## 12.2 Log frame: Improvement of the public services and quality standards towards civil society organisations (CSOs)

<table>
<thead>
<tr>
<th>LOGFRAME PLANNING MATRIX FOR Project Fiche</th>
<th>Programme name and number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improvement of the public services and quality standards towards civil society organisations (CSOs)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total budget : 9.000.000 euros</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Overall objective</th>
<th>Objectively verifiable indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
<th>Preconditions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improvement of public services and quality standards of the Department of Associations towards Civil society organisations (CSOs)</td>
<td>Delivery of all elements in the programme</td>
<td>Monitoring reports</td>
<td>Approval of programme and of contributions from EU partners</td>
<td>Co-operation from Department of Associations on all aspects</td>
</tr>
<tr>
<td>Project purposes</td>
<td></td>
<td>Audit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Strengthening the institutional and organisational capacity building of the DoA</td>
<td>- The degree of DOA organisation at all level</td>
<td>Evaluation reports</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Number of meetings organised by DoA with CSOs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Number of meetings organised by DOA with the provinces and with relevant ministries representatives.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Number and of results listed in quarterly reports and annual report.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- The degree of collaboration of DoA with CSOs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- The degree of coordination between DOA and provinces and districts</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- The degree of coordination between DoA and relevant</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Quarterly and annual activities reports.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Annual Planning of DoA activities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Minutes of DoA “tasks forces” with local level representatives</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- SOS Surveys on public services needs;</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Provincial reports realised by 5 pilots provinces</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- DoA Reports of strategical adjustments in 5 pilot provinces</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Monitoring reports</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Evaluation reports</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Continuity of the DoA annual budget amount</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Inventory of requisite institutional and administrative needs in DoA</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2. Designing of Human Resources Policy and training.

- Ministries
  - The measure of exchanges of information between the national and local level (top down and bottom up exchanges of information)
  - The measure of the implementation of the code of conduct, codes of good practices, legal adjustments
  - The degree of implementation of the State agreement signed by DoA and CSOs actors.
  - The nature of conventions, MoU signed with CSOs actors which should provide a delegation of some responsibilities.
- Number and background of DoA staff;
- The number and the background of trainers of trainees
- The proportion of trained staff at all levels

3. Adjusting the association legislation in compliance with EC "acquis"

- List of jobs descriptions at central level
- List of job descriptions at local level
- Monitoring reports on training process
- Statistics of trained staff according their functions, responsibilities and geographical location
- Human Rights committee reports
- Monitoring reports

4. Setting up an information system

- The measure of the bureaucratic delays
- The geographical coverage of the information campaign
- The diversity of communication tools used to target the diversity of CSOs

5. Raising communication strategy and dissemination of information

- CSOs surveys
- Monitoring reports

- Full cooperation of relevant ministries to do an inventory of the legal package
- IT training provided by software development companies
- DoA capacity to cover remote areas

- Flexibility on behalf the MoI to appoint staff with CSOs background, temporary expertise…
- Co-operation from external trainers from EU members states
<table>
<thead>
<tr>
<th>Results</th>
<th>Objectively verifiable indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| 1. Institutional and administrative capacity of the DoA is strengthened. | - Collaboration agreement between CSOs panels and DoA  
- CSOs independent needs assessment study  
- DoA Tasks analysis  
- Code of good practices including definitions of administrative mechanisms and procedures  
- Code of conduct for civil servants  
- Establishment of specific functions and responsibilities in DoA  
- Tools of planning, coordination, management and follow up of the administrative reforms in 5 pilot provinces  
- MoU between DoA and relevant ministries  
- State agreement signed between DoA and CSOs  
- Increasing of DoA permanent staff (% of those who come from security forces)  
- Number of temporary staff still appointed  
- Number of national staff with CSOs experiences,  
- Number of staff with appropriated skills as legal, management, communication | - CSOs panels quarterly reports  
- Minutes of CSOs and DoA meetings  
- Minutes of DoA “tasks forces” with local level representatives  
- DoA quarterly and annual reports  
- Annual provincial reports  
- Planning including programmatic strategic guidelines  
- Monitoring and evaluation reports  
- Lists of jobs description open to CSOs and private expertise (legal, management etc..)  
- Training activities reports  
- Control system of trainers of trainees  
- List of areas where trainers of trainees are deployed  
- Periodic trainees skills assessment reports  
- Periodic trainees needs assessment reports | - Continuity of DoA budget amount during and after the project  
- Establishment of collaboration mechanisms between DoA and CSOs working groups/panels  
- Appropriate background of DoA staff  
- Establishment of coordination mechanisms between DoA and relevant ministries  
- Establishment of coordination mechanisms between national and local level  
- Accountability and transparency of DoA towards CSOs  
- Motivation of DoA to establish a dialog with CSOs  
- State commitment put into practice  
- Criteria of selection of trainers of trainees  
- Adequate pedagogy of trainees (including European trainers)  
- Criteria of selection of trainees |
3. Associations legislation adjusted and clarified

- Definition of specific functions and delegation of responsibilities in DoA
- Number of training modules adapted to the diversity of DoA staff profile
- Number of training sessions organised with European trainers
- Number and background of trainers of trainees
- Number of trainees according the geographical coverage
- Number of indirect actors (as security forces who participates to information sessions)
- The number of amendments proposed and adopted
- The creation of platforms to acts as legal watchdogs of Public authorities
- Periodic CSOs surveys
- Human Rights committees reports
- Periodic legal research report
- Number and profile of the advocacy staff
- The nature of the digitized information
- The geographical coverage
- The number of CSOs who uses this computerised system
- Number of public debates at the central & provincial level
- Activities reports of local CSOs acting as relays as HR committees
- Minutes of Human rights councils reports
- Monitoring and evaluation
- DoA capacity staff on legal issues
- DoA capacity to set up legal unit dedicated to legal research in compliance with EU acquis
- DoA capacity to formulate and to adopt legal amendments
- Tendering process opens to local companies competition
- Establishment of procedures for the implementation, the management and maintenance of the computerised system
- DoA contract of maintenance with a local company
- Motivation of DoA to be accountable towards CSOs.

4. Information system set up

- Computerised procurement
- Network linking centre to provinces
- Public repertory of associations
- Web side, Hotline
- Periodic CSOs surveys
- Human Rights committees reports
- Periodic legal research report
- Number and profile of the advocacy staff
- The nature of the digitized information
- The geographical coverage
- The number of CSOs who uses this computerised system
- Number of public debates at the central & provincial level
- Activities reports of local CSOs acting as relays as HR committees
- Minutes of Human rights councils reports
- Monitoring and evaluation
- DoA capacity staff on legal issues
- DoA capacity to set up legal unit dedicated to legal research in compliance with EU acquis
- DoA capacity to formulate and to adopt legal amendments
- Tendering process opens to local companies competition
- Establishment of procedures for the implementation, the management and maintenance of the computerised system
- DoA contract of maintenance with a local company
- Motivation of DoA to be accountable towards CSOs.

5. Communication and dissemination of information raised

- Number and variety of communication tools in 5 pilots provinces
- Number of information workshops in “5 pilots
- Periodic CSOs surveys
- Human Rights committees reports
- Periodic legal research report
- Number and profile of the advocacy staff
- The nature of the digitized information
- The geographical coverage
- The number of CSOs who uses this computerised system
- Number of public debates at the central & provincial level
- Activities reports of local CSOs acting as relays as HR committees
- Minutes of Human rights councils reports
- Monitoring and evaluation
- DoA capacity staff on legal issues
- DoA capacity to set up legal unit dedicated to legal research in compliance with EU acquis
- DoA capacity to formulate and to adopt legal amendments
- Tendering process opens to local companies competition
- Establishment of procedures for the implementation, the management and maintenance of the computerised system
- DoA contract of maintenance with a local company
- Motivation of DoA to be accountable towards CSOs.
<table>
<thead>
<tr>
<th>provinces</th>
<th>Number of CSOs acting as relays of public authorities</th>
<th>Geographical coverage of media</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- reports</td>
<td>- Periodic surveys</td>
</tr>
<tr>
<td>Sectoral Activities</td>
<td>Means</td>
<td>Sources of Verification</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------</td>
<td>--------------------------------------------------</td>
</tr>
<tr>
<td><strong>Component 1: Administrative and institutional activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoA strategy</td>
<td>CSOs workshops set up in 8 regions (special attention will be put to reach CSOs located in remote areas)</td>
<td>Establishment of technical assistance team (TAT)</td>
</tr>
<tr>
<td>- Independant CSOs needs assessment study</td>
<td>Inventory of actual financial, institutional and administrative procedures, and mechanisms between national and local level</td>
<td></td>
</tr>
<tr>
<td>- DoA tasks analysis study (including legal, administrative and institutional provisions)</td>
<td>Inventory DoA institutional framework (role, functions responsibilities)</td>
<td></td>
</tr>
<tr>
<td>- Realisation of code of good practices (including DoA procedures and mechanisms)</td>
<td>Definition of Jobs description, Workshop between DOA staff, governors and subgovernors and CSOs and experts panel</td>
<td></td>
</tr>
<tr>
<td>- Realisation of code of conduct for civil servants</td>
<td>Organisation of portfolio of Workshops and consultation of relevant CSOs which must progressively tackle all issues and priorities and actions</td>
<td></td>
</tr>
<tr>
<td>- Establishment State commitment with CSOs</td>
<td>Courses in 15 regional centres from January to December 2005. This courses will include</td>
<td>Inventory of existing trainings related CSOs in DoA</td>
</tr>
<tr>
<td><strong>Component 2: design a human resources policy and trainings:</strong></td>
<td></td>
<td>Evaluation of Training needs in 5 pilots provinces</td>
</tr>
<tr>
<td>Training for 81 vice-governors (district level) and 81 deputy governors, 81 sub-governors and 81 CSOs</td>
<td>Establishment of training</td>
<td>Evaluation of training needs in 5 pilots provinces</td>
</tr>
</tbody>
</table>
## Component 3: Adjust Associations Legislation

**Legal inventory of the legal package**
- Inventory of institutions who are in relation within CSOs
- Revision and codification of legislation
- Development of legislation in compliance with EU “acquis”

**Component 4: Set Up an Information System for DoA, CSOs and the Public**

**Seminars for Key Institutions (Directorate for Foundations, Human Rights Presidency) and for Security Forces on International Human Rights Standards and EC “Acquis”**
- Training of DoA staff
- Seminars in MoI and in 15 regional centres

**International Comparative Workshop Regarding EU Members States Methodology Within the Participation of International Trainers**
- Courses on management, office tools, financial auditing, management of human resources and planning, legislation, IT, English courses with national and international trainers
- Seminars in MoI and in 15 regional centres

**Organisation of a Portfolio of Workshops with Relevant CSOs**
- Organisation of seminars with Keys institutions and CSOs on legal issues, legal proposals
- Organisation of comparative seminars with Keys institutions and CSOs regarding EC members states legislation

**Development of Webside Service**
- Development of webside service

**Training of DoA Staff**
- Directors (provincial level)

**Planning, Strategy and Control (Exams, Certification)**
- Training manuals
- Identification of trainers of trainers

**Co-operation from Police and Gendarmes in Other States**
- Trainees of trainees
<table>
<thead>
<tr>
<th>Development of intranet and internet system through webside online publications. Publication of repository of DoA (offered public services delivery) Publication of associations registration establishment of Hotline</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Component 5: raise communication strategy and dissemination of information</strong></td>
</tr>
<tr>
<td>To prepare a communication strategy towards CSOs To prepare a communication planning towards DoA provinces and districts To design a communication and dissemination tools adapted to the nature of messages. (booklets, posters etc…) To inform DoA staff, 81 governors, 81 sub-governors and HR committee Control of the dissemination of information</td>
</tr>
<tr>
<td>to address CSOs already identified needs. Training of IT staff (network, database, internet service administration, Training of users of ARFUS system Inventory of communication tools and strategy in 5 pilots provinces. Inventory of existing CSOs communication networks Set up a communication strategy within relevant tools Organisation of seminars to inform provincial and district directorate on this communication strategy Identification of potential relays of information as HR committee Public opinion and CSOs surveys in 5 pilots provinces.</td>
</tr>
<tr>
<td>Recruitment of DoA webmaster</td>
</tr>
<tr>
<td>Tailoring an existing workflow and document management solution.</td>
</tr>
<tr>
<td>Motivation of governors and sub governors to disseminate information</td>
</tr>
</tbody>
</table>
## Contracting and Disbursement Schedule (Quarterly – in Euro)

<table>
<thead>
<tr>
<th>ANNEX IMPLEMENTATION</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>II - Tech. Assistance</td>
<td>C</td>
<td>C</td>
<td>C</td>
<td>C</td>
</tr>
<tr>
<td>III - Supply</td>
<td>C</td>
<td>C</td>
<td>C</td>
<td>C</td>
</tr>
</tbody>
</table>

### Tendering and contracting
- C

### Implementation and Payments
- I
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Tech.Assist.</td>
<td></td>
<td></td>
<td></td>
<td>3.322.000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supply</td>
<td></td>
<td></td>
<td></td>
<td>3.805.000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cumulated</td>
<td></td>
<td></td>
<td></td>
<td>7.127.000</td>
<td>7.127.000</td>
<td>7.127.000</td>
<td>7.127.000</td>
<td>7.127.000</td>
<td>7.127.000</td>
<td>7.127.000</td>
<td>7.127.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disbursed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tech.Assist.</td>
<td>1.222.000</td>
<td>525.000</td>
<td>525.000</td>
<td>525.000</td>
<td>525.000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supply</td>
<td>1.000.000</td>
<td>1.500.000</td>
<td>1.000.000</td>
<td>305.000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cumulated</td>
<td>2.222.000</td>
<td>3.722.000</td>
<td>4.247.000</td>
<td>5.247.000</td>
<td>6.077.000</td>
<td>6.077.000</td>
<td>6.602.000</td>
<td>6.602.000</td>
<td>7.127.000</td>
<td>7.127.000</td>
<td>7.127.000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
ANNEX II TERMS OF REFERENCE

“IMPROVEMENT OF PUBLIC SERVICES AND QUALITY STANDARDS TOWARDS CIVIL SOCIETY ORGANISATIONS”

Prepared by:
Luc Gallay & Florence Burban

June, 2004
### Table of Contents

1. **Background information** ................................................................. 15  
   1.1. Beneficiary country ............................................................................ 15  
   1.2. Contracting authority ......................................................................... 15  
   1.3. Relevant country background ................................................................. 15  
   1.4. Current state of affairs in the relevant sector ........................................ 17  
   1.5. Related programmes to other donors activities .................................... 17  

2. **Description of the assignment** ............................................................ 18  
   2.1. Beneficiary ............................................................................................ 18  
   2.2. Global and specific objectives ................................................................. 18  
      1.1 2.2.1. ...................................................................................................... 18  
      1.2 2.2.2. ...................................................................................................... 18  
   2.3. Expected results ..................................................................................... 19  

3. **Assumptions & risks** ............................................................................ 21  
   3.1. Assumptions and pre-conditions ............................................................. 21  
   3.2. Risks ....................................................................................................... 22  

4. **Scope of the work** ................................................................................ 23  
   4.1. General ................................................................................................... 23  
      1.3 4.1.1. ...................................................................................................... 23  
      1.4 4.1.2. ...................................................................................................... 25  
      1.5 4.1.3. ...................................................................................................... 25  
   4.2. Specific Activities .................................................................................. 25  
   4.3. Project management & contractor tasks and responsibilities ............... 28  
      1.6 4.3.1. ...................................................................................................... 28  
      1.7 4.3.2. ...................................................................................................... 29  
      1.8 4.3.3. ...................................................................................................... 29
1.9 4.3.4. ________________________________________________________ The Contractor 30
1.10 4.3.5. ________________________________________________________ Facilities to be provided by the DoA 30

5. Logistic and timing ____________________________________________________________30
5.1. Project location _____________________________________________________________30
5.2. Project duration _____________________________________________________________30

6. Requirements _________________________________________________________________30
6.1. Personnel _________________________________________________________________30
   1.11 6.1.1. __________________________________________________________ Key experts 31
   1.12 6.1.2. _____________________________________________________ Short-term experts 37
   1.13 6.1.3. _________________________________________________________ Support staff 37
6.2. Office accommodation ________________________________________________________38
6.3. Facilities to be provided by the contractor ______________________________________38
6.4. Equipment ________________________________________________________________38
6.5. Incidental expenditure _____________________________________________________38
6.6. Co-financing ______________________________________________________________39

7. REPORTS _________________________________________________________________39
7.1. Reporting requirements ___________________________________________________39
7.2. Submission & approval of reports ___________________________________________40
8. Monitoring and evaluation ___________________________________________________40
   8.1. Evaluation (mid term and post) ___________________________________________40
9. Visibility __________________________________________________________________40
10. Budget ____________________________________________________________________41
11. Annexes ___________________________________________________________________42
   11.1. Annex 1 – Detailed budget (global) _________________________________42
   11.2. Annex 3 – Logical framework ___________________________________________50
### Annex 4 - Provision of equipment for department of associations of Turkey (technical specifications)

<table>
<thead>
<tr>
<th>Lot</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Data servers and office machines</td>
<td>60</td>
</tr>
<tr>
<td>B</td>
<td>LAN procurement of active equipment</td>
<td>62</td>
</tr>
<tr>
<td>C</td>
<td>LAN Passive equipment and works</td>
<td>64</td>
</tr>
<tr>
<td>D</td>
<td>Software development</td>
<td>64</td>
</tr>
<tr>
<td>E</td>
<td>Maintenance contract and sustainability</td>
<td>64</td>
</tr>
<tr>
<td>F</td>
<td>Training and visio conference rooms</td>
<td>65</td>
</tr>
</tbody>
</table>
Improvement of public services and quality standards towards Civil Society Organisations

**Background information**

**Beneficiary country**
Turkey

**Contracting authority**
Ministry of Interior, Department of Associations  
06100, Bakanlikar-ankara/turkey

**Relevant country background**
The improvement of public services and quality standards towards CSOs (Foundations, Associations and voluntary organisations) is directly linked with the governmental will to reinforce accountability and transparency of public authorities in compliance with this pre accession strategy to EC *acquis*. Turkish authorities have already realised legal and institutional positive steps to recognise the fundamental role of CSOs as a critical element to reinforce democracy. As regards to the freedom of expression, the Constitution (art 33) the Civil code and the Law on Associations have been amended and institutional steps have been initiated.

