A project funded by the European Union and Implemented by the Council of Europe

INCEPTION REPORT

"ETHICS FOR THE PREVENTION OF CORRUPTION IN TURKEY"
TR 0601.08/001

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1   Project Synopsis

Project title	Ethics for the Prevention of Corruption in Turkey (TYEC)
Project No	TR 0601.08
Beneficiary Country	Turkey
Beneficiary Institution	Council of Ethics for the Public Service
Project starting date	30 November 2007
Contracting Authority	Central Finance Contracts Unit (CFCU)
Funding	European Union (90%) & Council of Europe (10%)
Project duration	24 months (1 December 2007- 30 November 2009)
Implementing Organisation	(Economic Crime Division/Directorate of Cooperation / DG-HL)--Council of Europe
Project budget	1,500.000 Euro
Date of report	7 April 2008
Reporting period	1 December 2007- 30 November 2009
Objective	The overall objective of TYEC is to contribute to the prevention of corruption in Turkey in accordance with European and other international standards through the implementation and extension of the code of conduct, and the development of anti-corruption measures
Project Outputs	**1.** The staff of the Council of Ethics is trained and have the necessary working tools and procedures to better exercise their mandate **2.** A training package/module is available to support the application of the code of ethics for public officials **3.** Train the trainers programme is available- (At least 10 trainers have been trained and are able to deliver ethics training) **4.** The governors, deputy governors and members of ethics commissions of the 81 provinces have been trained in the application of the code of ethics for public officials **5.** Officials of central institutions and organisations responsible for ethics (members of the ethics commissions and senior managers) have been trained in the application of the code of ethics for public officials **6.** At least 10 research studies are available on the risks of corruption in relation to unethical behaviour and have been discussed in public **7.** The development of codes of conduct for elected office holders and the judiciary will have been supported **8.** The effectiveness of codes of conduct and other anti-corruption measures in Turkey will have been evaluated and recommendations for future prevention strategies are available **9.** Coordination of measures to promote ethics with other anti-corruption measures in Turkey ensured
Project Activities	**1.1** Review the working procedures of the Council of Ethics for the Public Service and its secretariat and make and implement proposals for improvement **1.2** Train the staff of the secretariat in the management of complaints received **1.3** Train members of the Council in the investigation of complaints **1.4** Support and organise 2 study visits of staff of the Council of Ethics to study the experience of similar bodies in other European Union countries

	(i.e., Spain and Ireland/France)
	2.1 Translate and review materials on ethics training available in other countries
	2.2 Develop a coherent training package/curriculum for ethics training based on the provisions of the Code of Ethics
	2.3 Following a testing of the training package (under outputs 4 and 5), finalise the training package and make it available to different institutions for in-service training
	2.4 Produce and disseminate a training CD suitable for computer-based training
	3.1 Select 10 to 15 trainers from training institutions of the public administration
	3.2 Train these trainers in the application of the training package
	3.3 Support these trainers in the delivery of initial training activities (under outputs 4 and 5)
	4.1 Organise up to 10 training events for governors, deputy governors and district governors
	4.2 Organise up to 15 training events for members of ethics commissions in provinces and municipalities
	5.1 Organise up to 6 training events for members of ethics commissions and officials responsible for in-service training in different institutions of the public administration
	5.2 Organise up to 4 training events for senior officials of central level institutions of the public administration (under secretary, general director, president, general secretary and deputy general secretary levels)
	6.1 Commission at least 10 research studies
	6.2 Organise the publication and dissemination of the results of these studies
	6.3 Support the Council of Ethics in the organisation of up to 5 public workshops on the results of these studies Ankara (to be confirmed after the inception phase)
	7.1 Organise workshops on the needs and possibilities for developing codes of conduct for elected office holders and the judiciary: Introduction and brainstorming sessions with recommendations to what extend and scope these codes shall be developed
	7.2 Support the development and drafting sessions of identified Codes of Conduct for elected office holders through workshops and direct technical advice
	8.1 Carry out studies evaluating the effectiveness of anti-corruption measures implemented in recent years, including criminal law measures, the public information act, the Code of Ethics
	8.2 Based on these studies, make proposals with regard to future anti-corruption strategies
	8.3 Organise up to 2 national conferences on the prevention of corruption in Turkey
	9.1 Support the organisation of regular meetings (once every six months) with the technical commission assisting the Inter-ministerial Anti-corruption Commission
	9.2 Develop proposals for improved management, coordination and monitoring of anti-corruption strategies in Turkey

2 Project Context: Implementation Environment and Arrangement

2.1 Introduction

This Inception Report describes the period of 8 weeks from the moment of the contractual arrangement has been countersigned and up to the point of implementation. In so doing it discusses the context that led to the initiation of the project. It then outlines the project objectives, activities and outputs. It lists the iterative process through the project proposal passed until an agreed and detailed Workplan was launched and confirmed at the Start-up conference addressed by the Prime Minister.

