	TA to DGCA for Preparation of Sector Strategy Document	Framework	Programming	195.680	20-04-2010	17-10-2010
TR0702.28-01	TA to Determine the ICT Needs of TURKSTAT for IPA 2011 Programming Exercise	Framework	Programming	79.646	26-08-2010	26-10-2010
TR0702.28-01	TA for Consistency check of IPA 2010 Component I project fiches in Turkey	Framework	Programming	103.465	10-06-2010	14-08-2010
TR0702.28-01	Technical Assistance for Preparation of a Needs Assessment and Feasibility Study in Relation to Financing of a Civil Aviation Training Centre from IPA	Framework	Programming	118.670	17-12-2010	06-07-2011
TR0702.28-01	TA in Implementation of the Directive 2004/39 EC on Markets in Financial Instruments	Service	Implementation	1.800	15-03-2010	18-03-2010
TR0702.28-01	Strengthening the Forensic Capacity of Turkish Law Enforcement	Framework	Implementation	183.410	18-03-2009	16-06-2009
TR0702.28-01	Strengthening the Capacity of the Ministry of Public Works and Settlement for Improving the Energy Performance of Buildings	Framework	Implementation	165.500	09-08-2010	17-12-2010

TR0702.28-01	Technical Assistance for the Capacity Building of MoLSS on Social Policy and Employment Acquis	Framework	Implementation	174.108	15-12-2010	10-06-2012
TR0702.28-01	TA for the Need Assessment for the Public Ethics Commission	Framework	Implementation	129.380	11-08-2010	11-11-2010
TR0702.28-01	TA for the Project "Strengthening Institutional Capacities of Judicial Authorities and Law Enforcement Agencies on Witness Protection"	Framework	Implementation	80.832	15-04-2010	14-07-2010
TR0702.28-01	TA for Enhancement of Administrative Capacity of DGCA on EU Aviation Policy External Relations	Framework	Implementation	69.197	11-08-2010	19-11-2010
TR0702.28-01	TA for Harmonisation of Regulation 1272/2008/EC on Classification, Labelling and Packaging of Substances and Mixtures in Turkey	Framework	Implementation	193.410	16-11-2010	15-04-2011
TR0702.28-01	TA for the support to the implementation of Jean Monnet Scholarship Programme	Framework	Implementation	152.200	01-04-2010	01-09-2010
TR0702.28-01	TA for Impact Assessment Study of a Possible TR-EU Readmission Agreement	Framework	Implementation	156.209	19-07-2010	15-04-2011
TR0702.28-01	TA for Strengthening the Audit Capacity of the Capital Markets Board of Turkey	Framework	Implementation	92.292	04-11-2010	27-02-2011
TR0702.28-01	Preparation of Technical Documents for TR080219 Improving Data Quality in Public Account	Service	Tendering	8.950	15-02-2010	12-03-2010
TR0702.28-01	TA for the preparation of TS/Market Survey for the project "Decision making and Performance Management in Public Finance"	Service	Tendering	8.750	01-06-2010	26-06-2010
TR0702.28-01	TA for the Preparation the Tender Documents of "Implementation Capacity for Environmental Noise Directive Project"	Framework	Tendering	51.888	09-12-2010	05-04-2011
TR0702.28-01	Preparation of Technical Specifications and Supply Tender Dossiers for Software Development for Monitoring and Data Collection System of ARDSI	Framework	Tendering	128.213	20-08-2010	20-12-2010
TR0702.28-01	TA for "New Fields for a New Life" Project	Framework	Tendering	178.254	23-08-2010	04-07-2011
TR0702.28-01	TA for Tender Documents Preparation of "TR0702.18 Dissemination of Model Prison Practises and Promotion of the Prison Reform in Turkey"	Framework	Tendering	89.582	16-04-2010	03-03-2011
TR0702.28-01	TA for the Preparation of Documents for "Modernization of Border Surveillance and Control Systems in Pilot and Prototype Locations" under the project Integrated Border Management Phase II"	Framework	Tendering	79.102	04-11-2010	28-10-2011

TR0702.28-01	Technical Assistance for Preparation of the tender Documents of "Control of Industrial volatile Organic Compound Emissions"	Framework	Tendering	30.354	17-12-2010	13-03-2011
TR0702.28-01	Support for the Preparation of Evaluation Strategy for IPARD Programme Evaluation	Framework	Evaluation	115.100	06-11-2009	06-02-2010
TR0702.28-01	TA to Evaluate the Results of Upgrading the Statistical System of Turkey Programme Phase II	Framework	Evaluation	36.246	15-11-2010	29-01-2011
TR0702.28-01	TA for Agriculture and Rural Development Support Institution of Turkey in the Accreditation Process for IPARD	Framework	DIS	176.030	02-09-2009	02-12-2009
TR0702.28-01	Detailed Training for Project Analysis	Framework	DIS	150.407	16-07-2010	24-10-2010
TR0702.28-01	Support for the Institutional Analysis of Extension/Advisory Service for IPARD	Framework	DIS	109.609	08-06-2010	16-09-2010
TR0702.28-01	Providing Compliance Audit on behalf of the CAO and NAO of Turkey regarding IPARD accreditation	Service	DIS	255.467	27-04-2010	27-07-2010
TR0702.28-01	Technical Assistance for The Institutional Building of TCU Regarding TIS in MoT	Framework	Translation	131.888	17-12-2010	23-06-2011
TR0702.28-01	Facilitation for Maritime Transport of People with Restricted Mobility in Turkey	Framework	Implementation	73.879	27-09-2010	16-12-2010
TR0702.28-02	TA Packaging Waste	Framework	Implementation	151.278	10-03-2010	15-07-2010
TR0702.28-02	TA for the Establishment of an Integrated Quality Management System at RSHCP Laboratories and Ensuring Physical Conditions (ISO 14001) and Staff Security (ISO 18001)	Framework	Implementation	185.165	22-02-2010	22-09-2010
TR0702.28-02	Support for the Implementation of Leader Measure under IPARD	Twinning	Implementation	250.000	10-08-2010	10-02-2011
TR0702.28-02	Participation in Audit of IPA Projects Workshop	Service	DIS	1.300	15-10-2010	21-10-2010
TR0702.28-02	Participation in Audit of IPA Projects Workshop	Service	DIS	1.300	15-10-2010	21-10-2010
TR0702.28-02	Participation in Audit of IPA Projects Workshop	Service	DIS	1.300	15-10-2010	21-10-2010
TR0702.28-02	TA for Result Oriented Monitoring	Service	DIS	3.680.400	17-12-2010	03-01-2013
TR0702.28-02	seminar for Secretariat General for EU Affairs	Service	Seminar	3.916	27-04-2009	01-05-2009
TR0702.28-02	Study Visit to seminar to EIPA	Service	Seminar	4.904	28-05-2009	05-06-2009
TR0702.28-02	seminar on Europe and Developing Countries	Service	Seminar	2.402	02-06-2009	06-06-2009