With regards to these reforms in compliance with EU “acquis”, the number of CSOs has constantly grown over the ten past years. According the MoI statistics, it appears that there is 167732 associations registered. Amongst all of them, around 81928 associations are active. Foundations are not included in these figures. Turkish legal system defined two kinds of civil society organisations (CSOs), Associations and Foundations which are under the authority of two institutional bodies. Nevertheless all CSOs (foundations+ associations) have undertaken many initiatives to reinforce their own capacity building on administrative, legal and financial skills. Some of them were supported by international donors. These CSOs progresses have created a new set of needs. CSOs recognises the need to benefit for more public services support, better public quality standard management skills, more enabling environment on behalf of public authorities. So far, a profound institutional reform involving public service on behalf of public officials is expected by both EC accession process and CSOs.

Beside positive reforms progress, legal and institutional limitations still exist. They are a serious area of concerns requiring further reforms to be put into practice.

Indeed, synthesis of general assessments realised by several CSOs on Public sector, revealed:
- The actual un-institutionalised framework does not facilitate a rapid progress of the implementation of reforms,
- The weight and slowness of bureaucracy and regulatory procedures especially with regards to reporting oversight activities remains cumbersome and costly to NGOs. It therefore requires further streamlining,
- The lack or weakness of public mechanisms and procedures between the national, provincial and district level is obvious. It engenders significant regional disparities and does not facilitate harmonisation of the public service in treatment of CSOs,
- The fact that DoA staff is temporarily appointed hinders the implementation of reforms over the territory.
- The too low professionalism of appointed staff without basic knowledge and experience of the CSOs issues causes divergent practices and poor concern in serving them. It further reinforces regional disparities about the treatment of CSOs.
- The lack of dissemination of institutional and legal information creates significant difficulties on behalf NGOs to track new regulatory requirements. In parallel, monetary sanctions for mistakes are severe and do not provide fair warning.
- The legal limitations still remain according international standards.
- The lack of clear and coherent legal package without unnecessary or abusive provisions is the present situation. Significant and severe contradictions between application of laws (circulars, regulations) and actual laws for associations and foundations can be observed.

At present, Public authorities have undertaken limited initiatives to catch up with development in CSOs sector. Nevertheless, public authorities are more and more aware of the needs of public services. So far, two institutional bodies have been created to reach CSOs needs:

---

1. Associations in practice face problems to cooperate (including to receipt funds) with foreign associations and international bodies.
2. Cases of prosecution against association and particularly on Human Rights associations continue to occur. Even if the majority of cases resulted in acquittals, it is estimated that there are 500 cases pending against Human Rights defenders.
The Presidency of Human Rights has been established under the authority of Prime minister since 2001. A regulatory Department of Associations has been established in the MoI since August 2003 to be responsible for all duties of associations and international relations of foundations which were executed previously by the Directorate of security forces.

The Department of Associations tasks are (i) to execute all acts and operations related to associations in Turkey according the law on associations (ii) to carry out all foreign activities about associations and international relations of foundations (iii) to audit associations including all legal and administrative acts and activities (iv) to plan and carry out training programs at the national and local level, (iv) to coordinate cooperation between the Department of Associations and the provincial and district departments, (v) to plan budget for the department (vi) to consult CSOs At the provincial level all actions and procedures are carried out by provincial directorate of Associations under the body of governors. At the district level, all actions are carried out by the bureau of association under the body of sub – governors. Practically this means that all acts and documentation have to be transferred from security unit to civil unit at the provincial level. Moreover the Department of Associations has to define and to train a human resources policy throughout the territory. In this context of institutional reforms, the proposed project is particularly relevant because this is a first time that a civil unit is responsible for CSOs. This is also the first time that it intends to increase the quantity and quality of human resources dealing within associations issues.

However, DoA duty must evolve from an institutional regulator to a regulatory service provider. DoA has to provide an unanimous public service related to CSOs needs rather than to regulate the CSOs areas with top down procedures which are not always adequate to CSOs needs

Firstly, DoA, as an any administrative department, has to be accountable and transparent to the public. It has to provide services to NGOs to facilitate their work.

Secondly, it means that it has to provide relevant, efficient and effective publics services facing CSOs services needs. Becoming familiar with the full context of the civil society growth (activities, needs, impact of associations), it has to organise its capacity at all levels (roles, functions, responsibilities and procedures), to deliver public services and measure the effectiveness through appropriate mechanisms. It has to increase its internal capacity by the recruitment of relevant staff with background in CSO matters. In this regard the current staffing policy is weak and inadequate and needs immediate and in depth adjustment to prioritize qualities such as motivation, professionalism, transparency to the CSOs.

Nowadays the finance management, programming, management and administrative capacity of the Department of Association are still very limited: (i) the repartition of national and local organisational tasks on public service and quality standards are not strictly established (ii) at the central level, the majority of department staff is still temporarily appointed. At the local level, the lack of staff remains serious concerns (iii) there is no public human resources who have knowledge and experience of CSOs issues. At the beginning, the Department of Associations intended to extend its staff until 1500 (75 per cent appointed to data entry). Nevertheless, some adjustments mentioned in Assumptions have been taken into considerations (i.e. the number of the staff can not exceed 705 persons) and should be implemented prior the the project starts.

---

3 On 2002, two projects proposals were submitted to EC: One from the Ministry of Interior (MoI) and the other one by the Union Chamber and Commodity Exchanges. None of them were accepted.

4 The Human Rights Presidency composed by representatives of CSOs and public authorities including governors, has been set up to monitor human rights reform at the national and local level. At the provincial levels, 81 Human Right Committee have been established.

5 The transfer of this documentation is on process. On March 2004, nearly 40 provinces over 81 have transferred all acts and documentation related associations fro

7 The Department of Associations is currently composed by 45 civil servant. 18 over the total staff are definitely appointed (12 of them are auditors).
According these findings and regarding the growing development of the CSOs with the permanent progressive reforms in Turkey, it is time for public authorities to develop a formal and sustainable statement of commitment with CSOs. Public authorities are composed by the DoA and relevant Ministries who have indirect links with CSOs. As regards to the lack of CSOs platforms, the proposed project will support the identification and the participation of CSOs concrete panels of advisory board, working groups in order to create civil society watchdogs that will monitor and evaluate the services of the DoA.

**Current state of affairs in the relevant sector**

Since Helsinki European Council of 10 and 11 December 1999, the EU confirmed Turkey as a candidate State destined to join the European Union on the basis of same criteria as applied to other candidate States. Building on the existing European strategy, Turkey would benfit from a pre-accession strategy to stimulate and support its reforms. The Copenhagen criteria specify that candidate countries must be able to assume the burden of membership. The first criteria states in particular that “membership requires that the candidate state has achieved stability of institutions guaranteeing democracy, the rule of law, human rights and respect for and protection of minorities.”

As regards to the compliance of Copenhagen criteria, the accession partnership document (i.e. NPAA) accepted by EU on 14 April 2003, underlined under the enhanced political dialogue and political criteria that “Reforms in the field of freedom of associations and peaceful meeting and demonstration rights, abolishment of restrictions with regard to unions and encouragement of development of civil society in accordance with the European Convention on Human Rights (Articles 11, 17 and 18) have the short term and medium term priority “ In the National Program updated on 2003, the political criteria section under the title “Freedom of Association, Peaceful Meeting Rights and Civil Society”, states that: “The Government will continue to support strengthening of civil societies and their participation to the democratic life. For this purpose, related legislation will be reviewed in terms of compliance with the European Convention on Human Rights, Articles 11, 17 and 18 of the Convention by the literal and spiritual conformity. In this respect:

Legislation concerning associations, foundations and meeting and demonstration rights will be reviewed. Provisions in various legislation will be collected into as few laws as possible to provide consistency. The legislative and administrative reform concerning associations, foundations, meetings and demonstrations marches will be implemented effectively.”

In compliance with this pre-accession strategy, Turkish authorities have already realised positive steps to recognise the fundamental role of CSOs as a critical element to reinforce democracy. As regards to the freedom of expression, the Constitution (art 33) and the Law on associations have been amended and institutional steps have been initiated. With regard to legislation pertaining to the establishment and regulation of CSOs, constitutional reform package of thirty four amendments to the 1982 Constitution was adopted on 2001. Amongst the introduction of new provisions such as protection of fundamental rights and freedoms, freedom of expression and dissemination of thought, freedom of press and publication, prevention of torture, strengthening a civil authority, gender equality, the freedom of associations and assembly were amended too (art.33). Beside the constitutional amendments and regarding the freedom of associations, the law of associations (No 2908) has been amended under the fourth reform package and main amendments were made with three Harmonisation Packages (5th, 6th and 7th) in 2002 (Act numbers 4771 and 4778) and 2003 (Act No 4963).

In its national plan, Turkey has both recognised the increasing role of CSOs as a critical element to reinforce democracy. As regards to the freedom of expression, the Constitution (art 33) and the Law on associations have been amended and institutional steps have been initiated. With regard to legislation pertaining to the establishment and regulation of CSOs, constitutional reform package of thirty four amendments to the 1982 Constitution was adopted on 2001. Amongst the introduction of new provisions such as protection of fundamental rights and freedoms, freedom of expression and dissemination of thought, freedom of press and publication, prevention of torture, strengthening a civil authority, gender equality, the freedom of associations and assembly were amended too (art.33).

Besides the constitutional amendments and regarding the freedom of associations, the law of associations (No 2908) has been amended under the fourth reform package and main amendments were made with three Harmonisation Packages (5th, 6th and 7th) in 2002 (Act numbers 4771 and 4778) and 2003 (Act No 4963). In its national plan, Turkey has both recognised the increasing role of the CSOs and needs of legal and institutional arrangements regarding CSOs. The National states that “The central state administration will play a guidance and steering role in developing capacities of CSOs in administration, financial management, and technical fields”. In this context, a new department, namely Department of Associations composed by civil servants has been established under the authority of Ministry of Interior since August 2003. This DoA is in charge to perform all tasks related to associations and international relations of foundations. All Procedures and activities of associations were entrusted previously by the General Security Directorate.

Due to historically strained relationships between public officials and civil society organisations, this is a first time that Turkish government shows the will to re-establish a confidence between CSOs and authorities by the establishment of civil human resources department like the Department of Association dedicated to CSOs issues. This present project is an opportunity to put the governmental will into practice and to reinforce accountability and transparency of public authorities in compliance with this EU pre-accession strategy.

**Related programmes to other donors activities**

In Turkey, most of the activities related to CSOs have been realised by assisting organisations through grants projects and in a limited manner through strengthening their capacity building. Only a few of CSOs activities are targeting public sector focus on adjustment of laws, the role of public authorities. Some CSOs have set up individual initiatives but there was no dissemination of information towards public authorities and to others CSOs. On public sector issues, only one project has been identified. This programme named “Freedom of association within the EU harmonisation

---

8 Chapter two of the Constitution “ Rights and duties of the individuals”.

---

17
Improvement of public services and quality standards towards Civil Society Organisations

The reform process is jointly implemented by British Council and “Helsinki Citizen Assembly” for one year period (2003-2004). The main aim is to improve the dialog between CSOs and public authorities on legal associations’ issues. Through workshops activities with Turkish CSOs, it intends to identify main problems encountered by associations with the related legislation and proposed solutions. The originality of this project is to put progressively all stakeholders together (including public administration, governmental and local officials, relevant ministries representatives, MP) to exchange opinions. This progressive approach aims to consolidate a wide consensus on legal issues.

As regards to the weakness of CSOs in Turkey, capacity building programs are also very important to create a real public sector counterpart. In EC Pre-accession strategy, EU funds a programme named “Civil society development programme”. It is designed to support Civil society organizations (CSOs) to become effective and active in contributing to the development of the country and the maturing of democratic process. This programme includes two main components “Turkey Greece Civic Dialogue and local Civic Initiatives” and “Civil society development program” (e.g. STGP). This program established for a period of two years (2002-2004) mainly focuses on CSOs capacity building over the territory (i.e.; project cycle management). It intends to establish networking culture among CSOs. The full scale of the activities carried out by the STGP Support Team for networking, capacity building is also very important to give them opportunities to act more professionally and to be stronger vis a vis public sector.

Bilateral EC member states have also created programs to supports CSOs capacity building such as Helsinki Assembly, Netherlands funded “MATRA program”. This program supports the CSOs transition towards the reinforcement of good governance, democratic citizenship and civic society. One of instruments developed in this programme is “twinning” between Turkish NGOs and Dutch NGOs. Denmark also supports the direct participation of CSOs and professional associations in the promotion of the role of civil society in political Copenhagen criteria process. This programme is called “A Decentralized Facility Targeted to Civil Society in Turkey.” During the project implementation, A special attention should be paid to promote the complementarities and the coherence of all bilateral and multilateral projects related to the improvement of public sector/CSOs relationships. A special follow up of EC program is recommended. A continuous attention should be paid to identify and follow up all new projects related CSOs/Public Sector in order to create an efficiency of all stakeholders efforts. Permanent exchanges of information and coordination of stakeholders is recommended during the implementation of this project, to avoid duplication.

Description of the assignment

Beneficiary

The beneficiary of this assignment is the Department of Association under the authority of the Ministry of Interior.

Contact person: M. Senturk Uzun
Head of Associations Department
06100 Bakklärliklar- Ankara/ Turkey
Tel: +90 312 4184152- 4179725
Fax: +90-312-4174513
Email: senturkuzun@hotmail.com and senturk.uzun@icisleri.gov.tr

Global and specific objectives

Global Objective

The overall objectives are improvement of the public service and the quality standards of the Department of Associations towards civil society organizations (CSOs).

Specific objectives

The project intends to improve the legal, technical, administrative and institutional capacity of the Turkish government in civil society organisations sector. It is divided in five components with following aims:

Component 1: Strengthening the institutional and organizational capacity building of the Department of Associations

The institutional component aim is to assist the Department of Associations (i) to set up mechanisms and procedures of collaboration with CSOs (ii) to monitor and to evaluate the effectiveness of service public reforms toward CSOs at national and provincial levels, (iii) to establish an updated national strategy of public service towards civil society over the territory.

Component 2: Designing of Human Resources policy of the Department of Associations including staffing, roles definition and allocation, and training
The institutional component aim is to assist the Department of Associations (i) to design an administrative, institutional and financial human resources policy addressing CSOs needs (ii) to recruit relevant and permanent staff dealing with CSOs public services needs (iii) to improve the knowledge of the national and local staff on CSOs issues (iv) to improve the public services capacity of the national and local staff towards CSOs.

Component 3: Adjusting the Associations legislation in compliance with the Copenhagen political criteria
The legal component aim is to assist the Department of Associations (i) to revise laws and regulations on associations and remove restrictive provisions (ii) to codify the legislative framework – sorting out and removing unnecessary or contradictory provisions and – (iii) to clarify and simplify the legislative framework towards CSOs (iv) to reduce the actual gaps between the enactment of laws and the implementation on the field including all internal regulation setting up the DoA.

Component 4: Setting up of an information system for the Department of Associations, CSOs and the public.
The equipment component aim is to assist the Department of Associations (i) to increase bureaucracy efficiency and productivity (ii) to improve coordination between the national, provincial and district authorities (iii) to facilitate the transparent information flow and dissemination of a wide range of useful and updated information towards CSOs and the public. This component does not aim to improve just the archiving and information system for the DoA internally.

Component 5: Raising Communication strategy and dissemination of information
The information component aim is to assist the Department of Associations (i) to inform CSOs regarding new legal and institutional reforms on public services- information of basis Public services quality standards- (ii) to promote the nature and the content of public services provided by the national and local authorities (iii) to promote the public awareness of the role of associations amongst Turkish civil society (iii) to re-establish a confidence between authorities and CSOs actors

Expected results
Project Results are expected in central level and in 5 “pilot provinces prior to extend these expected results to others provinces.

Component 1: Strengthening the institutional and organisational capacity building of the Department of Associations
The Department of Associations must be considered by the CSOs as a credible source for consultative input. CSOs must rely on DoA information on legal administrative and financial duties that CSOs have to comply with. So far, the main target of this component is the DoA capacity of its permanent staff, provincial directorate of Associations (governors and directors), bureau of association (sub –governors) and relevant ministries representatives. It aims to have the following results:

- CSOs public services needs assessed through an independent study. As regards to the large scale of CSOs issues, this study must be defined in relation to project components. This study will address CSOs priorities in terms of CSOs information, legislations reforms, etc..
- DoA Tasks analysis performed. Additional and ad hoc tasks will be set up in DoA according the evolution of CSOs needs in term of Public services
- DoA activities systematically yearly planned and programmed.
- Code of Good Practices disseminated towards CSOs and published on DoA website. This code of good practices will include standardized mechanisms and regulatory procedures of public services. This code of good practices must also take into account the legal package reforms (regulations, circulars) as well as the new organisational DoA framework (less procedures)
- DoA Code of conduct produced and disseminated towards civil servants and CSOs and published on website. The Code of conduct for civil servant will include rights and duties of civil servants vis a vis CSOs.
- State Agreement signed with other key Ministries (Presidency of Human Rights, General directorate for Foundations, EUSG, Ministry of Foreign Affairs) to ensure the coordination between all institutions directly or indirectly involved in CSOs issues. Such agreement should as well enact the authority of the Department of Associations in public services area. This State Agreement must be presented by DoA to others institutions in order to enhance the legitimacy of the DoA in CSOs area. It must include administrative, financial, legal commitment on behalf of public authorities towards CSOs. It should be presented to CSOs too. This should oblige all relevant institutions to be accountable to CSOs and Turkish citizens. This document must be the reference among all Ministries that are directly or indirectly involved in CSOs activities. This “inter-ministerial” document must oblige keys institutions to design one official and coherent policy towards CSOs as well as one institution in charge of CSOs public services. It must be a
Improvement of public services and quality standards towards Civil Society Organisations

synthesis of DoA work with all institutional and administrative reforms (including the approval of the code of conduct, the code of good practices…) and the clarification and codification of legal package. In addition, it must be revised each year according the CSOs situation progress. Furthermore, this document must reduce the authority of others plethoric institutions that are involved in relation to CSOs activities.