The Inception Report in addition presents the Workplan in detail, addressing the key issues of: Objectives; Approach taken; Anticipated work to be undertaken; Use of long terms and short term experts (LTEs and STSs); Risk factors and risk mitigation; and Timetable. It considers the delivery and management arrangements that will underpin the implementation of the project, and how the project will identify and brand itself and those of the participating institutions. It presents the current budget framework. Finally it considers overall risk and sustainability issues that may impact on the effectiveness of the project objectives.

The context was one of a perceived worsening of levels of corruption in Turkey and the recommendations of various international agencies on what could be done to improve the situation. This section discusses the background to the project and, specifically, those areas discussed in the recommendations which that underpin the original project proposal.

The project derives from a number of recommendations, some specific, to address corruption from the preventative perspective ranging from progressing a national strategy to ethics training. There are a number of key issues relating to the project, many of which are risk factors:

To deliver the project objective of embedding the code of ethics across the public the Council of Ethics will require both strategic and operational independence as well as appropriate staffing and resourcing to ensure sustainable capacity-building;

The role of ethics commissions integrated with that of the Council of Ethics, and the development of a cross-public sector training capacity, as well as the implementation of intra-institution cascade training will require intensive work and negotiation during the time-frame of the project;

The progression and development of a national anti-corruption strategy will require the involvement of a range of stakeholders and the support of the government to ensure that the work to date is translated into an effective, on-going strategy with clear milestones, realistic outputs and agreed performance measures.

The identification of these issues, however, reflects the ability of the Project Management Team and their Turkish counterparts to review and assess the project proposal against practical implementation issues. The outcome is a Workplan that reflects most, if not all, the project proposals and provides agreed deliverables to a stated timetable. The inception period allowed the Workplan to be considered by a range of stakeholders, from public and private sectors, universities and NGOs, culminating in a Start-up Conference addressed by the Prime Minister, who supported the objectives of the project, and agreement on the final version of the Workplan.

2.2 Executive Summary

The worsening situation in relation to corruption has been acknowledged internally and externally. In terms of the recommendations to improve the situation, particular attention has been given to the role of the Ethics Council for the Public Service and the need for an on-going anti-corruption strategy. The next section discusses these two main areas in more detail.

While **ethics and anti-corruption frameworks** have been developed, the initiatives have either not been effectively resourced or sustained. Institutional arrangements need to be consolidated and resourced to a long-term plan with identifiable outputs performance measures. Inter-institutional and inter-ministerial work should be developed and integrated into the wider Strategy for Enhancing Transparency and Good Governance in Turkey's Public Sector.

The **Project Proposal** has a limited number of components to deliver the project objective. It has, however, a number of linked sub-components which have required careful planning to ensure a detailed and achievable Workplan and timetable. This has involved discussions with the principal beneficiary and presentations to a range of stakeholders.

The **Inception Period** confirmed the contents of the project in terms of Outputs and Activities – the Workplan. No substantive changes were made but a significant level of delivery detail was included. This is particularly important for the extensive training delivery across Turkey in the second half of the project. The next section discusses in more detail the delivery of the Workplan in pursuit of the objectives of the project.

The **Workplan** effectively reflects the substance and detail of the proposal after extensive discussion through a conference, workshops and discussions with the beneficiary institution. The proposal have been converted into a comprehensive Workplan – whose components have been reviewed and risk-assessed above. Overall, for the successful delivery of the project objectives both during the lifetime of the project and after, the PMT have identified a number of key issues:

To deliver the project objective of embedding the code of ethics across the public the Council of Ethics will require both strategic and operational independence as well as appropriate staffing and resourcing to ensure sustainable capacity-building

Within the requirements outlined in 2.1, the role of ethics commissions integrated with that of the Council of Ethics, and the development of a cross-public sector training capacity, as well as the implementation of intra-institution cascade training will require intensive work and negotiation during the time-frame of the project;

The progression and development of a national anti-corruption strategy will require the involvement of a range of stakeholders and the support of the government to ensure that the work to date is translated into an effective, on-going strategy with clear milestones, realistic outputs and agreed performance measures.