TR0702.28-02	Risk Based Regulation-Foundation Level Conference 2010	Service	Seminar	3.442	18-07-2010	24-07-2010
TR0702.28-02	Grant Contract for a seminar Under Unallocated Institution Building Envelope (Unite) - Intensive seminar on the EU	Other	Seminar	4.400	18-06-2010	17-07-2010
TR0702.28-02	Risk Based Regulation-Foundation Level Conference 2010	Service	Seminar	3.442	18-07-2010	24-07-2010
TR0702.28-02	Study Visit for State Planning Organization Staff	Service	Study visit	15.588	27-03-2009	01-04-2009
TR0702.28-02	Study Visit of EUSG Staff to EIPA Netherlands	Service	Study visit	10.008	09-06-2009	20-06-2009
TR0702.28-02	Study Visit to Agriculture and Enlargement	Service	Study visit	1.530	05-06-2009	09-06-2009
TR0702.28-02	Study Visit to Ministry of Economy and Finance of Greece	Service	Study visit	12.480	19-06-2009	27-06-2009
TR0702.28-02	Study Visit to a Seminar on Financial Management of EU Structural Funds	Service	Study visit	5.004	03-07-2009	10-07-2009
TR0702.28-02	Study Visit to UK for the Staff of DGCA	Service	Study visit	9.350	29-12-2009	28-01-2010
TR0702.28-02	Study Visit to France for the Staff of DGCA	Service	Study visit	4.890	02-11-2009	07-11-2009
TR0702.28-02	Seminar on PPP	Service	Study visit	4.116	16-11-2009	20-11-2009

SEI 2008

Reference Number	Title	Type of Contract	Type of SEI support	Budget	Starting date	Completion date
TR0804.01-01	TA for the Preparation of the Supporting Documents of Increasing Primary School Attendance Rate of Children, Fight Against Violence towards Children and Promoting Gender Equality in Educations Projects	Framework	Programming	39.213	18-03-2011	03-06-2011
TR0804.01-01	Technical Assistance for Training on Programming for the EUSG Recruits	Framework	Programming	52.407	14-07-2011	17-10-2011
TR0804.01-01	Technical Assistance for Support Activities to Strengthen the European Integration Process Project	Framework	Implementation	99.164	08-08-2011	07-01-2012
TR0804.01-01	Technical Assistance for Enhancement of Administrative Capacity of DGCA on Emission Trading System	Framework	Implementation	125.998	23-06-2011	06-09-2011
TR0804.01-01	TA to the Turkish Court of Accounts for the Preparation of Performance Audit Guideline	Framework	Implementation	106.312	20-07-2011	28-10-2011

TR0804.01-01	Support to Undersecretariat for Maritime Affairs Regarding the Dangerous Goods Database	Framework	Tendering	63.816	02-03-2011	11-05-2011
TR0804.01-01	Setting up an Independent Police Complaints Commission and Complaint System for the Turkish National Police, Gendarmerie and Coast Guard	Framework	Tendering	115.435	27-06-2011	25-09-2011
TR0804.01-01	Providing Technical Assistance for Mental Health and Drug Addiction Treatment Services in Prisons	Framework	Tendering	26.145	26-08-2011	20-10-2011
TR0804.01-01	Support to Preparation of Tender Dossier of the project TR2009/0320.01-Strengthening Administrative Capacity of Ministry of Industry and Trade in Industrial Strategy	Framework	Tendering	45.963	22-07-2011	05-10-2011
TR0804.01-01	Technical Assistance for Interim Evaluation of IPA I in Turkey for years 2007-2008-2009	Framework	Evaluation	161.360	27-04-2011	23-12-2011
TR0804.01-01	Technical Assistance for the Review and Evaluation of the Remedial Works Carried out of Strengthening the Soil Bearing Capacity Under the Extended Aeration Tanks in Nevsehir Wastewater Treatment Plant	Framework	Evaluation	46.043	30-05-2011	30-05-2012
TR0804.01-02	Participation in Delivering Better SME and Enterprise Support	Direct Agreement	Programming	1.425	21-06-2011	09-07-2011
TR0804.01-02	Participation in Delivering Better SME and Enterprise Support	Direct Agreement	Programming	1.425	21-06-2011	09-07-2011
TR0804.01-02	Participation in State Aid Master-Class and Case Analysis	Direct Agreement	Conference	1.655	21-06-2011	09-07-2011
TR0804.01-02	Participation in Current Challenges for Audit Authorities and Groups of Auditors in ETC and IPA Programmes Seminar	Direct Agreement	Seminar	1.185	24-01-2011	30-01-2011
TR0804.01-02	Participation in Current Challenges for Audit Authorities and Groups of Auditors in ETC and IPA Programmes Seminar	Direct Agreement	Seminar	1.185	24-01-2011	30-01-2011
TR0804.01-02	Participation in Current Challenges for Audit Authorities and Groups of Auditors in ETC and IPA Programmes Seminar	Direct Agreement	Seminar	1.400	10-02-2011	16-02-2011
TR0804.01-02	Participation in Current Challenges for Audit Authorities and Groups of Auditors in ETC and IPA Programmes Seminar	Direct Agreement	Seminar	1.400	11-02-2011	17-02-2011