Component 2: Designing of Human Resources policy of the Department of Associations including staffing, roles definition, allocation, and training
- Establishment of Human Resources Policy including, the total number of DoA staff, job descriptions, roles and assigned functions, criteria for selection during recruitment.
- Establishment of two poles in DoA: executive pole and conceptual pole in charge to propose legal, administrative and financial reforms.
- Establishment of a strategy for initial and permanent training addressed to DoA key actors (modules, cursus, exams, certification).
Trained DoA human resources regarding their duties and obligations toward CSOs
Publication of the internal Human resources policy (Internal Vacancies, training opportunities, code of conduct for civil servant, code of practices towards CSOs)

Component 3: Adjusting the Associations legislation in compliance with the Copenhagen political criteria
- Legal framework reviewed and codified in compliance with pre accession strategy for EC “Acquis” and international standards regarding freedom of association and public authority responsibility in relation to that. One of the results should be passing a new, codified, cleaned law with acceptance by CSOs.
- Developed quality standardized regulations applied by every institutions
- Eradicated restrictions and un-necessary and contradictory provisions (no more circulars)
- Simplified and clarified legislation related to associations. (decrease of procedures, and regulatory files to fulfill, introduction of standardized applications forms and administrative files)

Component 4: Setting up of an information system for the Department of Associations, NGOs and the public
The computerized system once implemented will increase efficiency of administration through quicker flow of forms, computer assisted entry of information, disallow of redundant processing of data and disruption of any measure that can disallow functioning of association through slowness or passivity of administration (service level agreement engagement with NGOs).
It will help harmonization of works of the reshaped vertical branches.
It will further allow real time dissemination of practical information to internal (intranet) and external actors (internet) through website online publication of –among others–:
- Information on legal framework (legislation, regulations, European and national case judgement),
- Information on administrative and institutional reforms (code of conduct for civil servants, code of good practices, training modules, State agreement)
- Main European and international CSOs links,
- Dissemination of information about CSOs activities compilation of data. It is not a formal requirement to provide full activity reports to the DoA currently and should not be so either. Therefore this data will present briefly CSOs, thematic and sector activities to facilitate exchange of experience between CSOs that are involved in the same area. the DoA will compile this data with voluntary CSOs agreement.
Concrete results will be the following
- a built virtual private network linking center to province offices (81) and allowing on demand access of field based personnel through dialup technology;
- digitalized past active information once sanitized for faster browsing and search;
- delivered and installed office tools,
- skilled personal using office tools (through recruitment and training);
- completed and published repository of Department of Associations (offices address, points of contact, regulations, working hours, invitation to proposal, offered services),
- alive online updateable website offering access to both intranet (DoA staff) and internet (NGOs and civil society) to at least information mentioned above;
- built, installed and used software for Association Registration and Follow Up filled with extract of past records and updated through every days transactions issued from districts and provincial representations;
- arisen awareness of DoA services CSOs through their constant invitation to participate in implementation and to have an open tribune on the website;

Component 5: Raising Communication strategy and dissemination of information
- Settled strategy for communication and information towards CSOs.
• Published and disseminated information regarding DoA role.
• Assessed impact of campaigns of information done in 5 “pilot provinces
• Alive website offered as the main portal to communicate with CSOs
• Up and running helpdesk facility

Assumptions & risks

Assumptions and pre-conditions

1. The establishment of a project implementation unit within the Department of Associations, the transfer of at least 90% of all CSO acts and procedures of association from provincial security units to the civilian Department of associations, and the permanent appointment of at least 90% of all provincial directors before the launching of the service tender.

2. Minimum built up capacity. At provincial level, 90% of provincial directors must be permanently appointed and operational before the starting date of the project. The staff recruitment at district level should start when the provincial directorate will be fully staffed.

3. 30% of the temporary staff who come from security and police forces must be replaced prior to the project start.

4. Internal organizational capacity of DoA is revised in accordance to the project needs prior to the project start. Internal administrative capacity for the DoA to modify internal DoA tasks, internal organization, and human resources policy.
   o Establishment of preliminary functions and detailed tasks analysis for the DoA: workload and duties to the four existing divisions directors are detailed related the project objectives
   o Establishment of planning and programming unit in the DOA. This unit will be in charge to ensure the coordination of all divisions and to plan activities and budget priorities to achieve. The planning and programming unit has a key role in inception of DoA development policy. Together with expert pool, chief of department and board of division directors, it designs the plan regarding priorities. It dispatches tasks among divisions and ensure coordination between them... It defines deliverables to be provided by actors, deadlines and responsibilities for tasks and control and maintain clear boards to follow progresses and achievements of all DoA works. This unit is in charge to plan the DoA internal Budget, to follow up all expenditures progress.

5. The national staff capacity is revised according the project needs- introduction of pool of experts in charge to improve the conceptual approach of Public services (legislation, administrative procedures etc.) and quality standards rather than procedural execution; The pool of experts is involved in the design stage of any DoA strategic reforms as awareness expression of CSOs attempts. This pool of expertise will be composed by voluntary CSOs members (2 legal advisers and 2 legal assistants). All others experts, shall come from various ministries with civil background. It comprises people with law background, adviser experienced in CSO matters or other relevant expertise full time or part time required for the development purpose.

6. The internal Human resources policy over the territory is revised prior to the project start as follows:
   • Allocation of the staff is revised. The allocation of staff must be allocated according the number of CSOs criteria based in specific area rather than the demographic criteria. As regard to the inconsistency of the repartition of the current staff over the territory, it has to be revised prior the implementation of the project. Initially, DoA defined a strategy for distribution of its personal based on one principle: “demography of provinces” rather than number of registered CSOs. Consequently (i) the distribution of provincial data entry operator remains unequal and (ii) the budget allocation (based on staff allocated) reinforces such unequity. Today, the number of CSOs and workload to achieve is retained as an indicator for the allocation of provincial and district staff. The size of province or large cities is no more considered. (1 provincial data redactor is forecast for up to 250). Such addressed proposal should be ratified by the parliament.
   • The background of the staff is revised. At least 50% of the staff recruited comes from civil background. The limited background (data entry operators and chief) of recruitment is revised to have wider competencies (finance, planning and programming, legal, IT and communication),
   • Modification of profiles of recruitment. The current staffing policy –as ratified by the law- proposes to allocate only three profiles at the central level chief of division (4) auditors (52) and clerical staff. Besides division directors and auditors, the rest of the staff is temporary appointed within 1 year contract and have no skill on CSOs area. Thus, vacancies authorised by the law, illustrates that out of management functions (directors) no recruitment of expertises is forecast. The profile of vacancies must reviewed to entitled DoA to recruit experts from others ministers in legal, project management, financial and accounting expertise domains prior the project start. Such addressed proposal should be ratified by the parliament.
• A maximum number of 704 persons including 10% provision is forecast at the provincial level. The recruitment should be aligned with the realistic possibilities for DOA management and CSOs needs rather than the geographical coverage of the territory. The allocation based on the number of CSOs and CSOs workload should reduce the number of total provincial staff. Expecting usage of computerised system and forecasting a simplification of procedures, 1 provincial data redactor for up to 250 CSOs is forecast. Nevertheless a provision of 10% of ‘additional staff’ is accepted in order to face a potential increase of CSOs. (around 30 vacancies will be opened in case of a CSOs registration increase – this staff will be disseminated over the provinces according the needs). Such addressed proposal should be ratified by the parliament.

• District staff number: The recruitment of any staff at district level can not be done until all provincial staff get appointed. Regarding the progressive recruitment, an DOA internal circular must be send to the provincial directorate on June 2004, prior to the project implementation.

7. “Except Ankara, five relevant “pilots” provinces must be fully equipped (premises, transfer of all CSOs acts and documentation) and staffed (directors appointed, initial recruitment of core staff) before the starting of the project. These 5”pilot provinces are namely (i) ANKARA (ii)DIYARBAKIR (iii)IZMIT (iv)TRABZON (v)MERCIN. Such initiative will qualify both the reality of DOA recruiting and tendering capacity, and check the sufficiency of the technology envisaged.

8. The submission to the government of the draft law regarding civil society organizations lifting a series of restrictive provisions, including the permission system for foreign funding must be proposed by the DoA prior to the project start. It shall be in compliance with all the articles of EU Human Rights Convention. Such proposal should be ratified by the parliament.

9. Respect of Ministry of Interior commitment to give some autonomous responsibilities to the DoA
10. Respect of all stakeholders commitments to complete any prerequisite required by the project.
11. DoA accountability and transparency.
12. Recruitment of a webmaster prior to the project start.

Risks

1. Continuity of DoA budget during and after the project
2. Establishment of institutional coordination framework between DoA and others Ministries which have direct or indirect interactions with CSOs areas subrogates the codification of the law.
3. Introduction of coordination mechanisms between the central and local level with less interference from others institutions like provincial governors conditions efficiency, transparency and legitimacy of DoA.
4. Existence of professional and stable structure for PCU staff is crucial factor for the timely and proper implementation of the programme
5. Sufficient motivation of the DoA staff over the territory to put into practice “public services quality standards” shifting from administrative and procedural mentality to public service mentality
6. Better repartition of the budget- One part should be dedicated to institutional, legislative and administrative changes towards CSOs
7. The DoA becomes more an autonomous body in the Ministry of Interior to appear as accountable to CSOs.
8. Appropriate selection to ensure the quality of 5 CSOs panels/working groups
9. Establishment of permanent mechanisms to sustain exchanges between DoA and CSOs working groups.
10. Long term motivation of non state actors – CSOs and academics- to participate to this project.
11. Accountability and transparency of CSOs panels/ working groups vis-à-vis all Turkish CSOs.
12. DoA capacity to react quickly to the needs according the duration of the project
13. Recognition of State or “inter ministerial” agreement on the nature and practices on “Public services and quality standards towards CSOs” by CSOs.
15. Potential departure of trained resources tackled through a pre-condition commitment from resources receiving key and valuable training
16. Appropriate training inventory needs
17. Appropriate training cursus with periodic evaluation of the knowledge and practices
18. Identification of appropriate information to disseminate over the territory
19. Appropriate planning and geographical dissemination of information
20. Technical references and manuals provided on IT development infrastructures
21. Inconsistency of procurement of hardware and software shall be covered through contracting an external consultant to review technical specifications (software, network, hardware) prior to tenders and check functioning prior to payment.
22. Local maintenance contract for the equipment
23. Establishment of regulatory and financial procedures for a smooth implementation, management and maintenance of IT equipment

Scope of the work

General

Overall project description

The project intends to improve (i) the administrative organizational capacity of the DoA (ii) Human Resources policy and training (iii) legislation in compliance with Copenhagen criteria (iv) an IT information system (v) communication and dissemination of information.

Component 1:
As regards to the administrative and institutional weakness of the DoA as well as the CSOs weaknesses, the project objective is to review the CSOs needs in term of public services. The output will be used to influence other components (training, legal package, provides services and communication). The output of this component will be the creation of a code of good conduct and a code of good practices after the approval of the codification of the law.

Component 2:
The project objective is to consolidate (i) the initial knowledge of CSOs for DoA clerical staff and (ii) the specific public services practices training for DoA management staff. These two modules of training are forecast and provide to all DoA staff in Ankara and provinces.

The initial knowledge training is mainly addressed to the clerical staff. These trainings must clarify the meaning of public services and quality standards toward CSOs. Trainees will be trained on legal issues reforms, DOA guidelines with the code of conduct for civil servant and the code of good practices, as well as operational standardized practices such as IT administration, application for CSOs IT Registration, administrative procedures to comply with standardized mechanisms of public services. The duration of initial knowledge trainings has been planned approximately during 3-4 weeks over the project duration.

The specific public services practices training for DoA management staff is mainly addressed to DoA division directors (4), provincial directorate directors (81) and auditors (60). This trainees will be trained on the CSOs initial knowledge and on specific public services practices implemented in EC member states. International experts specialised on public services and quality standards towards CSOs will be appointed to improve the transfer of knowledge. These specific trainings will tackle accounting, investigations, and administrative procedure of EC Members States. The duration of specific trainings has been planned approximately during 4-5 weeks (initial training + international practices) over the project duration.

The study tour must be composed by a panel of relevant actors such as CSOs members, DoA staff (auditors, central & provincial director, administrative assistant, academics, CSOs lawyers). This study tour will take place in two European countries in order to compare the administration system. Beside the exchanges of experiences with EC members states actors, the main objective of this study tour is to establish sustainable links of confidence between participants.

The identification of trainers of trainees would contribute to the large dissemination of the better CSOs knowledge to DoA staff. The trainers of trainees must be considered as a sustainable indicator in term of appropriation of CSOs knowledge by the beneficiaries themselves. The total DoA staff who should be appointed is around 700 (around 550 of clerical staff +85 directors +60 auditors). Therefore, 25 Trainers of 700 Trainees must be identified (around 25 trainees for 1 trainer) to train DoA staff and to inform indirect actors such as governors, subgovernors etc. The trainers of trainees must be selected on specific criteria such as concrete experience of CSOs, the administrative and procedural knowledge of the Ministry of Interior, Procedural knowledge of CSOs procedures…

The indicators of performance of trainings would be measured in 5 “pilots” provinces.

Component 3:
All activities related the inventory, the association law reforms and the codification of a law. The codification of the law is the most important result expected because it must put into coherence all contradictory legal provisions, and circulars which come from various ministries. Academics and CSOs lawyers must be involved in the adjustment of legislation. Workshop will be set up with CSOs to present legal reform draft before the approval.

To reinforce the exchanges of legal experiences, the beneficiary will set up a pool of legal expertise prior the project start. This pool should be compose by 4 voluntary CSOs members (2 legal advisers and 2 legal assistants). All others experts, shall come from various ministries with civil background. It comprises people with law
Improvement of public services and quality standards towards Civil Society Organisations

**Background, Adviser experienced in CSO matters or other relevant expertise full time or part time required for the development purpose.**

**Component 4:**
Prior to the project start, the beneficiary will fund some activities which will contribute to reach mentioned above assumptions (full capacity established in the five pilot provinces and software development of the system for registration of CSOs).

The strategy foreseen, as the project expects to publish only one tender for procurement, is to split this procurement in lots and invite suppliers to participate in on or more consistent grouping of lots. In this regard, the detailed budget and the list of goods have been split into lots that should help this approach.

Some works will also be included in the tendering such as the installation on spot of delivered equipment, the cabling for local area networks or the development of software application.

IT procurement must include IT training on material and manuals for usage of developed software. It further shall include consumables for machines that require them for 5% of their value. A spare stock of critical element has been forecast.

**Component 5**
To reinforce the communication efficiency, the beneficiary will appoint a **national webmaster** to control the website content and to measure the efficiency of such tool.

The beneficiary must be able to provide facilities for workshops sessions in the 5 pilot provinces to implement the communication and dissemination component towards CSOs.

| Out of this project perimeter, twining on CSOs administrative and audit procedures, Foreign languages courses are recommended to the beneficiary. Such activities would help the DoA to better perform when in contact with foreign counterparts (minorities, neighboring countries associations and international communities) and allow it to better perceive EC concepts. |

Stakeholders’ views and inputs will be incorporated constantly into the project design, in order to have projects responding to the real needs of the intended beneficiaries. CSOs will be strongly encouraged to participate in project implementation.

The project will be implemented with a project coordination unit (PCU) assisted by a technical assistance team (TAT). The role of the PCU is to ensure the implementation, the coordination and the coherence and the sustainability of all project components.

The PCU is based in DOA in the Ministry of Interior. All activities should be implemented during and after the project.

The project will be implemented through a service tender and a supply tender. The beneficiary (DoA) will co-fund supply (at least to 28% of the supply). In addition, the beneficiary will provide a provision of national staff.

The PCU will be assisted by contracted **international and local experts**.

All components will be implemented together with the PCU through a service tender. However, most of the components implementation must take into account of the priority to achieve the codification of the legislation. According the regional disparities, the proposed project will adopt a progressive approach to understand better the disparities of CSOs needs on public services. Therefore the project will start in “5 pilot provinces” in its initial phase.

On the definition, implementation and monitoring of public services and quality standards, CSOs have an important role to play. So far, various CSOs working groups/Panels will be set up to collaborate to the implementation of the 5 project components.

Facing the lack of CSOs platforms, the identification of these permanent CSOs working groups/panels will be selected on their respective skills. For each component a Memorandum of Understanding (MoU) will be signed between Department of Associations and CSOs groups in order to ensure respective commitments of the both counterparts. These CSOs working groups/Panels will be independent groups composed by CSOs voluntaries, academics, lawyers on associations and foundation etc…
CSOs as future “clients” are rarely hierarchically organised. Most of them are cells acting on a domain (human rights, environment, sport…) within a geographic area (city, ethnic region) and are not currently aggregated on a vertical (local to national) level even considering a given domain.

These CSO representatives will belong to the perimeter of the project as sources for expression of needs and monitoring capacity of DoA activities. The composition of these CSOs working groups/panels will prioritize environmental, and gender, human rights domains and CSOs located in remote areas. Their duties will be to analyse CSOs priorities needs related to the project components by a systematic consultation of relevant CSOs. They will be in charge to act as relays and to propose a number of solutions to the DoA.

Their main responsibilities will be to negotiate public services improvements with DoA on behalf of CSOs, to follow up and to evaluate all progress reforms. These CSOs working groups will work on different component of the project. One CSO representative can be a member of various CSOs panel/working groups to give different input on legal, training or information components.

Short term missions from experts are expected in legal component (public benefit status of CSOs, voluntary status, international funding…), (ii) training and human resources policy (CSOs status EC international practices of investigation auditing, administrative procedures of national authorities with CSOs, PCM, Human rights …) , (iii) information system set up (specifications, control of execution).

**Geographical area to be covered**

Project activities will be implemented in central level and in 5 “pilot” provinces prior to extend and adjust these activities to others provinces. The 5 pilots provinces are (i) ANKARA (ii)DIYARBAKIR (iii)IZMİT (iv)TRABZON (v)MERCİN. Criteria of selections are based on (i) the geographical coverage territory- (ii) the presence of the ethnical groups like Kurds in Diyarbakir (iii) the presence of migrants like in Mercin (iii) the selection of remote area like in Trabzon and (iv) the consideration of the earthquake areas like in Izmit. These 5 pilots provinces will be monitored and results will be evaluated to define the impact of the project.

**Target groups**

The beneficiary of the project is the Department of Associations in the Ministry of Interior. Final beneficiaries are CSOs. The target groups are as follows

- CSOs
- Department of Associations, including Provincial directorate (DoA directors),
- Relevant Ministries (Ministry of Foreign affairs, Human Rights Presidency, Ministry of State responsible for foundations),
- Local authorities (governors, sub-governors, inspectors)
- Human Rights Presidency & Human Rights committees,
- Directorate of security and police unit at the national and local level. And Local court of justice (prosecutors, judges) as indirect actors would be involved by informative sessions.