The identification of these issues, however, reflects the ability of the Project Management Team and their Turkish counterparts to review and assess the project proposal against practical implementation issues. The outcome is a Workplan that reflects most, if not all, the project proposals and provides agreed deliverables to a stated timetable. The inception period allowed the Workplan to be considered by a range of stakeholders, from public and private sectors, universities and NGOs, culminating in a Start-up Conference addressed by the Prime Minister, who supported the objectives of the project, and agreement on the final version of the Workplan.

The **Project Management Team (PMT)** and their counterparts in the beneficiary institution have worked collectively on the Workplan. The physical arrangements and the allocation of responsibilities have been determined. Such arrangements are underpinned by an agreed reporting framework; both are necessary to manage the budget across a significant range of activities within the various sub-components and ensure that the Workplan delivers according to its timetable.

2.3 Country Context

The 2001 economic crisis (and subsequent devaluation) has – among other things – been attributed to corruption, and the results of the 2002 elections have been interpreted as an expression of the desire of the population for political reform and firm action against corruption. In Transparency International's Corruption Perception Index (TI CPI) for 2007, Turkey's score of 4.1 – placing it 64th out of 179 countries has marked a gradual downturn from the early part of the decade and returns its score to that of over a decade ago.

Transparency International Corruption Perception Index Score[1]									
TI CPI	1995	2000	2001	2002	2003	2004	2005	2006	2007
Turkey	4.1	3.8	3.6	3.2	3.1	3.2	3.5	3.8	4.1

Reviews in recent years have noted both the areas of concern that require attention and those areas where progress is being made:

The Council Decision of 23 January 2006 on the principles, priorities and conditions contained in the Accession Partnership with Turkey2 indicated that with regard to the anti-corruption policy the government fully commit at all levels to the fight against corruption, including by strengthening all institutions involved, as well as coordination between them, ensure implementation of the Regulation on Principles of Ethical Behaviour for Public Officials and extend its provisions to elected officials, judiciary, academics and military personnel, and limit the scope of parliamentary immunity in line with European practice;

The 2006 SIGMA report3 on the Elements of a Public Integrity System noted that corruption and favouritism have been associated with to the functioning of politics, which is at both local and central government levels. It stated that corruption scandals that occurred during the period under review were conducive to significant developments, such as more awareness and sensibility of civil society to political corruption as a problem to be solved and a response of the government through the elaboration of a relatively structured anti-corruption strategy in the 9th Reform Package.

Specifically, the SIGMA report suggested that the impact of the EU on Turkey has been noticeable in terms of seeking more transparency since accession negotiations were opened at the end of 2005. Indeed, the EU provides Turkey with a case for developing better governance and pursuing a long-term anti-corruption policy that has clear political support. This provides the context for the recommendations in the latest reports:

The 2006 Group of States against Corruption (GRECO) report for Turkey which recommended among other things the provisions of the Council of Ethics with sufficient independence, providing it with an appropriate budget and staff that would enable it to promote and promulgate the new codes of ethics throughout the public administration; to properly investigate complaints made against senior officials and undertake proactive studies into particular areas of concern in respect of ethical behaviour and corruption in the public administration, the development of training material to be used in the training of all Public Officials on the new Code of Ethics and anti-corruption policies and to require all ministries and civil service bodies to include this training as part of their curriculum; it should be ensured that it forms a core part of the induction training for new civil servants as well as in the in-service training, and the development of systems for monitoring the impact of anti-corruption measures for the various sectors concerned4;

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[1] Source: www.transparency.org

[2] COUNCIL DECISION of 23 January 2006 on the principles, priorities and conditions contained in the Accession Partnership with Turkey (2006/35/EC).

[3] SIGMA. Elements of the Public Integrity System: Assessment, August 2006.