TR0804.01-02	Study Visit on Financial Cooperation to Brussels for the EUSG Staff	Direct Agreement	Study visit	1.428	06-05-2011	11-05-2011
TR0804.01-02	Study Visit on Financial Cooperation to Brussels for the EUSG Staff	Direct Agreement	Study visit	1.428	06-05-2011	11-05-2011
TR0804.01-02	Study Visit on Financial Cooperation to Brussels for the EUSG Staff	Direct Agreement	Study visit	1.428	06-05-2011	11-05-2011
TR0804.01-02	Study Visit on Financial Cooperation to Brussels for the EUSG Staff	Direct Agreement	Study visit	1.428	06-05-2011	11-05-2011
TR0804.01-02	Study Visit on Financial Cooperation to Brussels for the EUSG Staff	Direct Agreement	Study visit	1.428	06-05-2011	11-05-2011
TR0804.01-02	Study Visit on Financial Cooperation to Brussels for the EUSG Staff	Direct Agreement	Study visit	1.428	06-05-2011	11-05-2011
TR0804.01-02	Study Visit on Financial Cooperation to Brussels for the EUSG Staff	Direct Agreement	Study visit	1.428	06-05-2011	11-05-2011
TR0804.01-02	Study Visit on Financial Cooperation to Brussels for the EUSG Staff	Direct Agreement	Study visit	1.428	06-05-2011	11-05-2011
TR0804.01-02	Study Visit on Financial Cooperation to Brussels for the EUSG Staff	Direct Agreement	Study visit	1.428	06-05-2011	11-05-2011
TR0804.01-02	Study Visit on Financial Cooperation to Brussels for the EUSG Staff	Direct Agreement	Study visit	1.428	06-05-2011	11-05-2011
TR0804.01-02	Study Visit on Financial Cooperation to Brussels for the EUSG Staff	Direct Agreement	Study visit	1.428	06-05-2011	11-05-2011
TR0804.01-02	Study Visit on Financial Cooperation to Brussels for the EUSG Staff	Direct Agreement	Study visit	1.428	06-05-2011	11-05-2011
TR0804.01-02	Study Visit on Financial Cooperation to Brussels for the EUSG Staff	Direct Agreement	Study visit	1.428	06-05-2011	11-05-2011
TR0804.01-02	Study Visit on Financial Cooperation to Brussels for the EUSG Staff	Direct Agreement	Study visit	1.428	06-05-2011	11-05-2011
TR0804.01-02	Participation in Study Visit to European Commission DG Climate Action on EU Emission Trading System and Climate Change	Direct Agreement	Study visit	1.296	03-06-2011	08-06-2011
TR0804.01-02	Participation in Study Visit to European Commission DG Climate Action on EU Emission Trading System and Climate Change	Direct Agreement	Study visit	1.296	03-06-2011	08-06-2011
TR0804.01-02	Participation in Study Visit for EUSG Staff to Brussels	Direct Agreement	Study visit	1.428	07-07-2011	15-07-2011
TR0804.01-02	Participation in Study Visit for EUSG Staff to Brussels	Direct Agreement	Study visit	1.428	07-07-2011	15-07-2011
TR0804.01-02	Participation in Study Visit for EUSG Staff to Brussels	Direct Agreement	Study visit	1.428	07-07-2011	15-07-2011
TR0804.01-02	Participation in Study Visit for EUSG Staff to Brussels	Direct Agreement	Study visit	1.428	07-07-2011	15-07-2011
TR0804.01-02	Participation in Study Visit for EUSG Staff to Brussels	Direct Agreement	Study visit	1.428	07-07-2011	15-07-2011

Annex 2: Overview of Utilisation of SEI Funds by Type of Support and Year

1. Programme cycle support

1.1 Support to the programming process

Reference Number	Title	Type of Contract	Type of SEI support	Budget	Starting date	Completion date
TR0206.01-01	Provision of TA to Develop Project Fiche for Support to Access to Justice	Direct Agreement	Programming	2.055	10-06-2004	10-07-2004
TR0206.01-01	Provision of TA to Development the Project Fiche - Probation Systems Project	Direct Agreement	Programming	3.332	16-01-2004	19-03-2004
TR0206.01-01	Support to Establishment of the Courts of Appeal in Turkey	Direct Agreement	Programming	1.666	20-02-2004	29-02-2004
TR0206.01-01	Support Enhancement of Functional Capacity of Gendarmerie in Turkey	Direct Agreement	Programming	3.332	20-03-2004	26-03-2004
TR0206.01-01	TA Preparation of PF and TS the Project Restaurant Food Safety and Control Environment	Direct Agreement	Programming	4.900	23-01-2004	17-02-2004
TR0206.01-01	Support to Implementation of Human Rights Reform	Direct Agreement	Programming	4.746	23-01-2004	31-01-2004
TR0206.01-01	TA to Support Preparation of PF of the Establishment Local Ombudsmen	Direct Agreement	Programming	4.816	02-03-2004	07-03-2004
TR0206.01-01	Assistance in Preparation of a Project to Establishing Training School for Border Police	Direct Agreement	Programming	3.832	05-03-2004	14-03-2004
TR0206.01-01	Support to the Alignment of Turkey EU Veterinary Acquis	Direct Agreement	Programming	5.000	14-04-2004	27-04-2004
TR0206.01-01	TA for Programme Development in the Field of Environment	Framework	Programming	137.670	14-01-2004	14-01-2005
TR0206.01-01	TA for Preparation of a Project Concerning the Common Market Organization	Framework	Programming	198.980	11-02-2004	16-06-2004
TR0206.01-01	TA for Identifying Actions for the Protection and Sustainable Development	Framework	Programming	168.115	29-11-2004	30-03-2005
TR0306.01-02	TA for Preparation of PF in Fashion and Textile Cluster	Direct Agreement	Programming	4.800	17-01-2005	25-01-2005

TR0306.01-02	Assistance in Preparation of a Project to Establish an Independent Police and	Direct Agreement	Programming	3.200	04-03-2005	04-11-2005
TR0306.01-02	Feasibility Study for Automatic Identification System	Framework	Programming	99.840	06-05-2005	05-06-2005
TR0306.01-02	Development of Project Preparation Capacity of the UM, UCCE and CTTC in Turkey	Framework	Programming	132.500	17-10-2005	31-05-2006
TR0406.01-02	TA for Consistency Check 2006 EU Pre-Accession Assistance Project Fiches in Turkey	Framework	Programming	96.200	08-03-2006	14-04-2006
TR0504.03-01	TA to Support the TOBB for preparing Technical Specifications and Market Survey	Direct Agreement	Programming	4.999	26-04-2007	26-06-2007
TR0504.03-01	TA in Reviewing the Draft Project Fiche	Direct Agreement	Programming	2.075	26-05-2007	02-06-2007
TR0504.03-01	TA to Support the GD of Coastal Safety for Preparing Pre-feasibility, TS and MS for Turk Radio	Direct Agreement	Programming	4.500	02-07-2007	18-07-2007
TR0504.03-01	TA for Preparation of Tender Dossiers, Quality Check and Carrying Out Market Research	Framework	Programming	153.792	06-08-2007	15-02-2008
TR0504.03-01	Training and Technical Assistance to Potential Beneficiaries and Preparation of the ToR	Framework	Programming	199.310	06-11-2007	14-04-2008
TR0504.03-02	Preparation of Feasibility Studies, EIAs and other necessary documents in EU Standards for Transport Infrastructure	Framework	Programming	190.121	01-10-2007	31-01-2008
TR0504.03-02	TA for the Preparation of Feasibility Report, EIA Report, TS and Relative Attachments for the Construction of the Turhal WWTP	Framework	Programming	189.860	04-09-2007	17-09-2008
TR0504.03-02	Preparation of FR, EIA Report, TS and Their Relative Attachments for the Construction of Ordu WWTP	Framework	Programming	188.644	10-09-2007	17-09-2008
TR0504.03-02	TA to Prepare WWTP Projects in Turkey	Service	Programming	3.799.400	30-11-2007	30-11-2009
TR0504.03-02	TA to Prepare Drinking Water Supply Projects for 8 Municipalities in Turkey	Service	Programming	2.599.400	30-11-2007	30-11-2009
TR0504.03-03	TA to EUSG and Relevant Line Ministries	Framework	Programming	90.940	19-04-2007	14-06-2007