**Specific Activities**

**Component 1 : Strengthening the institutional and organisational capacity building of the Department of Associations**

- Identification of CSOs and experts working groups/Panels 1 in line with principles outlined above
- To conduct independent CSOs needs assessment study related the project objectives. The independent study will initially be done regarding 5 pilot provinces. The team will be composed by academics, CSOs, working groups/Panels, DoA and provincial directorate representatives.
- To Conduct DOA tasks analysis study. This study will take into account the priorities of CSOs needs assessments study to include additional and Ad Hoc tasks to the DoA. This study will have a comparative approach within other European governmental institutions.
- To prepare an annual planning of public services activities
- Redaction of Code of Conduct for DoA civil servants
- Development of concrete services offered in 5 pilots provinces including helpdesk, policy briefing, information network, advisory service, process registration, investigation abuse and maladministration. All these services must reduce the weight of bureaucracy.
- Evaluation of the effectiveness and efficiency of the institutional, administrative and financial reforms in 5 “pilots” provinces
• Definition of “Best practices” on public services delivery. Redaction of Code of Good Practices.

Component 2: Designing of Human Resources policy of the Department of Associations including staffing, roles definition, allocation, and training
• Identification of CSOs and experts working group/panel 2. (same as above)
• Inventory of the existing administrative trainings. A special attention must be paid on existing trainings related to public services towards CSOs.
• Inventory of training facilities on the territory (locations, capacity, equipment, cost if any),
• Design a program with different phases of the training for DoA staff. Including governors, sub governors,.. The training program must be adapted according the role of the staff toward CSOs. These trainings will include indicators of performance and achievement to control the trainings impact. This program is set up within the participation of the CSOs working group/panel 2. The training methodology must tackle two issues: one is to improve basic knowledge of DoA staff on CSOs issues. The other one is to improve the DoA capacity of the public services towards CSOs
• Realization of training manuals towards national and local representatives according CSOs needs and priorities. These training manuals will include the legal reform package, the Code of Good practices and the code of conduct for civil servant and the main Guidelines of DoA mission.
• Identification of trainers of trainees over the territory. Such trainers will be chosen according to their performance, pedagogic skills, and geographical locations on the territory.
• Organization of comparative workshops regarding EU member states methodology on public services toward CSOs
• Organization of Study Tour in European Countries. This study tour will be composed by CSOs representatives and Department of Association and relevant ministries representatives
• Creation of online training content to be broadcast through the website once available training
• Training of the Department of Association staff at the national level and local level. CSOs working group/panel 2 as well as others CSOs volunteers participate to training sessions as observer or teacher.
• Informative sessions for actors indirectly involved in CSOs areas such as governors, sub governors, security forces and police. Training for governors is extremely important since the implementation as it has been shown on the field is dependent on the discretion of the governor as well (diagnostic).
• Component 3 : Adjusting the Associations legislation in compliance with the Copenhagen political criteria
• Identification of CSOs working groups/Panels 3 (same as above)
• To realize legal inventory related directly and indirectly to CSOs; Laws and regulation on association are revised within the participation of the CSOs - unnecessary or contradictory provisions are sorted out
• To present EC legal comparative legislation approaches (including legal procedures) which are implemented in EC Member States.
• To codify a legal package related to CSOs.
• To develop legislation regarding Copenhagen criteria and legislative problems faced by CSOs in terms of public services.
• To develop comparative legislative analysis including international standards.
• To develop new legal package within the approval of CSOs legal group.
• To measure the impact of the current legislative adjustments and codification of laws in 5 “pilot” provinces prior to deployment of legal reform to all provinces.

Component 4: Setting up of an information system for the Department of Associations, NGOs and the public
• The activities hereafter inventoried refer to the reaching of component 4 defined results and are then grouped per intention rather than nature.
• Development of a website service to address CSO already identified needs with ability to be updated through involvement of a priory recruited by MOI webmaster within the participation of CSOs working group/ Panel 4, Provision and installation of licenses for opening of an electronic mail service.
• Procurement of network active equipment for WAN access to the Turkish Telecom service provider and connection of office machines within LAN (including training of IT staff),
• Procurement of office machines for processing of past archive and back record conversion of data and assistance in the processing of the active information,
• Procurement of network passive equipment, cabling services, plug in and start up of active equipment for Local Area Networks at province positions (81),
• Procurement of office machines and required software licenses to staff allocated in the central and provincial positions in order to allow electronic flow rather than paper transport,
• Transport and installation of supplied office machines to the 81 provinces offices,
• Tasking of appointed staff to gather data required for constitution of repository
Tailoring of an existing workflow and document management solution for the processing of documents provided by CSOs and the back record conversion of active data from the archives.

Training accompanying delivered equipment to be enclosed with the provision of such equipment.

Training of IT staff regarding system administration (Network; database, Email and Internet services administration)

Training of clerical staff in using of office tools (spreadsheets, word processing, scanners, automatic recognition of characters…)

Training of the staff retained for assistance of the webmaster in web publishing tools.

Roll out training of the users of the association registration system by trainers of the department of association (considering training material is part of the deliverables to be provided by the software development company retained).

Component 5: Raising Communication strategy and dissemination of information.

Identification of CSOs working groups/Panels 5

Inventory of initial communication vectors and design the communication priorities,

To design a programmatic communication/information strategy within the participation of CSOs working group/ Panel 5

To design and publish a communication/information package including booklets, posters, publications on code good practices, code of conduct, legislation reforms, within the participation of CSOs working group/ Panel 5

To conduct a public information campaign to cover the territory in mass media, NGO networks forums, within the participation of CSOs working group/ Panel 5. According the regional disparities in 5 pilots provinces, the campaign of information will use the most appropriate channel of information (media, workshops, seminars…)

To disseminate legal, administrative institutional and financial information towards CSOs by DoA through provincial and district directorates (dissemination of code of practice (mechanisms & procedures of DoA at all levels), code of conduct, legislative framework, information on technology infrastructures through “intranet” and “internet’ channels within the participation of CSOs working group/ Panel 5

To run “Information workshops” organised by DoA towards indirect public actors (national security forces actors, governors) within the participation of CSOs working group/ Panel 5

To implement “Information workshops” organised by provincial directorate towards indirect public actors (provincial security forces, police, gendarmerie, local judges, local prosecutors) within the participation of CSOs working group/ Panel 5

The project is phasing out as follows:

Phase I: Preparation of the project (6 months)

1. Site survey to review the situation in the five pilot provinces (assess prerequisites, check capacity, validate assumptions)
2. Review of IT needs prior to tendering (technology adjustment) based on concept deployed in five pilot provinces. This shall be done in the following order:
   a. Lot A. Office and data server machines procurement, dissemination and installation,
   b. Lot B. LAN, WAN procurement of active equipment
   c. Lot C LAN and WAN cabling and networking (long process requiring prioritization strategy),
   d. Lot F. Visio-conference/training set and training rooms, (as mandatory to initiate training campaign)
   e. Lot D. Website further development, document management system software development (more than 6 months duration process)
   f. Lot E. Maintenance contracts and training
3. Awarding of company(ies) retained for provision of the different lots (month 6 at latest)
4. Awarding of technical assistance, long term and short term expertise service contract (month 6 at latest)
5. Beginning of procurement (due to delivery, installation and software development such task will continue over step 2 – a duration of 10 months can be forecast for the completion of all lots)
6. Identification and selection of 5 CSOs panels / working groups related 5 projects components
7. Identification of one interlocutor in each pilot province for the project implementation
8. Identification of one official counterpart in Ministries involved in Steering Committee
9. Realization of CSOs needs assessments study related project components.

Phase II: Implementation step 1 (8 months)

1. Inventory of the legal package
2. Reform of the legal package on Associations- un-necessary provisions are sorted out
3. Inventory of existing training programs and training facilities (locations, capacity of the staff, equipment).
4. Elaboration of information and communication strategy yearly planned.
5. Inventory of existing information and communication channels in 5 pilots provinces
6. Analysis, Specification and procurement through tendering of training facilities (classrooms, visio conference sets …)
7. IT information system procurement follow up
8. Organization of a Study Tour. The main objective is to adapt DOA tasks to fulfill its legal and administrative obligations vis-à-vis CSOs in comparison within others European governmental institutions /bodies involved in CSOs areas.
9. Realization of codification of legal package including all laws related directly and indirectly to CSOs
10. Development of clarification and simplification legal manual towards CSOs and DoA staff Approval and adoption of the new CSOs legal package

**Phase II: Implementation step 2 (16 months)**

1. Redaction of the code of conduct report for civil servant and code of good practices on public services. These document will take into account of the legal package reforms
2. Realization of “inter ministerial” strategy paper draft which is take into account of the legal package reforms. This “state agreement draft” will be presented to others Ministries
3. Realization of Training manuals including code of conduct, legal package reforms and good practices manual.
4. Identification of trainers of trainees
5. Implementation of training modules with training manuals. Training cursus will include indicators of performance and achievement
6. Implementation of training courses in 5 pilots provinces with comparative workshops regarding EC member states methodology
7. Implementation of informative sessions for actors such as governors, security and polices forces.
8. Implementation of campaign of information (information workshop, media campaign…) in 5 pilots provinces

**External and independent evaluations of DoA and 5 “pilots” provinces at mid-term to adjust the project and at the end of the project (ex-post evaluation) and audit**

1. Measure of legal reform impact in 5 pilots provinces.
2. Measure of concrete administrative reforms at the central and at the 5 pilots provinces: (Training outputs, test on good practices and code of conduct assimilation, assessment of rendered services)
3. Assessment of website provided services toward CSOs

**Project management & contractor tasks and responsibilities**

**Beneficiary**
The Beneficiary and Senior Programme Officer for all the five identified sub-components will be the DoA.

DoA shall establish the Project Co-ordination Unit (PCU), adequately staffed and having all necessary premises and logistical support (office space, furniture, equipment, and access to telephone, fax, etc.). The PCU will consist of 3 staff provided by DoA (Senior program Officer (SPO) – (1) Project Manager (1) local assistant (1)), a Secretary (1) and resources persons located in 5 pilots provinces (5).

These high officials will be appointed by the DoA in the Ministry of Interior. Project Manager and Local Assistant should be dedicated full time to the tasks they are assigned to within the PCU. The SPO and project manager should be selected on project management skills, language skills (use of English), knowledge of PCM, basic knowledge of EC procedures, knowledge of the Ministry of Interior and experience and knowledge of CSOs sector. A national secretary (1) fluent in English will be appointed by the DoA to support the PCU. Existence of professional and stable structure for PCU staff is crucial factor for the timely and proper implementation of the programme

**The national SPO will be particularly responsible for:**
- Preparation of supply & services tenders. Providing necessary information about technical and financial aspect of the project to the CFCU
- Submitting request to the CFCU to launch tenders
- Endorsing commitment and disbursement documents prior to their transmission by the CFCU,
- Assisting the CFCU on the composition of evaluation committee for Tenders,
- Ensuring the attendance of the full time evaluation members (for both shortlist panels and tender evaluation committees) as request of the PAO,
• Assisting CFCU for contract negotiations,
• Supervising, monitoring, and notifying to the CFCU the difficulties or non performance contract during implementation,
• Cooperating with the contractor on project implementation and follow up (logistical assistance or other if required, ensuring of contractor performance/ deadlines, approval of reports of the contractor, approval of provisional/final acceptance, approval of expert’s timesheets, approval of contractor invoices, endorsement to the contractor payments),
• Coordinating with other ministries for proper implementation of the project, (i.e. steering committee)
• Management of the project team,
• Monitoring the project implementation (preparation of semi annual monitoring reports, participation of sectoral monitoring sub-committee, preparation of regular progress activities reports presented to CFCU,
• Preparation of “zero irregularity report”
• Consulting CFCU on the correct procedure to follow up before carrying out further project adjustments
• Participation in monthly programs implementation and monitoring meetings with CFCU and EC representation.
• Ensuring the commitment of the national contribution

Contracting authority
The Central Financing Unit (CFCU) will be the implementing Agency and contracting authority. It will be responsible for all procedural aspects of the tendering process, contracting matters financial management and payments of all project activities.

The CFCU will be responsible for :

• Supervision of supply & services tenders.
• Establishment of Ad Hoc Committees with the beneficiary and EUSG representation services to award tenders
• Evaluation and contract award with the collaboration of beneficiary and EUSG
• Establishment of services and supply contracts,
• Supervision of EC financial, administrative and legal procedures during contract implementation
• Endorsement of financial commitment and disbursement which are available during the project
• Audit and evaluation contracts will be launched directly by CFCU according EC procedures
• Monitor the project through independent assessment audit

Institutional framework
The European Union Secretariat General (EUSG) will be in charge of the coordination, the programmation and the monitoring of the project.

The EUSG will be responsible for :

• the establishment of coordination and programmation meetings
• such as :
• Examination and approval of work programs
• Examination and approval of progress activities reports, semi-annual reports and annual reports related the execution of the project
• All Propositions and recommendations for project adjustments according the project needs
• Project coordination mechanisms between all project components

A Steering Committee will be composed by the Ministry of Interior, Ministry of Foreign affairs, Human Rights Presidency, EUSG and the Representation of EC in Turkey representatives. According the periodic reports of the PCU and TAT, the Steering Committee will be in charge to identify the necessary adjustments of the project. This Steering Committee will be in charge to consider the coherence of this project with others European programs towards CSOs. The president of this Steering committee will be the director of the DoA in the Ministry of Interior. Two meetings will be organized per year. The assistance of the Steering Committee will be the PCU project manager and the TAT coordinator. They will be in charge to prepare and provide all necessary information about the project execution and follow up.

Project coordination within linked activities targeting CSOs and public sector. A special attention should be paid on EC programs related to CSOs.
The Contractor
The Contractor will provide a technical assistance team of experts (TAT). The TAT will be responsible for implementing all elements of the project in accordance with the present Terms of Reference and related technical proposal, in co-operation with all relevant counterparts. The TAT will also be responsible for support DoA and CFCU in ensuring a correct selection and administration of all contracts realised within the programme; this mainly includes ensuring that EC rules are correctly applied. The TAT must periodically report to the Contracting Authority and to DoA’s PCU in accordance with the reporting requirements. In addition, the TAT will provide the Contracting Authority and DoA with any written, financial and verbal reports as required and will propose any reasonable adjustment to project implementation, within the framework of the overall objectives of the programme and requirements of the contract, if necessary. Detailed plans for all components will be discussed and agreed in advance with PCU.

Within this TAT, a full time international expert is in charge of the daily project coordination, the administration and the management of the project. He/she will be assisted by the SPO who will be in charge of the project financial management. Administrative capacity building and civil society development expert (1) legal adviser in Civil society development (1) a civil society training expert (1), a Civil society Communication expert, and two national assistant translators (1) will complete this TAT.

The TAT will be responsible for:
- Daily administrative, financial and technical management of the project
- Coordination of the various phases of the project
- Preparation of work programs
- Technical assistance and implementation of activities in accordance with results expected.
- Identification and execution of Ad Hoc missions in project framework
- Information of all stakeholders (Ministry of Interior, Ministry of Foreign Affairs, Presidency of Human Rights, Ministry of State responsible for Foundations)
- Coordination of linked EC activities planned with CSOs
- Control of project achievements and indicators of project performance
- Information of the project team about the project progress in accordance with the annual and programmatic work plan
- Organization of meetings between the beneficiary and short and long term experts.
- Preparation and realization of activities progress reports, semi annual reports and final reports (presented to Steering Committee)

Facilities to be provided by the DoA
DoA will make all necessary arrangements in order to provide office space and equipment (furniture, telephone) in Ankara and in the 5 pilot provinces within its own building.

Logistic and timing

Project location
The PCU and the TAT will be based in Ankara in the Department of Association in the Ministry of Interior.

Project duration
The duration of the project is 30 months. However its execution will start with the signature of the financial contract. Contract for supply should be signed prior to 30 June 2005. Contract for services should be signed prior to 31 August 2005. This project is divided into three successive phases: The phase 1 - preparation of the project (6 month) implementation – step 1 (8 months) implementation – step 2 (16 months). Beside the project, an evaluation will be launched by EUSG (mid-term & ex-post).

Requirements

Personnel
1. International Technical Assistant Coordinator: The Contractor will appoint a International Technical Assistant Coordinator whose responsibility will be the overall co-ordination of the programme activities and supporting the technical assistance team for the effective management and implementation of the programme. He/she will ensure
sufficient and necessary backstopping support from the Contractor’s head office. The input for this task has to be assessed by the Contractor and taken from the pool of man/days for short-term assistance to be evaluated at organisation and methodology.

2. Key experts: The following experts should be considered as key experts and a CV in the standard EU format must be provided for each of them:

- Administrative capacity building and civil society development expert (1)
- Legal adviser in Civil society development (1)
- Civil society training expert (1),
- Civil society Communication expert,
- National assistant translator (2).

3. Short-term experts: The Contractor shall also provide as non-key international and local staff for each component activities. They will act for short term missions are expected in legal component (public benefit status of CSOs, voluntary status, international funding…) training and human resources policy (CSOs status EC international practices of investigation auditing, administrative procedures of national authorities with CSOs, PCM, Human rights …), information system set up (specifications, control of execution).

The experts will be called upon by the TAT for specific tasks. The tenderers do not need to provide at the tender stage CVs for the non-key experts but should demonstrate in the offer to have the capacity to mobilise relevant experts on an ad hoc basis according to the evaluations mentioned at organisation and methodology.

All technical assistance appointments must be subject to prior consultation and agreement of DoA, CFCU and the EUSG. Draft ToRs as well as experts’ CVs shall be submitted to DoA and CFCU for approval prior to mobilisation of the experts.

- **Key experts**
  - International technical assistance (1044 working person/days)

---

### Technical assistance team (TAT)

#### International level

The technical specifications indicated in ToR must be considered by the TAT as an opportunity to develop exchanges of experiences with Turkish counterpart. National counterpart of the DoA must be involved in various project tasks. The capitalization of the methodology and the transfer of knowledge must be a priority of international team.

**Position: Technical assistant Coordinator – Management and administration (440 person/day)**

**Expert profile:**

The technical assistant coordinator will be based in Ankara for the duration of the contract. He will be in charge of daily administration, execution and follow up of any of the project components following the initially planned calendar. He (She) therefore will have a confirmed experience of project management in the field of institutional capacity building. As a secretary of the steering committee the technical assistant coordinator will further be in charge of preparing, following and writing the reports of the steering committee work. The technical assistant coordinator will be responsible – as well as its Turkish counterpart- to provide the set of information to the beneficiary (annual work plans, reports of activities progress for each component, execution and completion indicators, budget situation with the SPO, calendar and execution procedures) . The technical assistant coordinator will also be in charge – concerting with its Turkish counterpart- to inform the beneficiary and the Steering Committee of any identified weakness or need for further adjustment measures. The technical assistant coordinator will as well be in charge to regularly report project progresses to the CFCU contracting authority and the EC representation in Turkey.