[4] GRECO Joint First and Second Round Evaluation Report on Turkey (GRECO Eval I-II Rep (2005) 3E), adopted 6-10 March 2006

[On 4 October 2007, Turkey submitted its compliance report to GRECO in accordance to the schedule of its evaluation and peer review process which is not public. However, this report was intended to be reviewed at the GRECO plenary session in 2008; the outcome was not available in time for the Inception Report]

The 2007 EC Progress Report on Turkey which noted that a number of issues remained to be addressed, including effective parliamentary oversight over public expenditure, the extensive immunities granted to parliamentarians and public officials, improved legislation and transparency on political party and election campaign financing, and the extension of the code of ethical principles to parliamentarians, academics, the military or the judiciary, and progress on the development of an anti-corruption strategy. Overall, corruption is widespread and there has been limited progress in the fight against corruption5.

3   Legal and Institutional Framework

This section discusses the legal and institutional focus of the recommendations on the role of the Ethics Council for the Public Service and on the need for an on-going anti-corruption strategy, on which the project was based. Specifically it describes the work and composition of the Ethics Council and previous work on an anti-corruption strategy.

3.1   Ethics

Formal rules for officials of the public administration of Turkey have been in force since the mid-1960s. However, the establishment of the Council of Ethics for the Public Service[6] and the subsequent adoption of a code of ethics[7] now offer an opportunity to create a culture of ethics in the public administration in line with the requirements of good governance. The Council and the Code of Ethics also have the potential to become building blocks of a strategy for the prevention of corruption in Turkey.

The Council of Ethics consists of eleven members elected by the Council of Ministers for a period of four years and a smaller secretariat. The tasks of the Council are:

to determine whether public officials adhere to the Code of Ethics while performing their duties

to investigate claims that the principles of the Code have been violated by a senior public official with a minimum rank of general manager or equivalent[8]

to inform the relevant authorities on the results of such investigations

to carry out or to commission studies and research which help establish a culture of ethics throughout the public administration.

In addition, the Code of Ethics (Article 25) provides the Council with the task to prepare, coordinate and execute training programmes for public officials or to cooperate with relevant ministries, other public institutions, universities, local administrations and non-governmental organisations in their fields about this matter.

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[5] Commission Staff Working Document. Turkey 2007 Progress Report *Accompanying The* Communication From The Commission To The European Parliament and The Council; Enlargement Strategy And Main Challenges 2007-2008. Commission Of The European Communities, Brussels, 6 November 2007.

[6] Law no. 5176, published in the Official Journal on 8 June 2004.

[7] Regulation on the Principles of Ethical Behaviour of Public Officials, published in the Official Journal on 13 April 2005, no. 25785.

[8] See the list in Appendix 2 of the Code of Ethics. Complaints on other categories of officials received by the Ethic Council are forwarded to the disciplinary authority of the respective institution without further investigation by the Council.

At present, the capacity of the Council is limited. The Council currently is able to handle the small number of allegations. However, allegations which may involve a criminal element must be redirected to the Prosecutors Office while though of a disciplinary nature are sent to the institution concerned (and a report later received). While these procedures work in practice, additional functions – whether training or an investigative capability – will require significant resourcing.

With this issue, the second key element is the independence of strategy, budget and operational activity which is currently absent. At present, the Council is located in the Prime Ministry but its budget, staffing and dissemination of its decisions lie with the Prime Ministry.

Finally, the government has set up ethics commissions within national ministries. Comprising 3 members, usually the most senior public officials in the ministry, these are new institutions and their integration with the work of the Council of Ethics has yet to be consolidated.

3.2   Corruption

Addressing corruption has been stated as a government objective:

As emphasized in the 57th Government's Program, to fight against corruption that damages the principle of the state governed by the rule of law, hinders the equality of citizens before the law and weakens the confidence in the political authority; in other words, for an effective fight against corruption that agitates society's conscience, there is a need to take transparency and accountability as the main principles in the functioning of the administration and allocation of resources. The legal and administrative loopholes in these areas should be eliminated. The commitment to this issue has been set forth in various contexts; annual programs, EU National Program and the Program to Strengthen the Turkish Economy all emphasize the principles, aims and priorities in providing transparency and effectiveness in the public sector

The 2002 Council of Ministers Decree proposed action on corruption, as emphasized in the 8th Five-Year Development Plan, to improve the public sector by, inter alia, addressing the lack of sufficient transparency in actions and procedures and the lack of full accountability that encouraged corruption, favouritism and bribery. This involved the creation of a Workplan and the participation of a number of ministries.