TR0603.13-01	TA for the Preparation of Need Analysis and Feasibility Studies	Framework	Programming	107.826	07-03-2008	30-06-2008
TR0603.13-01	TA for Consistency Check of IPA Component-I Project Fiches	Framework	Programming	96.276	15-04-2008	15-05-2008
TR0603.13-01	TA for the Preparation of Need Analysis and Feasibility Studies	Framework	Programming	163.595	19-08-2008	31-01-2009
TR0603.13-01	TA to Conduct Impact Assessment for Regional Development	Framework	Programming	197.013	11-08-2008	03-01-2009
TR0603.13-01	TA to Support the Turkish MoT in IPA Programming	Framework	Programming	189.198	12-11-2008	29-09-2009
TR0603.13-02	Environmental Impact Assessment and Engineering Solutions	Direct Agreement	Programming	4.950	05-02-2008	15-02-2008
TR0603.13-02	TA for Preparation of Investment Project Package for Van SWM Project	Framework	Programming	170.620	28-11-2008	28-11-2009
TR0603.13-02	TA for Preparation of Investment Project Package for Batman SWM Project	Framework	Programming	188.750	28-11-2008	28-06-2009
TR0603.13-03	Supporting Project Development Capacity of the Union Provincials Service in Turkey	Framework	Programming	170.599	08-09-2008	08-03-2009
TR0702.28-01	TA for Biometrics	Framework	Programming	132.808	03-06-2009	05-10-2009
TR0702.28-01	TA for Tetra Systems	Framework	Programming	139.990	12-10-2009	27-03-2010
TR0702.28-01	TA for Building a Project Portfolio for the Turkish Maritime Administration	Framework	Programming	170.275	29-06-2009	25-01-2010
TR0702.28-01	TA for consistency check of IPA 2009 Component I project fiches in Turkey	Framework	Programming	130.141	06-05-2009	30-06-2009
TR0702.28-01	TA to DGCA for Preparation of Sector Strategy Document	Framework	Programming	195.680	20-04-2010	17-10-2010
TR0702.28-01	TA to Determine the ICT Needs of TURKSTAT for IPA 2011 Programming Exercise	Framework	Programming	79.646	26-08-2010	26-10-2010
TR0702.28-01	TA for Consistency check of IPA 2010 Component I project fiches in Turkey	Framework	Programming	103.465	10-06-2010	14-08-2010
TR0702.28-01	Technical Assistance for Preparation of a Needs Assessment and Feasibility Study in Relation to Financing of a Civil Aviation Training Centre from IPA	Framework	Programming	118.670	17-12-2010	06-07-2011

TR0804.01-01	TA for the Preparation of the Supporting Documents of Increasing Primary School Attendance Rate of Children, Fight Against Violence towards Children and Promoting Gender Equality in Educations Projects	Framework	Programming	39.213	18-03-2011	03-06-2011
TR0804.01-01	Technical Assistance for Training on Programming for the EUSG Recruits	Framework	Programming	52.407	14-07-2011	17-10-2011
TR0804.01-02	Participation in Delivering Better SME and Enterprise Support	Direct Agreement	Programming	1.425	21-06-2011	09-07-2011
TR0804.01-02	Participation in Delivering Better SME and Enterprise Support	Direct Agreement	Programming	1.425	21-06-2011	09-07-2011

1.2 Support for the tendering process

Reference Number	Title	Type of Contract	Type of SEI support	Budget	Starting date	Completion date
TR0206.01-01	Service to the Turkish Telecommunications Authority for the Preparation of TS	Direct Agreement	Tendering	4.950	20-01-2004	29-01-2004
TR0206.01-01	TA to Support the Evaluation of IOT for Phytosanitary Sector	Direct Agreement	Tendering	5.000	30-03-2004	30-04-2004
TR0206.01-01	Preparation of TS for the Supply IT Equipment and Software to Support Turkish Public In	Direct Agreement	Tendering	4.995	28-07-2004	27-09-2004
TR0206.01-01	TA Evaluation of IRT for the Regional Development NUTS II Regions	Direct Agreement	Tendering	4.000	12-07-2004	09-08-2004
TR0206.01-01	TA to Support the Evaluation of IRT for TA Establish Fashion and Textile Cluster	Direct Agreement	Tendering	4.000	10-06-2004	30-08-2004
TR0206.01-01	Independent Evaluation of Offers for "Fight Against Money Laundering"	Direct Agreement	Tendering	4.800	26-10-2004	11-11-2004
TR0206.01-01	TA for Evaluation of the IOT for the Veterinary Information System	Direct Agreement	Tendering	5.000	11-10-2004	25-11-2004
TR0206.01-01	TA Assessment of IT Component for Ministry of Industry	Framework	Tendering	22.421	22-01-2004	29-02-2004
TR0206.01-01	Technical Assistance for the Social Security Reform	Framework	Tendering	198.935	16-01-2004	30-06-2004
TR0206.01-01	TA for Improving Social Dialog in Turkey	Framework	Tendering	79.580	20-02-2004	20-06-2004
TR0206.01-01	TA for Assessment of Enforcement of Intellectual Property Rights Legislation	Framework	Tendering	82.595	25-02-2004	30-04-2004
TR0206.01-01	TA for Improvement of Public Service Quality Standards Towards CSO	Framework	Tendering	107.142	03-03-2004	17-05-2004