**Expert responsibilities:**

- Daily supervision, execution and follow up project implementation.
- Realisation of annual work programmes
- Coordination of project activities with other EC linked initiatives regarding CSO issues implemented in National Indicative Plan framework
- Definition of the methods and procedures for activities involving panels/working groups of Civil society organisations and DoA decentralised resources (based in provinces)
- Definition of measures to evaluate “five pilot provinces” project activities
Design and supervise the implementation of administrative, financial and legal procedures adapted to the project execution,
Supervise production and publication of the legal package reform, codification of the law, code of conduct and the code of code of good practices, and training manual
Supervise information and dissemination of the legal package reform, clarification of the law, code of conduct and the code of code of good practices, training manuals to CSOs and public sector.
Ensure communication and information of the national counterpart in respect of the yearly established work plan.
Participate in the organisation of meetings between the beneficiary and the execution team.
Initiate and coordinate Ad Hoc studies allowing good execution of the project if any need is concerned.
Prepare the terms of reference for short experts missions within the context of the project execution (studies, technical assistances). Such needs of expertise will have been jointly identified with the beneficiary.
Ensure communication and information of short term experts.
Ensure follow up and efficiency of work provided by short term consultants.
Supervise the preparation, realisation of activities reports for each component in order to produce activities progress reports and ensure its effective using
Realise bi annual report and final reports.
Organise and prepare the bi annual meeting of the Steering Committee as main Steering committee secretary, the head of the mission will be in charge of producing minutes of each meeting held by the Committee.
Ensure information and communication to the Turkish beneficiary but also to direct or indirect ministries currently involved in CSO issues (Ministry of Justice, Ministry of finance…).

Qualifications:

General professional experience
Expert of international level with fluent English, having acquired a proven experience in finance and institutional capacity building.
Excellent mediation, communication and negotiation recognized skills
Knowledge of EC procedure (project cycle, logical framework, management of EC funded project execution).
An analytical mind coupled with good planning and problem solving skills.
Fluency in both spoken and written English (Turkish would be an asset).

Specific professional experience
At least 5 year of professional experiences in civil society field
Minimum 15 years of professional experience in administration system and project management in related public-civil sector with substantial practical experience in the management of EC funded programmes (minimum 5 years);
Working experience of EU funded projects in pre-accession countries
Experience and good knowledge of EC procedures
Experience of similar size project
**Position:** Administrative Capacity Building and Civil Society Development expert (**132 person/day**)

**Position: Administrative Capacity Building and Civil Society Development**

**Expert profile:**
The technical assistant will be based in Ankara for the duration of the contract. He (She) will be in charge of consolidating the administrative and organisational capacity of the Department of Association (DOA) in the Ministry of Interior. He (She) will be responsible to assess CSOs needs in terms of public services and standardized mechanisms, to realise the code of conduct for DOA civil servants and the code of good practices including standardized public services mechanisms.

**Expert responsibilities:**
- Identification of CSOs public services needs and administrative tools adapted to reform the public services
- Identify national short term expertise which is relevant with identified needs.
- Prepare term of reference for any subcontractors for provision of administrative capacity building services.
- Realisation of the CSOs needs assessment study, code of good conduct and code of good practices taking into account of the legal package reforms and the Copenhagen criteria
- Definition of performance indicators to assess the quality standards of public services.
- Supervise production and publication of the code of conduct and the code of code of good practices and standardized mechanisms.

**Qualifications:**

**General professional experience**
- International expert with a background in social sciences or related field
- Proven experience of EU funded projects in pre-accession countries;
- Practical experience in the management of EC funded programmes;
- Knowledge of logical framework and PCM, logical framework approach and EU accession policy,
- Fluent in English and have full computer literacy.

**Specific professional experience**
- Minimum ten years of professional experience in international development and cooperation preferably related to working on public—civil sector partnership approaches
- Turkish language is an asset.
Position: Legal adviser in Civil Society Development (176 person/day)

Position: Legal Adviser in Civil Society Development

Expert profile:
The technical assistant will be based in Ankara for the duration of the contract. He (She) will be in charge to do an inventory of the legislation, to reform the law on associations and to propose a codification of the law to put into coherence all legislation governing civil society organisations.

Expert responsibilities:
- Inventory of the legislation governing directly and indirectly CSOs
- Identify national level short term expertise which is relevant in legal reforms issues.
- Prepare term of reference for any subcontractors for provision of legal services.
- Identify all intermediary ministries, local bodies which are involved directly and indirectly in legislation governing CSOs,
- Realisation of legal package reforms on associations law in accordance with Copenhagen criteria
- Realisation of the codification of the CSOs laws
- Clarification of the law towards CSOs needs assessment study, code of good conduct and code of good practices taking into account of the legal package reforms and the Copenhagen criteria
- Definition of performance indicators to assess the quality standards of public services.
- Supervise production and publication of the code of conduct and the code of code of good practices and standardized mechanisms.

Qualifications:

General professional experience
- International expert with a university degree in law, social sciences or related field
- Proven experience of EU funded projects in pre-accession countries;
- Practical experience in the management of EC funded programmes;
- Knowledge of logical framework and PCM, logical framework approach and EU accession policy,
- Fluent in English and have full computer literacy.

Specific professional experience
- Minimum ten years of professional experience in international development and cooperation within 5 years related to providing technical assistance to governmental bodies and drafting and upgrading legislation. working on public–civil sector partnership approaches
- Confirmed experience to work on public-civil sector in legal approaches.
Position: Civil society training expert (176 person/day)

Position: Civil society training expert

Expert profile:
The technical assistant will be based in Ankara for the duration of the contract. He (She) will be in charge to consolidate public sector trainings realise an inventory of public-civil sector of staff in the Department of Association as well as specific training dispensed to management staff. He (She) will be responsible to define training needs, sequence different phases of training programme, to realise a training manual with performance indicators, to identify trainers of trainees, to implement a training of trainers system,

Expert responsibilities:
Inventory of training needs and trainings tools adapted to initial and specific training. 
Define a plan for initial and specific trainings.
Identify national and international level short term expertises which are relevant with identified training needs.
Prepare term of reference for any subcontractors for provision of training services.
Identify and refine the system for selection of trainers of trainees
Realisation of the Training manuals, training programme and trainings
Programme the different phases of both initial and specific training
Coordinate and assess the appropriateness of short term contract provided training to the needs of beneficiary.
Supervise production of training manuals.
Supervise and assist creation of online training/educative content to be broadcast on the DoA web site.
Define performance indicators of follow up and assessment of the training impact.
Prepare and supervise the creation of a pedagogic kit including the whole set of training modules proposed to ensure the sustainability of training programme

Qualifications:
General professional experience
International expert with a background in social sciences or related field
Proven training experience of EU funded projects in pre-accession countries;
Practical experience in the management of EC funded programmes;
Knowledge of logical framework and PCM, logical framework approach and EU accession policy,
Excellent communication skills
Fluent in English and have full computer literacy.

Specific professional experience
Minimum ten years of professional experience in international development and cooperation preferably related with at least five in the management of training system.
Experience related to training governmental officials and civil society organisations,
Experience related to designing training programmes for governmental bodies and civil society organisations.
Turkish language is an asset.
Position: Civil society communication expert (120 person/day)

Position: Civil society communication expert

Expert profile:
The technical assistant will be based in Ankara for the duration of the contract. He (She) will be in charge to realise an inventory of communication tools adapted to CSOs according regional specificities. He (She) will be responsible to define information needs, sequence different phases of communication programme, to realise a communication programme with performance indicators, to implement various campaign of information. Training of trainers system,

Expert responsibilities:
Inventory of public sector information training needs and information tools adapted to CSOs.
Define a communication plan for CSOs according CSOs locations.
Identify national and international level short term expertises which are relevant with identified communication needs.
Prepare term of reference for any subcontractors for provision of training services.
Design tools of promotion of best practices of public services
Supervise information campaigns.
Supervise and assist creation of online information content for CSOs to be broadcast on the DoA web site.
Define performance indicators of follow up and assessment of the communication impact.

Qualifications:

General professional experience
International expert with a background in social sciences or related field
Proven communication experience of EU funded projects in pre-accession countries;
Practical experience in the management of EC funded programmes;
Knowledge of logical framework and PCM, logical framework approach and EU accession policy,
Excellent communication skills
Fluent in English and have full computer literacy.

Specific professional experience
Minimum ten years of professional experience in international development and cooperation with at least five in the management of communication system.
Experience related to the design of the tools for the promotion of best practices, awareness raising of public-civil sector
Experience related to setting up network involving states and non states actors
Turkish language is an asset.
Improvement of public services and quality standards towards Civil Society Organisations

Short-term experts
Non-key experts listed below will be evaluated at Organisation and Methodology.
International short-term technical assistance (612 working person/days)
Local short-term technical assistance (1500 working person/days)

The Contractor will provide short-term international and local experts on the basis of the needs of the programme’s activities. The short-term experts to be provided will cover, among other priorities, the following topics:

- Institutional component (CSOs assessment study, code of good conduct, code of good practices)
- Legal component (public benefit status of CSOs, voluntary status, international funding, comparative EC legal procedures…)
- Training and human resources policy (CSOs status, EC international practices of investigation auditing, administrative procedures of national authorities with CSOs, PCM, Human rights…),
- Information system setup (specifications, control of execution).

In addition to above topics, short term experts will be provided also to cover specific needs, which may arise during the implementation of the programme.

Close co-operation should always be ensured between the international and local experts and the PCU in order to facilitate transfer of know-how during the implementation of the programme.

The tenderers should include in the technical proposal a tentative time schedule for the full implementation period on a monthly basis with the provision of inputs from long and short-term experts, specifying as well the related tasks.

Support staff
Local technical assistance (968 working person/days)

National level
Position: Assistant Translator (484 person/day)

Position: Assistant Translator (2)

Expert profile:
The translator will be based in Ankara for the duration of the contract. Under the supervision of the technical coordinator team, He (She) will be in charge to translate a wide range of administrative, legal, and technical texts into Turkish mainly from English and vice versa by typing the translations directly on a computer;
Collaborate in terminological work; Undertake other duties normally carried out by translators in a language division of an international organization.

Qualifications:
General professional experience
University degree in languages and/or in a technical or scientific field.
At least three years of relevant experience, preferably with some experience in the translation division of an international organization with a public administration profile.
Excellent communication skills

Specific professional experience
Knowledge, Skills and Abilities Turkish as mother tongue or principal language of education with a profound knowledge of its grammar, style and usage.
Fluent in English.
Good knowledge of computer-assisted translation software and standard PC applications.
Broad general knowledge and some familiarity with public administration sector and civil society subjects,
Clear and concise style; demonstrated aptitude for technical and legal translation work;
Ability to work under pressure, using the latest technology and methods, while maintaining high levels of production and quality.
Good interpersonal skills to cooperate effectively with colleagues in a multicultural environment with respect for sensitivity and diversity.
Additional support staff including assistant translator(2) for the TAT, etc will be provided by the Contractor. All costs related to provision of such staff are deemed to be included as an integral part of the fees of the key staff mentioned above.

**Office accommodation**
DoA shall provide office space and minimum furniture to host the TAT in the Ministry of interior.

**Facilities to be provided by the contractor**
In particular the Contractor shall provide:
International and national technical experts suitable to implement the tasks defined for each of the programme component in accordance with the present terms of reference (All salaries of external experts based for long term to supply services to the project),
- an adequate management of organisational and logistical support to all the experts (car rental, TAT working expenses etc…);
- the necessary support equipment deemed necessary to enable the experts to efficiently fulfil their duties.

The Contractor must give visibility of the EU support to the beneficiary institutions by displaying the EU logo and the appropriate Turkish logo on the equipment, the means of transports, the constructions, the products and their packaging and all reports financed by the Programme. Cost for information and visibility initiatives in promoting the Programme on a nation wide basis should be budgeted under incidental expenditure.

**Equipment**
Supplies and equipment including vehicles and other means of transport, computer hardware and software, fax and e-mail connection, photocopy machines, training equipment, office supplies and reference materials are considered as the working equipment of the contractor. The Contractor shall be responsible for provision of his own working equipment. The related costs are deemed to be included under the fees. No separate provision should be made under incidentals for either the purchase of the above materials or indeed any running costs related to their operations.

**Incidental expenditure**
The maximum budget available for the technical assistance to be contracted through this tender is EUR 3.300.000 with no possibility of a subsequent increase. Of this amount EUR 1.300.000 will need to be set aside as allocated for incidental expenditure. This amount must be included without modification in the budget break-down.

Incidentals will cover the following items:
- Per diems for experts when outside main project based location.
- Costs of studies and of organising seminars and training for DoA officials and social partners for awareness raising purposes.
- Costs of translating training or seminar materials, printing/duplication of training materials and visibility costs.
- Training facilities such as publications of training manuals, translation of international documentation, dissemination of training manuals

The following items could also be covered under incidentals if DoA proves it is unable to fund them:
- subsistence and accommodation for participants from DoA and CSOs to the workshops and to study visits.
- Partial subsistence and accommodation cost for trainers and participants would be covered during the training events under incidental costs. It was found that DoA is not able to cover all DSA expenses (around 6 euros/day). Therefore the risk is that trainees will have very low motivation to participate to these training.

All costs relating to the provision of international experts (including travel to/from the beneficiary country and subsistence once there, apart from internal/local travel for missions within the beneficiary country, which are required) must be included in the fee rates.

- At the end of the contract, materials procured under incidental expenditures shall become the property of the beneficiary.
- Any subsistence allowances to be paid for missions undertaken by the experts of the contractor under the contract must respect the current per diem rates published on the Web site http://europa.eu.int/comm/europeaid/index_en.htm
Co-financing

The beneficiary will be in charge to fund:
Through the supply allocated budget (at least 28% of the total supply contribution):

Component 2:
Training rooms and Training equipment. To cover on the territory the 7 training centers with visio-conference facility that have been identified: Istanbul, Trabzon, Ankara, Izmir, Diyarbakir, Mercin, and Van. The beneficiary will fund the classroom equipments (at least 20 places in each classroom), classroom facilities (furniture, chairs, tables wall board)

Component 4:
- expenses due to the development of the documentation and archive management system,
- expenses to equip the computer room at its central position,
- cost for deployment of the procured hardware and their installation in the 76 provinces,
- any carry able equipment to be used by auditors or trainers,
- maintenance expenses related the information system with up to three years after project completion.

The EC funds will address the followings

Component 1: all activities related to (i) the achievement of CSOs needs assessment, (ii) study related the project components,( survey, studies workshops…), (iii) the realization of the code of conduct for civil servant and the code of good practices. (seminar, comparative studies, workshops ).

Component 2:
- all activities related to the design of the training programme, the training of trainers, and the training of DoA resources.
- all activities aiming to enhance the human resource policy.

Component 3: all activities related to (i)inventory, (ii) association law reform, (iii) codification of law.

Component 4: IT and other procurement (up to 75% of total supply contribution)
- all activities related to (i) review of specification, training of IT administrators, training of personal regarding office tools usage.
- Office and data server machines procurement, dissemination and installation,
- LAN, WAN procurement of active equipment
- LAN and WAN cabling and networking,
- Website further development,
- document management system software development

Component 5: All activities related an information, communication and dissemination system toward CSOs

REPORTS

Reporting requirements

Inception Report (global implementation plan)
To facilitate the start of the programme, the Contractor will, within eight weeks, present an inception report to DoA, the CFCU (CA) and the EUSG, for approval. It will cover the whole duration of the programme. The plan should focus on the actual situation found on the ground and the adaptations required to the TORs to implement a successful project. This report will assess the state of preparation for the implementation of the Programme by DoA, will identify weaknesses and provide operational plans with reference among other things, to preconditions, assumptions and risks identified.
If needed, the Contracting Authority may introduce justified modifications to the global implementation plan during the implementation of the programme. This approval is required for budgetary modifications and when modifications are relevant to the objectives, actions, tasks, outputs, deliverables and benchmarks as agreed in the inception report.

Progress Reports: The Contractor must submit regular progress reports on a six monthly basis to DoA, the CFCU (CA), the EUSG who will support the commission in monitoring the programme. There will be two types of reports. These reports will provide sufficiently detailed information to accurately reflect the state of advance of the programme in the light of its objectives, the work-plan and the budget. First one will be a technical report which will include i) the progress of the project activities with the descriptions of the main difficulties met and the results achieved; ii) the deliverables produced; iii) if any, the modifications envisaged to the implementation plan and to the schedule, iv) the
mission reports by each expert hired by the Contractor (this report will specify objectives of the mission, calendar of the activities, findings and recommendations for future actions).

**Ad Hoc Reports** should be submitted by the Contractor at any time when there is a request of information on the implementation of the project or when a significant problem arises during the implementation of the programme, which could affect to final outcome or may require modification of the work-plan.

**Draft Final Report.** The Contractor will submit to DoA, the CFCU (CA), the EUSG a draft final report not later than a month before the end of the programme reviewing the overall process of implementation of the programme and leading to an evaluation of the results obtained in both qualitative and quantitative terms. The report should specify:

- assessment of success and major constraints per activity and tasks;
- overall achievements of the programme;
- on-going activities with the estimated date of completion and anticipated achievements;
- recommendations for future actions to ensure sustainability to the programme activities
- collated financial report.

**Submission & approval of reports**

The Contractor shall maintain sound financial management systems—including accounting, financial reporting, and internal control systems to ensure the provision to the Contracting Authority of accurate and timely information regarding project resources and expenditure. Acceptable accounting and internal control systems must be in place when project implementation begins. All necessary supporting documents, records, and accounts should be available at any time. Clear linkages should exist between the books of account and reports presented.