In this framework, a Ministerial Commission, a Steering Committee (composed of the representatives of the Prime Ministry Inspection Board, the Undersecretariat of Treasury, Ministry of Justice, Ministry of Interior and the Financial Crimes Investigation Board of the Ministry of Finance) and a Working Group were set up.

Meetings, the formation of the Strategy for Enhancing Transparency and Good Governance in Turkey's Public Sector. Reports and other studies were carried out; reports were sent around ministries a national workshop and an international conference were held. Within a framework of more general public sector and governance reforms, the action plan included:

Elimination of the role of intermediaries and middlemen;
Improving preventive disciplinary and penal sanctions against the civil servants involved in bribery;
Encouraging trust in the public sector and the political system.
Increasing access to information and improve transparency in public administration.
Strengthening the inspection and audit system.
Improving the judicial system.
Strengthening the fight against money laundering.
Improving accountability and transparency election campaign financing.
Improving accountability in financial disclosure statements.

Since the work in 2000-2002, progress on an anti-corruption strategy has been limited. It has not been integrated with the work of the Council on Ethics and has not been developed into an on-going strategy with clear and realistic milestones and performance measures.

4   The original Project Proposal

This section outlines the original project objectives, activities and outputs.

4.1   Project Objective and Components

Within the overall project objective of contributing to the prevention of corruption in Turkey in accordance with European and other international standards, the two main components toward achieving this objective are:

Component 1: the implementation and extension of the code of conduct, and;
Component 2: the development of anti-corruption measures.

The project is intended to address the first component through the implementation of the Code through training and investigation, as well as the development of codes of ethics for other categories of officials or holders of public office. This will be done by assisting and supporting the understanding and the implementation of the framework those provisions of the Code of Ethics and the mandate of the Council of Ethics for the Public Service cover.

The second component addresses the need to develop systems of monitoring the effectiveness of prevention and other anti-corruption measures through analyses of the effectiveness of key measures implemented in recent years, such as the reform of the criminal legislation, the Public Information Act and the Code of Ethics. Drawing on the results of these analyses, the project will develop further proposals aimed at improving the management, coordination and monitoring of Turkey's anti-corruption strategies.

4.2   Components, Activities and Outputs: Component 1

Component 1 has a number of sub-components as follows:

Sub-component 1.1   Reviewing the work of the Council for Ethics and training members and staff

This is to be delivered through a review the working procedures of the Council of Ethics for the Public Service and its secretariat and make and implement proposals for improvement. Part of the review will address the need to train the staff of the secretariat in the management of complaints received, as well as train members of the Council in the investigation of complaints. Part will involve two study visits of staff of the Council of Ethics to study the experience of similar bodies in other European Union countries (i.e., Spain and Ireland/France).

Sub-component 1.2   Developing a training package/module to support the application of the code of ethics for public officials

In order to develop a package, the project would collect, collate, review and translate existing materials on ethics training available in other countries, from which a coherent training package/curriculum for ethics training based on the provisions of the Code of Ethics would be drafted, tested and made available to different institutions for in-service training in the form of a CD suitable for computer-based training.

Sub-component 1.3   Devising a train the trainers programme

To support the ethics training package, the project would select and then train 10 to 15 trainers from training institutions of the public administration and then support the trainers in the delivery of initial training activities.

Sub-component 1.4   Providing training for governors, deputy governors and members of ethics commissions of the 81 provinces, officials of central institutions and organisations responsible for ethics (members of the ethics commissions and senior managers), and senior public officials

The initial training activities noted in 1.3 would include up to 10 training events for governors, deputy governors and district governors, up to 15 training events for members of ethics commissions in provinces and municipalities, 6 training events for members of ethics commissions and officials responsible for in-service training in different institutions of the public administration, and up to 4 training events for senior officials of central level institutions of the public administration (under secretary, general director, president, general secretary and deputy general secretary levels) (Ankara)

Sub-component 1.5   Research studies

In support of the review proposed in 1.1 the project would commission at least 10 research studies, organise their publication and dissemination, and support the Council of Ethics in the organisation of up to 5 public workshops on the results of these studies.