TR0206.01-01	TA for Baseline Survey and Needs Analysis-Ar1, Kayseri	Framework	Tendering	198.988	28-01-2004	23-04-2004
TR0206.01-01	TA for Baseline Survey and Needs Analysis Konya-Malatya	Framework	Tendering	198.988	28-01-2004	23-04-2004
TR0206.01-01	Assistance to the Tax Auditing Board and General Directorate of Revenue	Framework	Tendering	159.088	24-02-2004	30-04-2004
TR0206.01-01	TA to Capital Markets Board	Framework	Tendering	175.208	12-02-2004	14-05-2004
TR0206.01-01	Restructuring of Postal Sector in Turkey	Framework	Tendering	104.489	30-01-2004	30-06-2004
TR0206.01-01	Preparation of Detailed designs and tender dossier for works and services	Framework	Tendering	198.580	13-04-2004	30-08-2004
TR0206.01-01	TA Preparation of Supply Tender Dossier for Maritime Safety	Framework	Tendering	37.908	26-02-2004	30-04-2004
TR0206.01-01	Support Turkish SPO for Restoration of Ekmekçizade Caravanserai in Edirne	Framework	Tendering	79.910	07-06-2004	30-08-2004
TR0306.01-02	TA for an Independent Police and Gendarmerie Complaint Procedure in Turkey	Direct Agreement	Tendering	3.200	04-03-2005	04-11-2005
TR0306.01-02	Preparation of the TS for the Supply of IT Equipment and Software to Support	Direct Agreement	Tendering	4.950	22-06-2005	29-07-2005
TR0306.01-02	TA to Support the Preparation of ToR and the Evaluation of IRT	Direct Agreement	Tendering	4.800	14-10-2005	07-11-2005
TR0306.01-02	Preparation of TD for Establishment of National Food Reference Laboratory	Framework	Tendering	165.500	13-04-2005	19-07-2005
TR0306.01-02	Assistance for Upgrading the Physical Infrastructure Regarding Conformity Assessment	Framework	Tendering	91.420	17-06-2005	19-08-2005
TR0306.01-02	Solid Waste Management Project for Amasya	Framework	Tendering	199.950	02-11-2005	02-09-2006
TR0306.01-02	Solid waste management for Corum	Framework	Tendering	198.375	29-11-2005	16-10-2006
TR0306.01-02	Solid waste management project for Konya	Framework	Tendering	199.997	14-10-2005	15-08-2006
TR0306.01-02	Solid Waste Management Project for Kütahya	Framework	Tendering	199.950	02-11-2005	02-09-2006
TR0306.01-02	Solid waste management for Balikesir	Framework	Tendering	199.960	30-11-2005	12-10-2006
TR0306.01-02	Solid waste management project for Kayseri	Framework	Tendering	199.997	28-10-2005	28-08-2006
TR0306.01-02	Solid waste management project for Bitlis	Framework	Tendering	199.950	02-11-2005	02-09-2006

TR0406.01-02	TA on the Preparation of All Necessary Documents to Launch a Call for Proposal	Direct Agreement	Tendering	4.800	26-06-2006	08-07-2006
TR0406.01-02	TA for the MARA for the Design of a Functioning IACS and LPIS	Direct Agreement	Tendering	4.992	28-08-2006	28-09-2006
TR0406.01-02	TA for the MARA for the Design of a Functioning IACS and LPIS	Direct Agreement	Tendering	3.048	28-08-2006	28-09-2006
TR0406.01-02	TA to Support the Revenue Administration During the Evaluation of the Offers	Direct Agreement	Tendering	4.980	12-09-2006	31-10-2006
TR0406.01-02	TA for Restructuring and Strengthening of the Food Safety and Control System in Turkey	Direct Agreement	Tendering	4.980	20-10-2006	30-11-2006
TR0406.01-02	TA to Re-evaluate the Offers Which Are Submitted by the Tenderers	Direct Agreement	Tendering	4.995	16-11-2006	24-11-2006
TR0406.01-02	TA to Turkish Employment Organization for 2006 Programming Exercise	Framework	Tendering	194.300	23-01-2006	05-05-2006
TR0406.01-02	TA to the Restructuring of TESKOMB	Framework	Tendering	199.000	06-02-2006	28-07-2006
TR0406.01-02	Solid Waste Management for Artvin and Rize Union of Municipalities	Framework	Tendering	199.870	23-03-2006	31-05-2007
TR0406.01-02	Renovation of Incubator Buildings for KOSGEB	Framework	Tendering	129.940	15-11-2006	16-02-2007
TR0406.01-02	TA to the Municipalities to Speed Up the Implementation of the Project	Framework	Tendering	199.125	30-05-2006	23-08-2006
TR0406.01-02	TA to Construction of Vehicles Search Sheds and Archive Centre	Framework	Tendering	168.815	14-03-2006	09-06-2006
TR0406.01-02	Implementing Common Assessment Framework at the Office of Prime Ministry of Turkey	Framework	Tendering	185.900	18-07-2006	30-10-2006
TR0406.01-02	TA for the Quality Check of the Technical Specification	Framework	Tendering	20.020	14-04-2006	28-04-2006
TR0406.01-02	TA to Industrial Restructuring of Sanliurfa	Framework	Tendering	196.325	21-04-2006	05-07-2006
TR0406.01-02	Introducing Regulatory Impact Analysis into Turkish Legal Framework	Framework	Tendering	178.711	21-08-2006	21-02-2007
TR0406.01-02	Support for Capacity Improvement for Flood Forecasting and Flood Control	Framework	Tendering	196.950	02-10-2006	02-02-2007
TR0406.01-02	Evaluation of a Tender in the Field of Intellectual Property Rights	Framework	Tendering	61.434	07-09-2006	07-10-2006
TR0406.01-02	Preparation of Tender Dossiers for the Project of the Control of Rabies Disease in Turkey	Framework	Tendering	124.169	30-11-2006	02-03-2007
TR0504.03-01	TA to Support the Beneficiary in the Preparation of Electrical and Mechanical TS and BoQ	Direct Agreement	Tendering	4.950	23-03-2007	09-04-2007