The reporting pattern is summarised in the following table:

<table>
<thead>
<tr>
<th>Author</th>
<th>Nature and contents</th>
<th>Frequency</th>
<th>Recipients</th>
</tr>
</thead>
<tbody>
<tr>
<td>TAT + PCU</td>
<td>Inception report</td>
<td>Within six-weeks</td>
<td>- EUSG.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- DoA</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Steering Committee</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- CFCU</td>
</tr>
<tr>
<td>TAT + PCU</td>
<td>Activity progress report</td>
<td>Six months</td>
<td>- EUSG.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- DoA</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Steering Committee</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- CFCU</td>
</tr>
<tr>
<td>TAT + PCU</td>
<td>Draft final report</td>
<td>One month before the completion of the programme</td>
<td>- EUSG</td>
</tr>
<tr>
<td></td>
<td>Brochure</td>
<td></td>
<td>- DoA</td>
</tr>
<tr>
<td></td>
<td>Final report</td>
<td></td>
<td>- Steering Committee</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- CFCU</td>
</tr>
</tbody>
</table>

All reports will be drawn up in English and Turkish. Additional specific reports may be requested by the European Commission, DoA, the CFCU, etc. All reports, both in hard copy and electronic format.

**Monitoring and evaluation**

**Evaluation (mid term and post)**
The Commission, according to its own procedures, outside of this TA contract, will conclude additional contracts for the recruitment of technical assistance in charge of interim evaluation and monitoring.

**Visibility**
The Contractor shall ensure that all rules of the EU Practical Guide for PHARE regarding visibility and publicity are obeyed especially during information campaign (component 5). These are attached.
The EC Representation and DoA shall continuously be informed during each step of the brochure’s preparation and their approval shall be sought for the text, whole design (structure, layout and printing format), and number of copies.
The maximum budget for this project is 9,125,337 EUR. It is presented as follows:

<table>
<thead>
<tr>
<th></th>
<th>EU Support</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Investment support</td>
<td>Institution Building</td>
<td>Total</td>
<td>National co financing</td>
<td>IFI</td>
<td>TOTAL</td>
</tr>
<tr>
<td><strong>YEAR 1</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service contract</td>
<td></td>
<td>3322000</td>
<td>3322000</td>
<td>3322000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Procurement and supply contract</td>
<td>2697000</td>
<td>2697000</td>
<td>1108000</td>
<td>3805000</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>2697000</td>
<td>3322000</td>
<td>6019000</td>
<td>1108000</td>
<td>7127000</td>
<td></td>
</tr>
<tr>
<td><strong>YEAR 2</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Procurement and supply contract</td>
<td>1500000</td>
<td>1500000</td>
<td>500000</td>
<td>2000000</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>1500000</td>
<td>0</td>
<td>1500000</td>
<td>500000</td>
<td>2000000</td>
<td></td>
</tr>
</tbody>
</table>
## Annex 1 – Detailed budget (global)

<table>
<thead>
<tr>
<th>Designation</th>
<th>EC</th>
<th>State</th>
<th>Total cost</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€</td>
<td>%</td>
<td>€</td>
</tr>
<tr>
<td><strong>1. Services</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>1.1. International Technical assistance</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Institutional capacity building</td>
<td>633 600</td>
<td>-</td>
<td>633 600</td>
</tr>
<tr>
<td>Human resources policy and training</td>
<td>388 400</td>
<td>-</td>
<td>388 400</td>
</tr>
<tr>
<td>Legislation conform to EU Acquis</td>
<td>158 400</td>
<td>-</td>
<td>158 400</td>
</tr>
<tr>
<td>Information system set up</td>
<td>50 000</td>
<td>-</td>
<td>50 000</td>
</tr>
<tr>
<td>Communication</td>
<td>120 000</td>
<td>-</td>
<td>120 000</td>
</tr>
<tr>
<td><strong>1.2 National level technical assistance</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Institutional capacity building</td>
<td>265 200</td>
<td>-</td>
<td>265 200</td>
</tr>
<tr>
<td>Human resources policy and training</td>
<td>120 000</td>
<td>-</td>
<td>120 000</td>
</tr>
<tr>
<td>Legislation conform to EU Acquis</td>
<td>30 000</td>
<td>-</td>
<td>30 000</td>
</tr>
<tr>
<td>Information system set up</td>
<td>60 000</td>
<td>-</td>
<td>60 000</td>
</tr>
<tr>
<td>Communication</td>
<td>20 000</td>
<td>-</td>
<td>20 000</td>
</tr>
<tr>
<td><strong>1.3 Activities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Institutional capacity building</td>
<td>134 400</td>
<td>-</td>
<td>134 400</td>
</tr>
<tr>
<td>Human resources policy and training</td>
<td>514 600</td>
<td>-</td>
<td>514 600</td>
</tr>
<tr>
<td>Legislation conform to EU Acquis</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Information system</td>
<td>160 000</td>
<td>-</td>
<td>160 000</td>
</tr>
<tr>
<td>Communication</td>
<td>200 000</td>
<td>-</td>
<td>200 000</td>
</tr>
<tr>
<td><strong>Total 1</strong></td>
<td>2854600</td>
<td>42,9%</td>
<td>0</td>
</tr>
<tr>
<td><strong>2. Supply</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Institutional capacity building</td>
<td>41 500</td>
<td>-</td>
<td>41 500</td>
</tr>
<tr>
<td>Human resources policy and training</td>
<td>-</td>
<td>430 000</td>
<td>430 000</td>
</tr>
<tr>
<td>Legislation conform to EU Acquis</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Information system</td>
<td>2 478 493</td>
<td>604 600</td>
<td>3 083 093</td>
</tr>
<tr>
<td>Communication</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total 2</strong></td>
<td>2519993</td>
<td>37,8%</td>
<td>1034600</td>
</tr>
<tr>
<td><strong>3. Functionning</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Institutional capacity building</td>
<td>30 000</td>
<td>-</td>
<td>30 000</td>
</tr>
<tr>
<td>Human resources policy and training</td>
<td>140 000</td>
<td>-</td>
<td>140 000</td>
</tr>
<tr>
<td>Legislation conform to EU Acquis</td>
<td>20 000</td>
<td>-</td>
<td>20 000</td>
</tr>
<tr>
<td>Communication</td>
<td>60 000</td>
<td>-</td>
<td>60 000</td>
</tr>
<tr>
<td><strong>Total 3</strong></td>
<td>250000</td>
<td>3,8%</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total 1+2+3</strong></td>
<td>5624593</td>
<td>84,5%</td>
<td>1034600</td>
</tr>
<tr>
<td>Provision for risk (8%)</td>
<td>449967</td>
<td>82768</td>
<td>532735</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>6074560</td>
<td>1117368</td>
<td>7191928</td>
</tr>
</tbody>
</table>
Improvement of public services and quality standards towards Civil Society Organisations

<table>
<thead>
<tr>
<th>Designation</th>
<th>Unit cost €</th>
<th>Unit</th>
<th>Qty</th>
<th>Cost €</th>
<th>CE €</th>
<th>State €</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Strengthening the institutional and organisational capacity building of the DoA</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1 International level technical assistance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technical Assistant Coordinator</td>
<td>900</td>
<td>person/day</td>
<td>440</td>
<td>396000</td>
<td>396000</td>
<td>0</td>
</tr>
<tr>
<td>Capacity building and civil society development (CSOs assessment study, code of good conduct, code of good practices)</td>
<td>900</td>
<td>person/day</td>
<td>132</td>
<td>118800</td>
<td>118800</td>
<td>0</td>
</tr>
<tr>
<td>Thematic expertise (CSOs assessment study, code of good conduct, code of good practices)</td>
<td>900</td>
<td>person/day</td>
<td>132</td>
<td>118800</td>
<td>118800</td>
<td>0</td>
</tr>
<tr>
<td>1.2 National level technical assistance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior program officer</td>
<td>0</td>
<td>person/day</td>
<td>484</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Project Manager TAT</td>
<td>0</td>
<td>person/day</td>
<td>484</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Secretary</td>
<td>0</td>
<td>person/day</td>
<td>484</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>local assistant (1)</td>
<td>0</td>
<td>person/day</td>
<td>484</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>regional correspondant (5 pilot provinces)</td>
<td>0</td>
<td>person/day</td>
<td>484</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Assistant translator</td>
<td>150</td>
<td>person/day</td>
<td>968</td>
<td>145200</td>
<td>145200</td>
<td>0</td>
</tr>
<tr>
<td>Other short time expertise (CSOs assessment study, code of good conduct, code of good practices)</td>
<td>200</td>
<td>person/day</td>
<td>600</td>
<td>120000</td>
<td>120000</td>
<td>0</td>
</tr>
<tr>
<td>1.3 Activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Survey, workshops, studies (CSOs assessment study, code of good conduct, code of good practices)</td>
<td>67200</td>
<td>fee/year</td>
<td>2</td>
<td>134400</td>
<td>134400</td>
<td>0</td>
</tr>
<tr>
<td>2. Supply</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1. TAT equipment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TAT car berline (2)</td>
<td>7500</td>
<td>Yearly fee</td>
<td>4</td>
<td>30000</td>
<td>30000</td>
<td>0</td>
</tr>
<tr>
<td>TAT computer + UPS+software</td>
<td>1500</td>
<td>unit</td>
<td>4</td>
<td>6000</td>
<td>6000</td>
<td>0</td>
</tr>
<tr>
<td>TAT FAX and photocopier</td>
<td>2500</td>
<td>unit</td>
<td>1</td>
<td>2500</td>
<td>2500</td>
<td>0</td>
</tr>
<tr>
<td>Printer</td>
<td>1000</td>
<td>unit</td>
<td>2</td>
<td>2000</td>
<td>2000</td>
<td>0</td>
</tr>
<tr>
<td>Server</td>
<td>1000</td>
<td>unit</td>
<td>1</td>
<td>1000</td>
<td>1000</td>
<td>0</td>
</tr>
<tr>
<td>3. Functioning</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TAT office working expenses (telecom+ internet+ office furnitures)</td>
<td>15000</td>
<td>yearly fee</td>
<td>2</td>
<td>30000</td>
<td>30000</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTAL C1</strong></td>
<td></td>
<td></td>
<td></td>
<td>1104700</td>
<td>1104700</td>
<td>0</td>
</tr>
</tbody>
</table>
2. Designing of Human Resources Policy and training.

<table>
<thead>
<tr>
<th>Designation</th>
<th>Unit cost €</th>
<th>Unit</th>
<th>Qty</th>
<th>Cost €</th>
<th>CE €</th>
<th>State €</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1 International level technical assistance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Civil Society Expert in Training (redaction of training manual, creation of online training content, organisation of training and training performance programme)</td>
<td>900</td>
<td>person/day</td>
<td>176</td>
<td>158400</td>
<td>158400</td>
<td>0</td>
</tr>
<tr>
<td>Thematic experts international level (capacity building, financial administration, planning and programming, public services...)</td>
<td>1000</td>
<td>person/day</td>
<td>230</td>
<td>230000</td>
<td>230000</td>
<td>0</td>
</tr>
<tr>
<td>1.2 National level technical assistance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thematic expert national level (CSO expertise, academics, lawyers)</td>
<td>200</td>
<td>person/day</td>
<td>600</td>
<td>120000</td>
<td>120000</td>
<td>0</td>
</tr>
<tr>
<td>1.3 Activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Initial knowledge training and specific public services practices</td>
<td>480000</td>
<td>unit</td>
<td>1</td>
<td>480000</td>
<td>480000</td>
<td>0</td>
</tr>
<tr>
<td>Training of the staff retained for assistance of the webmaster in web publishing basics</td>
<td>9600</td>
<td>unit</td>
<td>1</td>
<td>9600</td>
<td>9600</td>
<td>0</td>
</tr>
<tr>
<td>Study tour</td>
<td>25000</td>
<td>unit</td>
<td>1</td>
<td>25000</td>
<td></td>
<td>25000</td>
</tr>
<tr>
<td>2. Supply</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F. Training equipment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training rooms and facilities (paper, white board, flipcharts, pencils, furnitures, tables, wall boards, videoprojectors ...)</td>
<td>430.000</td>
<td>unit</td>
<td>1</td>
<td>430000</td>
<td>0</td>
<td>430000</td>
</tr>
<tr>
<td>3. Functioning</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenses to support project activities (transport, translation)</td>
<td>50000</td>
<td>yearly fee</td>
<td>2</td>
<td>100000</td>
<td>100000</td>
<td>0</td>
</tr>
<tr>
<td>expenses for publication, dissemination of training manuals, online training publication...</td>
<td>20000</td>
<td>yearly fee</td>
<td>2</td>
<td>40000</td>
<td>40000</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL C2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1593000</td>
<td>1163000</td>
<td>430000</td>
</tr>
</tbody>
</table>
## 3. Adjusting the association legislation in compliance with Copenhagen criteria

<table>
<thead>
<tr>
<th>Designation</th>
<th>Unit cost €</th>
<th>Unit</th>
<th>Qty</th>
<th>Cost €</th>
<th>CE €</th>
<th>State €</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1 Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>1.1 International level technical assistance</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Legal adviser specialised in CSO issues (8 months: inventory, reform and codification of legal package)</td>
<td>900</td>
<td>person/day</td>
<td>176</td>
<td>158400</td>
<td>158400</td>
<td>0</td>
</tr>
<tr>
<td><strong>1.2 National level technical assistance</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Missions with CSOs, academics, lawyers regarding legal aspects</td>
<td>150</td>
<td>person/day</td>
<td>200</td>
<td>30000</td>
<td>30000</td>
<td>0</td>
</tr>
<tr>
<td><strong>1.3 Activities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Survey, workshops, studies (inventory, association law reform, codification, translated comparative EC studies on CSO procedures)</td>
<td>25000</td>
<td>yearly fee</td>
<td>2</td>
<td>50000</td>
<td>50000</td>
<td>0</td>
</tr>
<tr>
<td><strong>2. Supply</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>nil</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>3. Functioning</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenses (publication, translation...)</td>
<td>10000</td>
<td>yearly fee</td>
<td>2</td>
<td>20000</td>
<td>20000</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTAL C3</strong></td>
<td></td>
<td></td>
<td></td>
<td>258400</td>
<td>258400</td>
<td>0</td>
</tr>
</tbody>
</table>
## 4. Setting up an information system

<table>
<thead>
<tr>
<th>Code</th>
<th>Designation</th>
<th>UNIT COST</th>
<th>UNIT</th>
<th>QTTY</th>
<th>cost</th>
<th>EC €</th>
<th>State €</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>1. Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.1 International level technical assistance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>IT expert(s) (review of specification, evaluation of tenders, control of</td>
<td>1.000</td>
<td>d/p</td>
<td>50</td>
<td>50000</td>
<td>50000</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>implementation for any IT development)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.2 National level technical assistance</td>
<td>60000</td>
<td></td>
<td></td>
<td></td>
<td>60000</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Other short term missions (establishment of the web site, training modules</td>
<td>300</td>
<td>d/p</td>
<td>200</td>
<td>60000</td>
<td>60000</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>and office suite, specifications of software)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.4 Training</td>
<td>160000</td>
<td></td>
<td></td>
<td></td>
<td>160000</td>
<td>160000</td>
</tr>
<tr>
<td></td>
<td>IT middle level training of end users (700 potential persons on office</td>
<td>160000</td>
<td></td>
<td></td>
<td></td>
<td>160000</td>
<td>160000</td>
</tr>
<tr>
<td></td>
<td>tools suites and the internal folding system, email, forms and their usage,</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>budget spreadsheets...)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>2. Supply</strong></td>
<td>3083093</td>
<td></td>
<td></td>
<td>2478493</td>
<td>604600</td>
<td></td>
</tr>
<tr>
<td></td>
<td>A. DATA SERVER AND OFFICE MACHINES</td>
<td>1349293</td>
<td></td>
<td></td>
<td>1265293</td>
<td>84000</td>
<td></td>
</tr>
<tr>
<td>A.1</td>
<td>Web(2), Portal, Database, Backup, Email Server</td>
<td>33.040</td>
<td>unit</td>
<td>6</td>
<td>198240</td>
<td>198240</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>- Biprocessors Xeon 3Ghz clusterized</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- 72 GB storage</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- RAM 2 GB memory</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Gigabit Ethernet</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- fiber channel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A.2</td>
<td>Application Server</td>
<td>33.040</td>
<td>unit</td>
<td>1</td>
<td>33040</td>
<td>33040</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>- Biprocessors Xeon 3Ghz clusterized</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- 72 GB storage</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- RAM 2 GB memory</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A.3</td>
<td>Enclosure 42RU (800*800) for servers and network equipment server including</td>
<td>1.400</td>
<td>unit</td>
<td>2</td>
<td>1400</td>
<td>1400</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>4 fans and thermal control unit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A.4</td>
<td>Archive Server</td>
<td>188.800</td>
<td>unit</td>
<td>1</td>
<td>188800</td>
<td>188800</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>- 4 processors Xeon clustered</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- 144 GB storage</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- RAM 8-12 GB memory</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A.5</td>
<td>File Server</td>
<td>33.040</td>
<td>unit</td>
<td>1</td>
<td>33040</td>
<td>33040</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>- Biprocessors Xeon 3Ghz clusterized</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- 144 GB storage</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- RAM 6 GB memory</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A.6</td>
<td>Computer and Monitor - Pentium IV 3GHz, SDRAM 256MB HDD 40GB, FDD 3.5&quot;,</td>
<td>1.100</td>
<td>unit</td>
<td>520</td>
<td>572000</td>
<td>572000</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>48xCDROM, VGA 32MB, Keyboard, Mouse, Ethernet 10/100, Multimedia (Audio,</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Headset, Internal Speakers), Turkish keyboard, Monitor 17” SVGA, Microsoft</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Office 2003 Professional, Microsoft Windows XP Professional</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Improvement of public services and quality standards towards Civil Society Organisations

<table>
<thead>
<tr>
<th>A.7</th>
<th>Portable computer (for mobile team of auditors and trainers)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>* Pentium IV/1.3GHz, SDRAM 256MB, HDD</td>
</tr>
<tr>
<td></td>
<td>40GB, 15”TFT/SXGA, DVD, Video 16MB, Multimedia (Audio, Speakers), 56k Modem, Ethernet</td>
</tr>
<tr>
<td></td>
<td>10/100, Basic Carrying Case, Turkish keyboard</td>
</tr>
<tr>
<td></td>
<td>Removable Diskette Drive, FDD External Cable</td>
</tr>
<tr>
<td></td>
<td>Kit, Ultra Bay 2000 LI-ION Battery, Windows XP Professional</td>
</tr>
<tr>
<td></td>
<td>Microsoft Office 2003 Professional</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Removable Diskette Drive, FDD External Cable</td>
</tr>
<tr>
<td></td>
<td>Ultra Bay 2000 LI-ION Battery, Windows XP Professional</td>
</tr>
<tr>
<td></td>
<td>Microsoft Office 2003 Professional</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>A.8</th>
<th>BW Laserjet Network printer (10/100) black and white copying, color scanning, analog faxing, digital sending</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.9</td>
<td>BW Laserjet Network printer (10/100) all in one inkjet with quality printing, faxing, legal size copying for corporate and small workgroups</td>
</tr>
<tr>
<td>A.10</td>
<td>Colour and BW simple inkjet printer</td>
</tr>
<tr>
<td>A.11</td>
<td>Scanner with sheet feeder and SCSI controller</td>
</tr>
<tr>
<td>A.12</td>
<td>Scanner OCR software – for Turkish and Latinic (Advanced version)</td>
</tr>
<tr>
<td>A.13</td>
<td>Archive processing scanner + OCR (back record conversion)</td>
</tr>
</tbody>
</table>

| B.1  | UPS for LAN power supply of HQ, Ankara, Izmir, Istanbul office 10KW                                           |
| B.2  | UPS for LAN power supply of provinces that have more than 10 PCs LAN 2KW                                    |
| B.3  | UPS for 4 to 10 PCs LAN power supply of provinces 2KW                                                        |
| B.4  | Switch (10/100) 24 ports                                                                                     |
| B.5  | ADSL Modem and router 512kb                                                                                |