Sub-component 1.6   Development of codes of conduct for elected office holders and the judiciary will have been supported

Part of the work on ethics is the possible extension of the Code for the Judiciary and the Legislature. The project would organise workshops on the needs and possibilities for developing codes of conduct for elected office holders and the judiciary and support the development and drafting sessions of identified Codes of Conduct for elected office holders through workshops and direct technical advice.

4.3   Components, Activities and Outputs: Component 2

Component 2 has a number of sub-components as follows:

Sub-component 2.1   Reviewing the effectiveness of codes of conduct and other anti-corruption measures in Turkey

The project would carry out studies evaluating the effectiveness of anti-corruption measures implemented in recent years, including criminal law measures, the public information act, the Code of Ethics. Based on these studies, proposals will be made with regard to future anti-corruption strategies. Up to 2 national conferences on the prevention of corruption in Turkey would be held.

Sub-component 2.2   Supporting the coordination of measures to promote ethics with other anti-corruption measures in Turkey

The project would support the organisation of regular meetings (once every six months) with the technical commission assisting the Inter-ministerial Anti-corruption Commission and help develop proposals for improved management, coordination and monitoring of anti-corruption strategies in Turkey.

5   Project Document: Logical Framework and Workplan

This section outlines the discussions on the project during the inception phase and on the detailed Workplan based on the project proposal.

5.1 Project Discussions

Initiation Meetings

The Project Management Team (PMT) of the Council of Europe conducted a project initiation mission in December 2007 to discuss the project outputs and activities with the relevant counterparts, and members of the secretariat of the Ethics Council, and initiate discussions and drafting of the project Workplan in accordance to the Project's logframe.

Workshops

Three Start up workshops were held on 21, 23 and 24 January 2008 which were attended by 50 participants each of high level representatives of central and local institutions, representatives of civil society and professional organisations, and representatives of media in Ankara and academics working on ethics. The workshops were well-attended, and demonstrated significant awareness of the issues and potential solutions; the first workshop was opened and addressed by Mr. Hayati Yazıcı, Minister of State and Deputy Prime Minister, the Council of Europe secretariat, and the Ethics Council. National TV channels broadcast the speech live and high media coverage followed. The three start up workshops addressed the same themes:

main issues of concern in ethics in the relevant sectors;
suggested remedies, including actions and reforms for enhancing the ethics culture; and
discussions and proposals on the implementation aspects of the Project in accordance to its logframe.

Those start up workshops also discussed issues such as:

the tradition of gift-giving in the private sector;
making complaints about corruption;
planning law, patronage, awareness and sanctions;
and party finance.

Proposals included the development of declaration of assets and a widening use of codes of conduct, more transparency in the public sector, promotion of ethics throughout society and included in education, and a national strategic approach to anti-corruption. The workshops demonstrated not only a clear awareness of the issues and possible solutions across both public administration and society, but also demonstrated that there are networks and organisations keen to support the work of the project.

The project was then discussed by each of the three workshops. Most the planned activities were agreed and supported, with suggestions of possible further inputs and possible involvement of a number of the representatives and institutions at the workshops. The comments were taken into account and incorporated in the Project Workplan that was subsequently completed by the PMT in order to present to the Start-Up Conference.

Start-up Conference

Following the consultations and preparatory meetings with the counterparts and the donor organisation, the project's launching conference was organized on 7 February 2008 at the Hilton hotel, Ankara. With over 100 attendees, and full media coverage, the TYEC Project Start-up Conference brought together high-level representatives of line Ministries, different groups of civil society, media, international organizations and Embassies.

The opening of the Start up Conference was addressed by: the Prime Minister Recep Tayyip Erdoğan; Prof. Dr Bilal Eryilmaz, Ethics Council Chairperson, Ms Margaret Killerby, Director of Co-operation, DGHL, Council of Europe;and HE Amb. Marc Pierini, from the European Commission Delegation to Turkey.

The Start-Conference was addressed also by national and international experts in the subject matter.

In her address, Ms Margaret Killerby outlined the importance of implementing the European standards when trying to strengthen the fight against corruption. Ms Killerbv emphasised on importance of on-going reforms in Turkey and their impact in supporting the country's commitments toward the European integration. She underlined the importance of this project among other Council of Europe projects serving to that purpose. Amb. Marc Pierini pointed out that, corruption was not particular to Turkey but that it needed to be addressed as an integral aspect of developing democracy and the rule of law, and discouraging foreign investment and economic progress. He emphasized both the work of the Ethics Council and the need for wider reforms. Amb Pierini stated that the TYEC project is very important project but also very sensitive considering its subject matter and the relevance of it with the Acquis communitiare on corruption related reforms in Turkey. Prof. Dr Eryilmaz discussed the role of the Ethics Council and its upcoming activities within the framework of this new project, but also in light of the general Ethics training programmes of the Council.