TR0504.03-01	TA for the Supporting the Preparation of Technical Specifications and Clarification Requests	Direct Agreement	Tendering	4.980	13-03-2007	26-03-2007
TR0504.03-01	TA to Support the CFCU for the Tenders of the Nevsehir WWTP Projects	Direct Agreement	Tendering	2.340	23-08-2007	10-09-2007
TR0504.03-01	TA to Support the CFCU for the Tenders of the Tokat WWTP Projects	Direct Agreement	Tendering	2.340	23-08-2007	10-09-2007
TR0504.03-01	TA for Preparation of ToR, TS and MS Within the Scope of the Project TR0602.05	Framework	Tendering	112.160	31-05-2007	30-11-2007
TR0504.03-01	Accelerate Turkey's Accession by Enabling Turkey to Achieve a High Level of Environmental Protection	Framework	Tendering	186.962	05-07-2007	24-09-2007
TR0504.03-01	TA to Adopt and Apply Asylum and Migration Policies in Line With International and EU Standards	Framework	Tendering	116.963	13-06-2007	03-09-2007
TR0504.03-01	TA to Create and Implement a Special Waste Information System	Framework	Tendering	99.330	02-08-2007	08-02-2008
TR0504.03-01	Preparation of Detailed Designs and Tender Dossiers for Establishment of Shelters for Women	Framework	Tendering	199.933	25-03-2007	25-12-2007
TR0504.03-01	TA to Assist the MARA to Prepare the TS, MR and ToR	Framework	Tendering	73.400	04-09-2007	08-11-2007
TR0504.03-01	TA for Preparing ToR, TS, MR and NA to the "Strengthening the Institutional Capacity of MoLSS"	Framework	Tendering	147.360	22-11-2007	19-03-2008
TR0504.03-01	Preparation of Tender Documents for the Project of TR0602.09	Framework	Tendering	137.432	10-10-2007	10-04-2008
TR0504.03-01	Assisting the Social Security Institution for the Preparation of ToR, TS and MS	Framework	Tendering	75.380	10-10-2007	08-01-2008
TR0504.03-02	Preparation of the Tender Dossiers for Works Under the Industrial Restructuring of Sanliurfa Project	Other	Tendering	119.000	24-09-2007	08-01-2008
TR0504.03-02	TA to the EUSG for the Evaluation of Regional Consultation for ENPI	Direct Agreement	Tendering	4.000	21-03-2007	02-04-2007
TR0504.03-02	Preparation of Detailed Designs and Tender Dossiers for the Project Regarding the Yildiz Mountains	Framework	Tendering	93.066	17-09-2007	10-11-2007
TR0504.03-02	TA for the "Development of Seed Sector in Turkey and Alignment to the EU"	Framework	Tendering	164.635	07-08-2007	07-03-2008
TR0504.03-02	TA for Donatı Mehmetcik with the Required Skills of the Modern Social Life Project	Framework	Tendering	33.456	17-08-2007	01-02-2008

TR0504.03-02	Working as A Voting Member in Evaluation of the Offers for Two Supply Components	Framework	Tendering	24.520	01-08-2007	16-09-2007
TR0504.03-02	TA for Preparing ToR, TS, MR and NA to the "Strengthening VQA and NQS Project"	Framework	Tendering	102.860	25-09-2007	11-01-2008
TR0504.03-02	Development and Maintenance of Environmental Information System	Service	Tendering	458.930	30-11-2007	14-11-2008
TR0603.13-01	TA for the Combatting Human Trafficking Project	Direct Agreement	Tendering	3.300	28-07-2008	07-08-2008
TR0603.13-01	TA to Support the Ministry of Interior	Direct Agreement	Tendering	4.950	18-02-2008	04-03-2008
TR0603.13-01	TA for the Food and Tourism Sectors	Direct Agreement	Tendering	4.986	31-01-2008	18-02-2008
TR0603.13-01	TA for the Installation, Machinery and Metal Technology Sectors	Direct Agreement	Tendering	4.986	31-01-2008	18-02-2008
TR0603.13-01	Empowerment of Women and Women NGOs in the Least Developed Regions of Turkey	Framework	Tendering	50.787	17-04-2008	30-06-2008
TR0603.13-01	TA for Promotion of the Civil Society Dialogue Between EU and Turkey - II	Framework	Tendering	187.264	23-09-2008	31-05-2009
TR0603.13-01	TA for Preparing ToR, TS and MS	Framework	Tendering	104.268	14-04-2008	24-07-2008
TR0603.13-01	TA for Preparation of Tender Documents of the Project (Fisheries Management System)	Framework	Tendering	68.866	30-04-2008	30-12-2008
TR0603.13-01	TA for Preparing ToR, TS and MS for the Establishment of an Accredited Calibration Laboratory	Framework	Tendering	66.219	23-07-2008	23-04-2009
TR0603.13-02	TA to Support the Beneficiary for the Tenders of the Construction of A-B-K Regional SWMP	Direct Agreement	Tendering	2.490	14-07-2008	29-07-2008
TR0603.13-02	TA for Preparation of the Tender Dossier for the Construction of the Closure and Rehabilitation	Framework	Tendering	155.948	19-05-2008	19-12-2008
TR0603.13-02	TA for Preparation of the Tender Dossier for the Construction of the Closure and Rehabilitation	Framework	Tendering	180.510	23-05-2008	23-12-2008
TR0603.13-02	TA for Preparation of the Full Tender Dossier for the Construction of the Closure and Rehabilitation	Framework	Tendering	182.661	19-05-2008	19-12-2008
TR0702.28-01	Preparation of Technical Documents for TR080219 Improving Data Quality in Public Account	Service	Tendering	8.950	15-02-2010	12-03-2010

TR0702.28-01	TA for the preparation of TS/ Market Survey for the project "Decision making and Performance Management in Public Finance"	Service	Tendering	8.750	01-06-2010	26-06-2010
TR0702.28-01	TA for the Preparation the Tender Documents of "Implementation Capacity for Environmental Noise Directive Project"	Framework	Tendering	51.888	09-12-2010	05-04-2011
TR0702.28-01	Preparation of Technical Specifications and Supply Tender Dossiers for Software Development for Monitoring and Data Collection System of ARDSI	Framework	Tendering	128.213	20-08-2010	20-12-2010
TR0702.28-01	TA for "New Fields for a New Life" Project	Framework	Tendering	178.254	23-08-2010	04-07-2011
TR0702.28-01	TA for Tender Documents Preparation of "TR0702.18 Dissemination of Model Prison Practises and Promotion of the Prison Reform in Turkey"	Framework	Tendering	89.582	16-04-2010	03-03-2011
TR0702.28-01	TA for the Preparation of Documents for "Modernization of Border Surveillance and Control Systems in Pilot and Prototype Locations" under the project Integrated Border Management Phase II"	Framework	Tendering	79.102	04-11-2010	28-10-2011
TR0702.28-01	Technical Assistance for Preparation of the tender Documents of "Control of Industrial volatile Organic Compound Emissions"	Framework	Tendering	30.354	17-12-2010	13-03-2011
TR0804.01-01	Support to Undersecretariat for Maritime Affairs Regarding the Dangerous Goods Database	Framework	Tendering	63.816	02-03-2011	11-05-2011
TR0804.01-01	Setting up an Independent Police Complaints Commission and Complaint System for the Turkish National Police, Gendarmerie and Coast Guard	Framework	Tendering	115.435	27-06-2011	25-09-2011
TR0804.01-01	Providing Technical Assistance for Mental Health and Drug Addiction Treatment Services in Prisons	Framework	Tendering	26.145	26-08-2011	20-10-2011
TR0804.01-01	Support to Preparation of Tender Dossier of the project TR2009/0320.01-Strengthening Administrative Capacity of Ministry of Industry and Trade in Industrial Strategy	Framework	Tendering	45.963	22-07-2011	05-10-2011