<table>
<thead>
<tr>
<th>B. LAN PROCUREMENT OF ACTIVE EQUIPMENT</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>B.1</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>B.2</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>B.3</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>B.4</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>B.5</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>C. LAN PASSIVE EQUIPMENT</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>C.1</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>C.2</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Windows XP Professional</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Microsoft Office 2003 Professional</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Improvement of public services and quality standards towards Civil Society Organisations

<table>
<thead>
<tr>
<th>C.1</th>
<th>Provinces LAN build (equipment and services) for 6 as 5 pilot provinces already get equiped through DoA internaş budget</th>
<th>11000</th>
<th>unit</th>
<th>76</th>
<th>836000</th>
<th>836000</th>
<th>0</th>
</tr>
</thead>
<tbody>
<tr>
<td>C.2</td>
<td>Computer room at central level (racks, air conditioning...)</td>
<td>20000</td>
<td>unit</td>
<td>1</td>
<td>20000</td>
<td>0</td>
<td>20000</td>
</tr>
<tr>
<td>C.3</td>
<td>Deployment of computers over the territory, plug in, and start up of LAN under supervision of DoA. (3<em>2</em>3months)</td>
<td>400</td>
<td>p/d</td>
<td>396</td>
<td>158400</td>
<td>0</td>
<td>158400</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>D. SOFTWARE DEVELOPMENT</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th>135000</th>
<th>30000</th>
<th>105000</th>
</tr>
</thead>
<tbody>
<tr>
<td>D.1</td>
<td>Department of association web site (assistance through contracting of a private company)</td>
<td>150</td>
<td>p/d</td>
<td>200</td>
<td>30000</td>
<td>30000</td>
<td>0</td>
</tr>
<tr>
<td>D.2</td>
<td>Archive Management system development and back record conversion assistance</td>
<td>150</td>
<td>p/d</td>
<td>700</td>
<td>105000</td>
<td>0</td>
<td>105000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>E. MAINTENANCE CONTRACT and SUSTAINABILITY</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th>221000</th>
<th>0</th>
<th>221000</th>
</tr>
</thead>
<tbody>
<tr>
<td>E.1 Training of IT staff regarding system administration - range of courses to be held in Ankara and allow staff of IT support to grow up in specific knowledge they need for administration of designed system. Private contract(s) with local certified providers</td>
<td>8000</td>
<td>unit</td>
<td>7</td>
<td>56000</td>
<td>0</td>
<td>56000</td>
<td></td>
</tr>
<tr>
<td>E.2 Maintenance cost of information system five years.</td>
<td></td>
<td>150</td>
<td>p/d</td>
<td>1100</td>
<td>165000</td>
<td>0</td>
<td>165000</td>
</tr>
</tbody>
</table>

| TOTAL C4 |                                                                 |          |   |       | 3353093 | 2748493 | 604600 |
## 5. Raising communication strategy and dissemination of information

<table>
<thead>
<tr>
<th>Designation</th>
<th>Unit cost €</th>
<th>Unit</th>
<th>Quantity</th>
<th>Cost €</th>
<th>CE €</th>
<th>State €</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1 International level technical assistance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Civil society communication expert (Strategy for communication and dissemination of information)</td>
<td>120000</td>
<td>person/day</td>
<td>120</td>
<td>120000</td>
<td>120000</td>
<td>0</td>
</tr>
<tr>
<td>1.2 National level technical assistance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>other missions still to be defined (CSO expertise as a relay of information, media)</td>
<td>20000</td>
<td>person/day</td>
<td>100</td>
<td>20000</td>
<td>20000</td>
<td>0</td>
</tr>
<tr>
<td>Webmaster (1)</td>
<td>0</td>
<td>person/day</td>
<td>484</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Helpdesk (1)</td>
<td>0</td>
<td>person/day</td>
<td>484</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>1.3 Activities</td>
<td>200000</td>
<td></td>
<td>2</td>
<td>200000</td>
<td>200000</td>
<td>0</td>
</tr>
<tr>
<td>Campaigns of information</td>
<td>100000</td>
<td>yearly fee</td>
<td>2</td>
<td>200000</td>
<td>200000</td>
<td>0</td>
</tr>
<tr>
<td>2. Supply</td>
<td>0</td>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>xxx</td>
<td>0</td>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>3. Functioning</td>
<td>60000</td>
<td></td>
<td>2</td>
<td>60000</td>
<td>60000</td>
<td>0</td>
</tr>
<tr>
<td>Expenses (furnitures, manual, publication, translation...)</td>
<td>30000</td>
<td>yearly fee</td>
<td>2</td>
<td>60000</td>
<td>60000</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL C5</td>
<td>400000</td>
<td></td>
<td></td>
<td>400000</td>
<td>400000</td>
<td>0</td>
</tr>
</tbody>
</table>
## LOGFRAME PLANNING MATRIX FOR Project Fiche

### Programme name and number

**Improvement of the public services and quality standards towards civil society organisations (CSOs)**

- **Total budget:** 9,127,000 euros

### Overall objective

**Improvement of public services and quality standards of the Department of Associations towards Civil society organisations (CSOs)**

- **Objectively verifiable indicators:** Delivery of all elements in the programme
- **Sources of Verification:** Monitoring reports, Activities progress reports, biannual report, final report, Evaluation reports
- **Assumptions:** Approval of programme and of contributions from EU partners
- **Preconditions:** Department of Associations cooperation

### Project purposes

**1. Strengthening the institutional and organisational capacity building of the DoA**

- **Objectively verifiable indicators:**
  - Set up permanent mechanisms & procedures of collaboration between public-civil sector
  - Effective public services reforms and introduction of standardised mechanisms over the territory
  - Public services strategy planned
- **Sources of Verification:**
  - Activities progress reports & bi annual reports,
  - Annual Planning and programming activities unit,
  - Provincial reports to measure performance in 5 pilots provinces
  - Evaluation reports
- **Assumptions:** Continuity of the DoA annual budget during and after the project
- **Preconditions:** Transfer of at least 90% of all CSO acts and procedures of association from provincial security units to the civilian Department of associations

  Except Ankara, five relevant “pilots” provinces (ANKARA DIYARBAKIR, IZMIT, TRABZON, MERCIN) must be fully equipped and staffed

  Internal organizational capacity of DoA is revised in accordance to the project needs (workload and duties to the four existing divisions directors are detailed related the project objectives, establishment of planning and
2. Designing of Human Resources Policy and training.

<p>| Establishment of Human Resources policy (total number of staff, job descriptions and assigned functions, criteria for selection) addressing CSOs needs | Transparent Human resources policy (publication of vacancies, workload, criteria of selection...) | Surveys to CSOs on “public services capacity improvements” Lists of jobs description open to CSOs and private expertise (legal, transparency. Appropriate selection to ensure the quality of 5 CSOs panels/working groups Accountability and transparency of CSOs panels/working groups’ vis-à-vis all Turkish CSOs. Long term motivation of non state actors – CSOs and academics- to participate to this project. Recognition of State or “inter ministerial” agreement on the nature and practices on “Public services and quality standards towards CSOs” by CSOs. Appropriate selection of trainers of trainees. Appropriate training courses with periodic evaluation of the knowledge and practices Sufficient motivation of the DoA staff over the territory to put into practice “public services quality standards” shifting from control mentality to public service mentality | Permanent appointment of at least 90% of all provincial directors before the launching of the service tender. No staff recruitment at district level Number of DoA staff can |</p>
<table>
<thead>
<tr>
<th>3. Adjusting the association legislation in compliance with EC “acquis”</th>
<th>Adjustment of Legal framework in compliance with Copenhagen criteria.</th>
<th>Standardized Regulations developed in DoA. Standardized Regulations applied in every institutions with CSOs agreement. Decrease of procedures and simplification and decrease of the number of regulatory files to.</th>
<th>Flexibility on behalf the DoA to appoint permanent/ temporary legal expertise (CSOs representatives, academics, CSOs lawyers). Full cooperation of ministries in line to collaborate with DoA on codification of legal package.</th>
</tr>
</thead>
</table>

- **Improvement of public services and quality standards towards Civil Society Organisations**
- **Adjustment of Legal framework in compliance with Copenhagen criteria.**
- **Standardized Regulations developed in DoA.**
- **Decrease of procedures and simplification and decrease of the number of regulatory files to.**
- **Flexibility on behalf the DoA to appoint permanent/ temporary legal expertise (CSOs representatives, academics, CSOs lawyers). Full cooperation of ministries in line to collaborate with DoA on codification of legal package.**

- **The national staff capacity is revised:**
  - **Introduction of pool of experts in charge to improve the conceptual approach of Public services rather than procedural execution:** This pool of expertise is composed by voluntary CSOs members and experts who have civil background.
  - **Allocation of the staff is revised:** The allocation of staff is allocated according the number of CSOs based in specific area rather than the demographic criteria.
  - **The background of the staff is revised:** At least 50% of the staff recruited comes from civil background.
  - **Modification of profiles of recruitment must be revised to entitle DoA to recruit experts from others ministers in legal, project management, financial and accounting expertise domains prior the project start.**
  - **Submission to the government of the preliminary draft law regarding civil society organizations lifting a series of restrictive provisions, including the permission system for foreign funding is a pre-condition for the.**

- **Not exceed 705 persons**
<table>
<thead>
<tr>
<th><strong>4. Setting up an information system</strong></th>
<th><strong>5. Raising communication strategy and dissemination of information</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Increase the efficiency of bureaucracy</strong></td>
<td><strong>Increase of the transparent and useful information flow to CSOs</strong></td>
</tr>
<tr>
<td><strong>Flexibility to use traditional ways and/or IT system for CSOs</strong></td>
<td><strong>Decrease of bureaucratic delays</strong></td>
</tr>
<tr>
<td><strong>Decrease of procedures between national and provincial levels</strong></td>
<td><strong>Decrease of procedures between national and provincial levels</strong></td>
</tr>
<tr>
<td><strong>Introduction of internal administrative deadlines to treat a CSOs request (notification for registration, international funding)</strong></td>
<td><strong>Introduction of internal administrative deadlines to treat a CSOs request (notification for registration, international funding)</strong></td>
</tr>
<tr>
<td><strong>On line Dissemination of wide range and updated information</strong></td>
<td><strong>On line Dissemination of wide range and updated information</strong></td>
</tr>
<tr>
<td><strong>Content of CSOs awareness campaign (dissemination of the code of conduct, legal package reforms, code of good practices)</strong></td>
<td><strong>% of geographical coverage of information campaign</strong></td>
</tr>
<tr>
<td><strong>The diversity of communication tools used to target the diversity of CSOs</strong></td>
<td><strong>The diversity of communication tools used to target the diversity of CSOs</strong></td>
</tr>
<tr>
<td><strong>The number of information sessions set up at the national, provincial and district levels</strong></td>
<td><strong>The number of information sessions set up at the national, provincial and district levels</strong></td>
</tr>
<tr>
<td><strong>Identification of appropriate IT information to disseminate over the territory</strong></td>
<td><strong>Identification of appropriate IT information to disseminate over the territory</strong></td>
</tr>
<tr>
<td><strong>Establishment of regulatory and financial procedures for a smooth implementation, management and maintenance of IT equipment</strong></td>
<td><strong>Establishment of regulatory and financial procedures for a smooth implementation, management and maintenance of IT equipment</strong></td>
</tr>
</tbody>
</table>

**Technical references and manuals provided on IT development infrastructures**

**Inconsistency of procurement of hardware and software shall be covered through contracting an external consultant to review technical specifications (software, network, hardware) prior to tenders and check functioning prior to payment.**

**Local maintenance contract for the equipment Recruitment of a webmaster**

**Launching of any tender under the project. Establishment of institutional coordination framework between DoA and others Ministries which have direct or indirect interactions with CSOs areas subrogates the codification of the law.**
<table>
<thead>
<tr>
<th>Results</th>
<th>Objectively verifiable indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| 4. Institutional and administrative capacity of the DoA is strengthened.| -CSOs public services needs assessed.  
-Realisation, of code of good conduct for civil servants dealing with CSOs  
-Realisation of code of good practices in terms of standardized public services mechanisms, report.  
-the “State agreement” signed by DoA, ministries in line and CSOs actors.  
-Tools of planning, coordination, management and follow up of the administrative reforms in 5 pilot provinces  
-Establishment of two poles working together: executive pole and conceptual pole in charge to propose legal, financial and administrative reforms | - Activities progress reports & bi annual reports,  
- Annual Planning and programming activities unit,  
- Surveys toward CSOs on public services improvements  
- Provincial reports to measure performance in 5 pilots provinces  
- Evaluation reports | - The degree of coordination between DOA and provinces  
- The degree of coordination between DoA and relevant Ministries  
- Establishment of permanent mechanisms to sustain exchanges between DoA and CSOs working groups.  
- Establishment of collaboration mechanisms between DoA and CSOs working groups/panels  
- Appropriate background of DoA staff  
- Establishment of coordination mechanisms between DoA and relevant ministries                                                                                                                                 |
| 5. Human resources policy designed and trained                          | -Establishment of initial and specific modules courses including performance indicators  
-Human resources trained regarding their duties and obligations toward CSOs (code of conduct & code of good practices)  
-Publication of internal Human resources policy ( vacancies, training opportunities, code of conduct …) | Number of temporary staff still appointed  
Inventory of training needs  
Manuel of training (nature of CSOs issues tackle)  
Number of Human resources trained  
Human Rights committee reports Based in provinces and in charge to watch human rights abuses  
Number of indirect actors such as governors, security forces who participates to training sessions | - Criteria of selection of trainers of trainees  
- Adequate pedagogy of trainers (including European trainers)  
- Motivation of European trainers to adapt training pedagogy to trainees  
- Motivation of European trainers to establish informal network of exchanges of experiences after training sessions  
DoA Capacity to react quickly  
Flexibility on behalf the DoA to appoint permanent/ temporary legal expertise (CSOs representatives, academics, CSOs lawyers) |
| 6. Associations legislation adjusted and clarified                      | Legal framework reviewed and codified in compliance with Copenhagen criteria.  
Simplification of legal package | Standardized Regulations developed in DoA with CSOs  
Standardized Regulations applied in every institutions with CSOs | - DoA Capacity to react quickly  
Flexibility on behalf the DoA to appoint permanent/ temporary legal expertise (CSOs representatives, academics, CSOs lawyers) |
<table>
<thead>
<tr>
<th>4. Information system set up</th>
<th>5. Communication and dissemination of information raised</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computerised procurement</td>
<td>Set up a strategy of permanent communication updated according the needs</td>
</tr>
<tr>
<td>Virtual Network linking centre to provinces offices</td>
<td>Publication &amp; dissemination of legal package, public service code of conduct, code of good practices</td>
</tr>
<tr>
<td>Digitalized past active information</td>
<td>Number and variety of communication tools used according the regional disparities</td>
</tr>
<tr>
<td>Skilled staff using office tools- hotline</td>
<td>Number of information workshops in “5 pilots provinces”</td>
</tr>
<tr>
<td>On line and updateable website offering access to intranet &amp; internet for CSOs</td>
<td>Number of CSOs acting as relays of publics authorities</td>
</tr>
<tr>
<td>Information on legal package reforms, code of conduct, code of good practices, training modules, main European &amp; international links</td>
<td>Geographical coverage of mass</td>
</tr>
<tr>
<td>On line Public repertory of associations</td>
<td>Motivation of “big” CSOs to act as permanent relay of information.</td>
</tr>
</tbody>
</table>

- Tendering process opens to local companies competition
- Establishment of procedures for the implementation, the management and maintenance of the computerised system
- DoA contract of maintenance with a local company.