1.3 Support to project implementation

Reference Number	Title	Type of Contract	Type of SEI support	Budget	Starting date	Completion date
TR0306.01-01	Transportation Infrastructure Needs Assessment (TINA)	Service	Implementation	877.150	28-11-2005	29-12-2006
TR0406.01-02	TA to Support the Implementation of a Grant Scheme for the Promotion of Cultural Rights	Direct Agreement	Implementation	4.800	28-03-2006	10-09-2006
TR0406.01-02	Preparation of Sector Analysis Report for Certain Agricultural Products	Framework	Implementation	193.875	12-07-2006	13-12-2006
TR0406.01-02	Review of the Capacity of SPO & Updating of the Programme Management Guidelines	Framework	Implementation	79.314	29-11-2006	29-03-2007
TR0406.01-02	Creating A Critical Resource at the UFT's Affiliates and Business and Sector Oriented NGOs	Framework	Implementation	180.340	30-11-2006	01-06-2007
TR0504.03-01	TA to Assist the Project Coordination Units for the Implementation of the Pilot Projects	Framework	Implementation	114.358	12-03-2007	31-10-2007
TR0504.03-01	TA for the Preparation of Communication Strategy	Framework	Implementation	21.660	24-09-2007	05-10-2007
TR0504.03-01	Support to Turkish Employment Organization to Implement the Active Labour Market	Framework	Implementation	195.254	15-11-2007	15-06-2008
TR0504.03-01	TA to Provide Support to Project Implementation of Grant Beneficiaries	Framework	Implementation	154.361	21-11-2007	03-12-2008
TR0504.03-03	Enhancement the Capacity of EUSG for Effective Monitoring and Evaluation of the Grant Projects	Framework	Implementation	198.960	07-05-2007	01-03-2008
TR0603.13-01	TA for Strengthening the Institutional Capacity of Iller Bank	Service	Implementation	833.200	28-11-2008	13-12-2009
TR0603.13-01	TA for the Reception Centres for Asylum Seekers and Refugees	Service	Implementation	2.727.000	30-11-2008	30-11-2009
TR0603.13-01	TA for the Evaluation of the Final Reports within the Strengthening Civil Society in the Pre-Accession Process: NGO Grant Facility	Direct Agreement	Implementation	9.990	29-11-2008	29-12-2008
TR0603.13-01	Support to Improving Occupational Health and Safety	Framework	Implementation	182.666	14-02-2008	31-08-2008
TR0603.13-01	TA for the Implementation of the Human Resources Development Operational Programme	Framework	Implementation	128.325	29-05-2008	01-10-2008
TR0603.13-01	TA for the Implementation of the Human Resources Development Operational Programme	Framework	Implementation	169.369	17-03-2008	17-07-2008

TR0603.13-01	Facilitation for Maritime Transport of People with Restricted Mobility in Turkey	Framework	Implementation	196.700	07-08-2008	28-02-2009
TR0603.13-02	TA for Construction of a New Port in Candarli	Service	Implementation	1.649.000	30-11-2008	30-11-2009
TR0603.13-02	TA for Construction of a Container Port in Mersin	Service	Implementation	2.494.000	30-11-2008	30-11-2009
TR0603.13-02	TA for the Installation of the Signalization and Electrification Systems of the Railway System	Service	Implementation	1.495.000	29-11-2008	29-11-2009
TR0603.13-02	TA for Construction of a new Port in Filyos	Service	Implementation	3.748.964	28-11-2008	28-05-2010
TR0702.28-01	TA in Implementation of the Directive 2004/39 EC on Markets in Financial Instruments	Service	Implementation	1.800	15-03-2010	18-03-2010
TR0702.28-01	Strengthening the Forensic Capacity of Turkish Law Enforcement	Framework	Implementation	183.410	18-03-2009	16-06-2009
TR0702.28-01	Strengthening the Capacity of the Ministry of Public Works and Settlement for Improving the Energy Performance of Buildings	Framework	Implementation	165.500	09-08-2010	17-12-2010
TR0702.28-01	Technical Assistance for the Capacity Building of MoLSS on Social Policy and Employment Acquis	Framework	Implementation	174.108	15-12-2010	10-06-2012
TR0702.28-01	TA for the Need Assessment for the Public Ethics Commission	Framework	Implementation	129.380	11-08-2010	11-11-2010
TR0702.28-01	TA for the Project "Strengthening Institutional Capacities of Judicial Authorities and Law Enforcement Agencies on Witness Protection"	Framework	Implementation	80.832	15-04-2010	14-07-2010
TR0702.28-01	TA for Enhancement of Administrative Capacity of DGCA on EU Aviation Policy External Relations	Framework	Implementation	69.197	11-08-2010	19-11-2010
TR0702.28-01	TA for Harmonisation of Regulation 1272/2008/EC on Classification, Labelling and Packaging of Substances and Mixtures in Turkey	Framework	Implementation	193.410	16-11-2010	15-04-2011
TR0702.28-01	TA for the support to the implementation of Jean Monnet Scholarship Programme	Framework	Implementation	152.200	01-04-2010	01-09-2010
TR0702.28-01	TA for Impact Assessment Study of a Possible TR-EU Readmission Agreement	Framework	Implementation	156.209	19-07-2010	15-04-2011

TR0702.28-01	TA for Strengthening the Audit Capacity of the Capital Markets Board of Turkey	Framework	Implementation	92.292	04-11-2010	27-02-2011
TR0702.28-01	Facilitation for Maritime Transport of People with Restricted Mobility in Turkey	Framework	Implementation	73.879	27-09-2010	16-12-2010
TR0702.28-02	TA Packaging Waste	Framework	Implementation	151.278	10-03-2010	15-07-2010
TR0702.28-02	TA for the Establishment of an Integrated Quality Management System at RSHCP Laboratories and Ensuring Physical Conditions (ISO 14001) and Staff Security (ISO 18001)	Framework	Implementation	185.165	22-02-2010	22-09-2010
TR0702.28-02	Support for the Implementation of Leader Measure under IPARD	Twinning	Implementation	250.000	10-08-2010	10-02-2011
TR0804.01-01	Technical Assistance for Support Activities to Strengthen the European Integration Process Project	Framework	Implementation	99.164	08-08-2011	07-01-2012
TR0804.01-01	Technical Assistance for Enhancement of Administrative Capacity of DGCA on Emission Trading System	Framework	Implementation	125.998	23-06-2011	06-09-2011
TR0804.01-01	TA to the Turkish Court of Accounts for the Preparation of Performance Audit Guideline	Framework	Implementation	106.312	20-07-2011	28-10-2011