- Decrease of procedures and simplification and decrease of the number of regulatory files to fulfil for registration, voluntary status, public benefit status etc.;
- The creation of CSOs platforms to acts as legal watchdogs of Public authorities
- The nature of the digitalized information
- The number of CSOs who uses this computerised system
- Number of FAQ questions from CSOs

Full cooperation of ministries in line to collaborate with DoA on codification of legal package
<table>
<thead>
<tr>
<th>media</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of public debates at the central &amp; provincial level involving public-civil actors</td>
</tr>
<tr>
<td>Minutes of Human Rights councils at the provincial level</td>
</tr>
<tr>
<td>Periodic surveys</td>
</tr>
<tr>
<td>Number of indirect actors such as governors, security forces who participates to informative sessions</td>
</tr>
<tr>
<td>Sectoral Activities</td>
</tr>
<tr>
<td>---------------------</td>
</tr>
<tr>
<td><strong>Component 1: Administrative and institutional activities:</strong></td>
</tr>
<tr>
<td>- Independent CSOs needs assessment study&lt;br&gt;- DoA tasks analysis study (including legal, administrative and institutional provisions)&lt;br&gt;- Realisation of code of good practices (including DoA procedures and mechanisms)&lt;br&gt;- Realisation of code of conduct for civil servants&lt;br&gt;- Establishment State commitment with CSOs</td>
</tr>
<tr>
<td><strong>Component 2: design a human resources policy and trainings:</strong></td>
</tr>
</tbody>
</table>
**Component 3: adjust associations legislation**

Inventory of the legal package
Proposal on law on associations reforms
Codification of the CSOs legislation
Simplification of legislation towards CSOs

| Inventory of all unnecessary provision contradictory with Copenhagen criteria
| Development of legislation in compliance with EU “acquis”
| Inventory of all legal provision governing indirectly CSOs –
| Set up mechanisms of collaboration of line Ministries who are concerned indirectly in CSOs
| Organisation of a portfolio of workshops between CSOs, DoA, line ministries representatives, academics lawyers.
| Organisations of specific legal studies
| Organisation of comparative seminars with Keys institutions, CSOs regarding EC members states legislation

**Component 4: set up an information system for DoA, CSOs and the public**

Development of intranet and internet system through website online publications.
Publication of repository of DoA (offered public services delivery)
Publication of associations registration establishment of Hotline

| IT Training for DoA staff (network, database, internet service administration,
| Training of users of Association Registration Follow up System (ARFUS)
| Number trained on of IT Trainings for DoA staff (network, database, internet service administration,
| Number persons trained on Association Registration Follow up System
| Development of website service to address CSOs needs.
| Motivation of “big “ CSOs to act as relay of information

**Component 5: raise communication strategy and dissemination of information**

| Trainners, international trainners, CSOs volunteers, CSOs lawyers, DoA staff
| Legal package reforms adopted
| Codification of CSOs legislation adopted and implemented
| State agreement including codification signed by all line ministries
| Motivation of line Ministries to share legal information and to collaborate with codification exercise.

| Recruitment of the web master
| Tailoring an existing workflow and document management solution.
| Motivation of stakeholders to
<table>
<thead>
<tr>
<th>To prepare a communication strategy towards CSOs</th>
<th>To prepare a communication planning towards DoA provinces and districts</th>
<th>To design a communication and dissemination tools adapted to the nature of messages. (Booklets, posters etc…)</th>
<th>To disseminate information and to evaluate the impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inventory of existing CSOs communication channels &amp; networks</td>
<td>Set up a communication strategy including promotion of awareness public-civil cooperation, potential networks etc…</td>
<td>Identification of CSOs as potential relays of information Organisation of seminars, workshops to inform CSOs, local authorities such as governors, security forces…</td>
<td>Public opinion and CSOs surveys in 5 pilots’ provinces.</td>
</tr>
<tr>
<td>Geographic coverage of the dissemination of legal package reforms, code of good conduct, code of good practices, training manuals…</td>
<td>Number of publication translated in Minorities languages Measure of information campaign in 5 pilots provinces.</td>
<td></td>
<td>Participate to the information campaign.</td>
</tr>
</tbody>
</table>
**Annex 4 - Provision of equipment for department of associations of Turkey (technical specifications)**

This document is a draft of technical specifications for goods that should be supplied within a forthcoming project funding by EC and aiming these specifications are neither exhaustive nor complete as (i) the exact elements for lot F. Training equipment are insufficiently defined, (ii) the length of cabling and typology of local networks to be installed at DoA offices probably too few documented as the locals where such LAN will have to be installed are not yet identified. (iii) the specifications for the archive and document management system, the content of the web site will need further analysis to be completed. Further to that, as by the time the tender is issued several of the above mentioned components may become obsolete, such specifications would require a lifting in this regard.

**Lot A. Data servers and office machines**

This lot consists on the delivery of several computers (workstation and servers), software and licences, and other office machines. These different materials intend to be disseminated at 82 positions over the Turkish territory and therefore components need to be grouped during packaging and delivered at several final destinations.

*At this hour the final packaging plan remains to be defined*

- All software, included preinstalled, must be accompanied by License Agreement Number and original manuals. All these software must be – whenever available on the market – pre installed in Turkish version. A free disk partition of 10GB must be remained on any A.6 And A.7 i.e. computers and laptops.
- At least one set of CD for origal version of following products must be supplied:
  - Microsoft Office 2003 professional edition (Turkish)
  - Microsoft Windows XP professional edition (Turkish)
- All keyboards must be supplied with a Turkish setting.
- Consumables are required where applicable for 5% of the value and should be detailed on a consumable separated sheet (see form for consumables).
- All elements have to be delivered as mentioned on the delivery schedule.

### A.4 Archive server

The configuration shall be based on an equivalent of the below described server.

<table>
<thead>
<tr>
<th>Part No.</th>
<th>Description</th>
<th>Qty</th>
</tr>
</thead>
<tbody>
<tr>
<td>xSeries445</td>
<td>Configuration_C</td>
<td></td>
</tr>
<tr>
<td>K042XEU</td>
<td>x445, 4xXeon MP 3.0GHz/400MHz, 4MB L3, 2GB, O/Bay U320, 2x1200W p/s, Rack</td>
<td>2</td>
</tr>
<tr>
<td>33L5039</td>
<td>1GB PC2100 CL2.5 ECC DDR SDRAM RDIMM</td>
<td>20</td>
</tr>
<tr>
<td>32P0727</td>
<td>IBM 73.4GB 10K-rpm Ultra320 SCSI Hot-Swap SL HDD</td>
<td>4</td>
</tr>
<tr>
<td>24P0960</td>
<td>IBM Total Storage FASIT FC2-133 Host Bus Adapter</td>
<td>4</td>
</tr>
<tr>
<td>31P6301</td>
<td>NetXtreme 1000 T Ethernet adapter (copper)</td>
<td>2</td>
</tr>
<tr>
<td>FASTT600</td>
<td>Configuration_C</td>
<td></td>
</tr>
<tr>
<td>24P8045</td>
<td>IBM FASTT600 Storage Server</td>
<td>1</td>
</tr>
<tr>
<td>19K1271</td>
<td>IBM Short Wave SFP Module</td>
<td>1</td>
</tr>
<tr>
<td>06P5762</td>
<td>IBM 2Gbps FC 73.4 GB 10K Hot-Swap HDD</td>
<td>14</td>
</tr>
<tr>
<td>19K1247</td>
<td>IBM 1M LC-LC Fibre Channel Cable</td>
<td>4</td>
</tr>
<tr>
<td>3534F08</td>
<td>IBM TotalStorage SAN Switch F08 - 8-port (incl. rack power cable)</td>
<td>2</td>
</tr>
<tr>
<td>19K1271</td>
<td>IBM Short Wave SFP Module</td>
<td>8</td>
</tr>
<tr>
<td>24P8067</td>
<td>FASTT600 Intel Pack</td>
<td>1</td>
</tr>
<tr>
<td>24P8068</td>
<td>FASTT600 Linux\Intel Host Kit</td>
<td>1</td>
</tr>
<tr>
<td>Racking</td>
<td>Configuration_C</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Added 3/30/2004 11:10:59 AM</td>
<td></td>
</tr>
</tbody>
</table>
Improvement of public services and quality standards towards Civil Society Organisations

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>9306420</td>
<td>NetBAY42 SR Standard Rack Cabinet - includes Perforated front door, rear door and side panels</td>
<td>1</td>
</tr>
<tr>
<td>32P1737</td>
<td>IBM DPI Universal Rack PDU</td>
<td>2</td>
</tr>
<tr>
<td>94G7448</td>
<td>Hi-volt Power Cable (required for server, monitor, console switch, devices)</td>
<td>10</td>
</tr>
<tr>
<td>28L3651</td>
<td>Black TrackPoint Spacesaver Keyboard</td>
<td>1</td>
</tr>
<tr>
<td>32P1703</td>
<td>NetBAY 2U Flat Panel Monitor Console Kit (includes 15” monitor)</td>
<td>1</td>
</tr>
<tr>
<td>1735L04</td>
<td>IBM NetBAY Local Console Manager - 4 port CAT5 Console Switch (up to 64 servers)</td>
<td>1</td>
</tr>
<tr>
<td>32P1652</td>
<td>IBM 1.5M KVM Conversion Opt. - KVM to CAT5 cabling for up to 4 servers - for use with cable management arms</td>
<td>1</td>
</tr>
<tr>
<td>94G6670</td>
<td>Blanking Plate sets</td>
<td>3</td>
</tr>
</tbody>
</table>

Rack configured to contain:
- IBM xSeries 445 server with two power supplies
- IBM TotalStorage SAN Switch F08 with single power supply
- IBM FAST200/600 Storage Server

A.8 BW Laserjet Network printer (10/100) black and white copying, color scanning analog faxing, digital sending

- Black and white printing, black and white copying, color scanning, analog faxing, digital sending.
- Laser printing up to 1200*600 dpi with internal memory (minimum 64MB ram and 3GB hard drive) for an up to 25000 pages at a speed not less than 10 ppm.
- Standard input capacity greater than 500 pages, and output up to 200.
- Must be able to work as an independent network device, and propose connectivity such as Fast Ethernet 10/100 Base TX.
- Enlargement reduction, function,
- Analog 14.4 k fax with broadcast of up to 100 numbers.

Cost for consumable must be indicated for this item.

A.9 BW Laserjet Network printer (10/100)

Cost for consumable must be indicated for this item.

- Black and white printing.
- Laser printing up to 1200*1200 dpi with internal memory (minimum 16MB ram) for an up to 10000 pages at a speed not less than 10 ppm.
- Standard input capacity greater than 200 pages, and output up to 100.
- Must be able to work as an independent network device, and propose connectivity such as Fast Ethernet 10/100 Base TX.

Cost for consumable must be indicated for this item.

A.10 Color Network printer (10/100) all in one inkjet with quality printing, faxing, legal size copying for corporate and small workgroups

- Color printing, color scanning, color copying, color faxing
- Inkjet printing up to 1200*600 dpi in black and color with internal memory (minimum 128MB ram and 3GB hard drive) for an up to 25000 pages at a speed not less than 15 ppm.
- IEEE 1284-compliant parallel, USB 2.0, HP Jetdirect 620n internal print server for Fast Ethernet 10/100 Base-TX
- Fax memory up to 250 pages at 300*300 dpi, fax broadcast (up to 20 recipients)
- Standard input capacity greater than 300 pages, and output up to 100 and FAX PC interface.

Cost for consumable must be indicated for this item.

A.11 Scanner with sheet feeder and SCSI controller

- Flatbed and ADF (automatic document feeder)
- Document size Minimum: A8 (53 x 74 mm), Maximum: A4 or 14 inch
- Output resolution
  - Binary: 50-800 dpi (by 1dpi step)
Improvement of public services and quality standards towards Civil Society Organisations

- Grayscale: 50-600 dpi (by 1dpi step)
- Color: 50-600 dpi (by 1dpi step),

- Scanning speed
  - Binary: 40 ppm for A4 portrait format at 200 dpi
  - Color: 34 ppm for A4 portrait format at 150 dpi
- Interface SCSI-2(half-pitch 50pin) and/or USB, option board slot (third party slot)

A.12 Scanner OCR software – for Turkish and Latinic (Advanced version)
This software version must be able to define template of forms for automatic recognition and immediate transfer of contained data to a database (definition of attributes per zone and macro language for insertion of data into tables or files).

A.13 Archive processing scanner + OCR
High performance scanner that can benefit from acceleration obtained through additional SCSI card.

A.14 Barcode printer
This barcode printer intends to be used to identify documents extracted from the archive by a unique label prior to their digitalization. This will be achieved through usage of stickers(70/2*mm) that will contain such ID in a barcode format.

A.15 Video projector

Lot B. LAN procurement of active equipment
This lot consists of delivery of a set of uninterrupted power supply unit to support newly installed electrical networks. It further includes procurement of active equipment that will allow connection of the different locations of the department of association into a virtual private network.

The ISP provider presumed for such network is Turkish Telecom and all material have to be compliant with their HDSL supplied technology.

ATTENTION. If the preparation phase of the project reveals that it is more judicious to deliver UPS for workstations regarding a per unit approach (facing conditions met for power supply situation in the different locations) then this section will have to be revise.

Exceptionally, only for item B.5 (Modem and Routers), supplies of non EU/Phare origin will be considered if no supplies of EU/Phare origin are proposed. Whenever offered and provided they are technically compliant, supplies of EU/Phare origin shall be chosen when competing with non EU/Phare supplies (even if non EU/Phare supplies are cheaper or better performing).

B.1 UPS for LAN power supply 10KW
This UPS will be used for power supply of a local area network of up to 70 computers and 5 other office devices.
  - VA Rating: 15KVA (10,5KWatts Output Power Capacity)
  - Input Voltage on utility: 208V
  - Output Voltage: 208 V
  - Battery run time: at least 15 minutes
  - Recharge time: Maxi: 8 hours
  - Visual indicator: Power On/Off, Site wiring fault, Using battery
  - Adjustable indicators: Battery On, Low Battery, UPS
  - Overloaded

B.2 UPS for LAN power supply 3.5 KW
This UPS will be used for power supply of a local area network of up to 30 computers and 2 other office devices.
  - VA Rating: 5KVA (3,5KWatts Output Power Capacity)
  - Input Voltage on utility: 208V
  - Output Voltage: 208 V
  - Battery run time: at least 15 minutes
  - Recharge time: Maxi: 8 hours
  - Visual indicator: Power On/Off, Site wiring fault, Using battery
  - Adjustable indicators: Battery On, Low Battery, UPS
• Overloaded

**B.3 UPS for 5 to 10 PCs LAN 2KW**
This UPS will be used for power supply of a local area network of up to 7 computers and 1 other office devices.

- VA Rating: 3.5KVA (2KWatts Output Power Capacity)
- Input Voltage on utility: 208V
- Output Voltage: 208V
- Battery run time: at least 15 minutes
- Recharge time: Maxi: 8 hours
- Visual indicator: Power On/Off, Site wiring fault, Using battery
- Adjustable indicators: Battery On, Low Battery, UPS
- Overloaded

**B.4 Switch (10/100) 24 ports**

**B.5 ADSL Modem and router 512kb**

<table>
<thead>
<tr>
<th>ADSL Modem and router 512kb specifications</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Standards and Specifications</strong></td>
</tr>
<tr>
<td>S = 1/2 for up to 12 Mbps</td>
</tr>
<tr>
<td>Supports full-rate G.DMT (ITU-T G.992.1) and T.1.413 Issue 2 ADSL: up to 8 Mbps downstream and up to 1 Mbps upstream ‡</td>
</tr>
<tr>
<td>Supports G.lite (ITU-T G.992.2) ADSL: up to 1.5 Mbps downstream and up to 512 Kbps upstream ‡</td>
</tr>
<tr>
<td>Supports DSL handshaking (ITU-T G.994.1)</td>
</tr>
<tr>
<td>RFC 2516 PPP over Ethernet (Client)</td>
</tr>
<tr>
<td>RFC 2364 PPP over ATM</td>
</tr>
<tr>
<td>RFC 2684 (formerly 1483) Multi-protocol over ATM (Bridged and Routed)</td>
</tr>
<tr>
<td><strong>Router Features</strong></td>
</tr>
<tr>
<td>IP (RFC791) v4, UDP, TCP, and ICMP</td>
</tr>
<tr>
<td>NAT/PAT</td>
</tr>
<tr>
<td>ARP</td>
</tr>
<tr>
<td>Static Routing, Dynamic Routing</td>
</tr>
<tr>
<td>DNS Relay/Client, DNS (primary &amp; secondary support)</td>
</tr>
<tr>
<td>DHCP client/server</td>
</tr>
<tr>
<td>IGMP Proxy</td>
</tr>
<tr>
<td>TCP/IP with RIP v1 and v2</td>
</tr>
<tr>
<td>NetBios</td>
</tr>
<tr>
<td>Universal Plug and Play (UPnP)</td>
</tr>
<tr>
<td>IP Extension (Half Bridge)</td>
</tr>
<tr>
<td><strong>Firewall and Security Features</strong></td>
</tr>
<tr>
<td>SPI – Stateful Packet Inspection</td>
</tr>
<tr>
<td>Denial of Service</td>
</tr>
<tr>
<td>IP Filtering – Destination for address or port and by IP protocol (outbound only)</td>
</tr>
<tr>
<td>Syslog – Reporting of firewall events</td>
</tr>
<tr>
<td>VPN Traversal (Pass-through IPSec, PPTP, L2TP)</td>
</tr>
<tr>
<td>Password protected configuration access</td>
</tr>
<tr>
<td>DMZ, virtual server support</td>
</tr>
<tr>
<td><strong>Bridging Features</strong></td>
</tr>
<tr>
<td>Transparent bridging RFC1483 including Spanning tree protocol (IEEE 802.1D)</td>
</tr>
<tr>
<td><strong>ATM Attributes</strong></td>
</tr>
<tr>
<td>AAL Type: AAL 5</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>
Lot C. LAN Passive equipment and works

The lot
C1. Provinces Local area networks build (equipment and works) for 76 locations
The lot C1 consists of supply of cables, channels, plugs and their fixation at 76 different offices to establish there local area networks. Even if the list of towns and the approximate size of each network are today defined, neither the exact buildings locations nor the commodity that could be found there are known. Therefore the calculation for the cost of goods and work to be supplied by this lot has been assessed on available elements based on past experiences. They need complementary analysis during the preparation phase to refine the specifications.

C2. Computer room at central level (racks, air conditioning…)

C3. Deployment of computers over the territory, plug in, and start up of LAN under supervision of DoA.
Once the cabling is done, the computers and office machines must be delivered to their final destination and should be installed. A control of functioning should close the activity to be done at one location by this component. The prioritization in the sequencing of provinces to be equipped is subrogated to the beneficiary agreement.

Lot D. Software development
Before the start of the project the DoA intends to re-enforce its IT section. After recruitment this will necessarily go through the choice of a software line of products for development, a methodological approach and the retaining of few key concepts (Java or .Net, XML, Java beans or COM components…). As this is not currently defined it is rather difficult to propose detailed technical specifications for the software development part. Therefore they will be produced during the preparation phase.
They concern both the development of an application for the management of documents and archives and the enhancement of the website (helpdesk function, linkage to the association registered database among others).
All software documentation (including user manual, source codes, software development guide) will be deliverables and will become sole property of the DoA at the end of this project.
Further to that, the awarded company will have to assist part or all of the back record conversion task required for processing of active data (still to be defined) to be extracted from archived folders.

Lot E. Maintenance contract and sustainability
This lot concerns any contract of maintenance the DoA would like to take to sustain its system. It can cover hardware, netware and software issues. As today the system is undefined this maintenance service has simply been estimated as the procurement of 1,5 person per day for supply of works during the duration of the project. It could be adjusted yo
something more flexible if the strategy to recruit 5 more persons and train them in both software development and system administration in the IT section is successful.

**Lot F. Training and visio conference rooms**
This lot will concern the procurement of materials (table, chairs, boards, video projectors, web cameras…) to equip a modular room that can be used for training, meetings and distant conferences. Each of the seven rooms intends to have at least 20 places. Further specifications will be required during the preparation phase of the project to complete this section.

**Forms**

**Schedule of consumables**

<table>
<thead>
<tr>
<th>Site</th>
<th>Code</th>
<th>description</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>