1.4 Support to monitoring and evaluation

Reference Number	Title	Type of Contract	Type of SEI support	Budget	Starting date	Completion date
TR0702.28-01	Support for the Preparation of Evaluation Strategy for IPARD Programme Evaluation	Framework	Evaluation	115.100	06-11-2009	06-02-2010
TR0702.28-01	TA to Evaluate the Results of Upgrading the Statistical System of Turkey Programme Phase II	Framework	Evaluation	36.246	15-11-2010	29-01-2011
TR0804.01-01	Technical Assistance for Interim Evaluation of IPA I in Turkey for years 2007-2008-2009	Framework	Evaluation	161.360	27-04-2011	23-12-2011
TR0804.01-01	Technical Assistance for the Review and Evaluation of the Remedial Works Carried out of Strengthening the Soil Bearing Capacity Under the Extended Aeration Tanks in Nevsehir Wastewater Treatment Plant	Framework	Evaluation	46.043	30-05-2011	30-05-2012
TR0504.03-01	TA for the Monitoring of Strengthening Civil Society in the Pre-Accession Process	Framework	Monitoring	199.100	30-11-2007	15-12-2008

2. Support to the establishment of the DIS

2.1 Support to DIS structures

Reference Number	Title	Type of Contract	Type of SEI support	Budget	Starting date	Completion date
TR0206.01-01	Assessment the Capacity of SPO and Preparation of Operational Manuel	Framework	DIS	51.960	28-01-2004	09-05-2004
TR0306.01-02	TA to Support the EUSG on the Preparation of Guidelines for applicants	Direct Agreement	DIS	4.800	11-03-2005	23-03-2005
TR0406.01-02	TA to the Strengthening the Audit Capacity of Board of Treasury Controllers with Respect to PAF	Direct Agreement	DIS	4.800	09-03-2006	09-04-2006
TR0406.01-02	TA to Support the EUSG on the Preparation of Guidelines for Applicants	Direct Agreement	DIS	4.800	03-07-2006	07-08-2006
TR0504.03-02	TA for Preparing Operating Manual and Work-Load for EUSG	Framework	DIS	91.764	11-10-2007	25-11-2007
TR0504.03-03	Training Logistics for ETP for DIS Related Training Project	Other	DIS	72.756	04-07-2007	30-11-2007
TR0504.03-04	Support to the National Authorising Officer in Preparation of Decentralised Management of IPA	Framework	DIS	101.318	07-03-2007	21-04-2007
TR0504.03-04	Support to the National Authorising Officer in Preparation of Decentralised Management of IPA	Framework	DIS	187.690	06-08-2007	14-10-2007
TR0504.03-04	Support to NAO in Turkey in Preparing the Decentralised Management of IPA	Framework	DIS	172.279	27-11-2007	26-01-2008
TR0603.13-01	TA for National Fund in Preparation for IPARD	Framework	DIS	199.511	28-11-2008	30-04-2009
TR0603.13-02	TA to Strengthen the Management Capacity of IPA Coordination and Implementation Centre in MoEF	Service	DIS	1.249.970	29-11-2008	14-12-2009
TR0603.13-02	Training for Strengthening Capacity of IPA Management Unit in MoT	Framework	DIS	118.156	03-11-2008	17-01-2009
TR0603.13-03	TA for the Reconciliation and Harmonisation of the Procedures for IPA	Direct Agreement	DIS	9.500	15-05-2008	29-05-2008
TR0702.28-01	TA for Agriculture and Rural Development Support Institution of Turkey in the Accreditation Process for IPARD	Framework	DIS	176.030	02-09-2009	02-12-2009
TR0702.28-01	Detailed Training for Project Analysis	Framework	DIS	150.407	16-07-2010	24-10-2010
TR0702.28-01	Support for the Institutional Analysis of Extension/Advisory Service for IPARD	Framework	DIS	109.609	08-06-2010	16-09-2010
TR0702.28-01	Providing Compliance Audit on behalf of the CAO and NAO of Turkey regarding IPARD accreditation	Service	DIS	255.467	27-04-2010	27-07-2010
TR0702.28-02	Participation in Audit of IPA Projects Workshop	Service	DIS	1.300	15-10-2010	21-10-2010
TR0702.28-02	Participation in Audit of IPA Projects Workshop	Service	DIS	1.300	15-10-2010	21-10-2010
TR0702.28-02	Participation in Audit of IPA Projects Workshop	Service	DIS	1.300	15-10-2010	21-10-2010
TR0702.28-02	TA for Result Oriented Monitoring	Service	DIS	3.680.400	17-12-2010	03-01-2013

2.2. Support to DIS related training

Reference Number	Title	Type of Contract	Type of SEI support	Budget	Starting date	Completion date
TR0206.01-01	TA for PSDP Training at the Sector Level	Framework	Training	199.892	01-07-2004	01-03-2005
TR0306.01-02	Training Needs Assessment for the Turkish Road Transport Sector	Framework	Training	71.940	18-07-2005	25-10-2005
TR0406.01-01	External Trainers Pool for DIS	Service	Training	735.330	30-11-2006	14-11-2007
TR0406.01-02	Training for IPA-Related Documents and Projects	Framework	Training	189.855	29-05-2006	29-09-2006
TR0406.01-02	TA for Sectoral Project Fiche and ToR Drafting Training in Turkey	Framework	Training	169.800	05-06-2006	31-05-2007
TR0504.03-01	TA to Provide Procurement and Project Management Trainings to Grant Beneficiaries	Framework	Training	99.300	27-11-2007	31-03-2008
TR0504.03-02	Provide Assistance to Potential Applicants and Train Them Under Grant Schemes in NUTS II	Framework	Training	199.269	26-04-2007	16-07-2007
TR0504.03-03	Training to Provide Grant Management	Direct Agreement	Training	2.500	05-03-2007	10-03-2007
TR0504.03-03	Training on Didactical and Pedagogical Techniques, Grant Scheme and Project Management	Framework	Training	58.232	22-05-2007	01-07-2007
TR0603.13-03	Training Project of Operation of Air Quality Measurement Networks	Twinning	Training	250.000	20-11-2008	20-07-2009



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