The opening session concluded with the Prime Minister noting, as did other speakers, the universal phenomenon of corruption and globalisation as issues of concern not only for Turkey but also for the world being highly affected by it. Prime Minister Erdoğan, emphasised that "in now days, we need a global action to combat corruption, and the European cooperation on this, is very highly appreciated, because corruption is directly linked to the economy, and causes its turbulences". In addition, the Prime Minster referred to prevention of corruption measures as important tools especially in the field of education and privatisation. Finally, the Prime Minster concluded that "our [Government] main objective is to make the fight against corruption--complete. We can do it, because we are the ones in charge of the law enforcement".

The opening was followed by technical presentations by both international and national experts. Mr Jean Pierre Bueb from France and a former member of the Agency for Preventive Anti-corruption Services emphasised the long term approach to addressing prevention of corruption, the need to establish priorities and develop a comprehensive strategy against corruption in all sector areas. Mr Janos Bertok, Principal Administrator from the Directorate for Public Governance and Territorial Development at the Organisation for Economic Cooperation and Development (OECD) discussed the role of the OECD and outlined how a systematic and comprehensive approach involved assessment of areas at risk, such as procurement or gifts, to develop an effective response. Prof. Dr. Coskun Can Aktan, Faculty of Economics & Management, Dokuz Eylul University, provided a national perspective on to addressing corruption before suggesting that new approaches were necessary as reflecting so those complex issues causing corruption. These should be comprehensive and long-term, with an emphasis on macro-reforms, such as limiting the size and power of government. Finally, Assoc. Prof. Uğur Ömürgönülşen, Hacettepe University provided a detailed analysis of the legislation and institutions involved in ethics and corruption in Turkey. He pointed out that the range of both is part of the problem of reform, emphasising the need for coherence and coordination of the reform process.

The second part of the conference dealt with the presentation and discussion of the final draft of the project's Workplan. The Workplan was finalised during the four January held Start up workshops and was further presented and elaborated by the representatives of the beneficiary institutions. In the end the Workplan was adopted by all participants at the Start up Conference, which will constitute the guiding document for the project management with respect to each and every project activity and its implementation modalities, timing, and venue.

6   The Workplan

This section discusses the delivery of the Workplan by the components and sub-components outlined previously. Each is discussed as follows:

Introduction
Objectives
Approach taken
Anticipated work to be undertaken
Use of STEs and LTAs
Risk factors and risk mitigation
Sub-component timetable

Component 1

Component 1 has a number of sub-components as follows:

Sub-component 1.1   Reviewing the work of the Council for Ethics and training members and staff

Introduction

This is to be delivered through a review the working procedures of the Council of Ethics for the Public Service and its secretariat and make and implement proposals for improvement. Part of the review will address the need to train the staff of the secretariat in the management of complaints received, as well as train members of the Council in the investigation of complaints. Part will involve two study visits of staff of the Council of Ethics to study the experience of similar bodies in other European Union countries (i.e., Spain and Ireland/France).

Objectives

If the Council for Ethics is to take the lead responsibility proposed by the GRECO report for the promotion of ethics, training, investigation and proactive work, it is essential that – before such work is undertaken and in particular in anticipation of a likely rise in complaints and allegations as a consequence of the visibility of and publicity arising from the work of the project – the Council should have the resources, budget, impendence, authority and expertise to undertake and deliver sub-components 1.2 – 1.6.

Approach taken

An independent review of the current resources and expertise within the Council for Ethics will be undertaken by the LTA and by another external person. These will be discussed with members of the Council for Ethics and members of the secretariat and synthesised into a report on the capacity and resourcing of the work – and intended work - of the Council.

Anticipated work to be undertaken

The work will be undertaken by questionnaire and interviews, followed by a workshop and further interviews to assess the current situation and make practical operational and financial proposals to ensure that the Council has the capacity not only to deliver the project but also to sustain its work in the longer-term. At least one study tour will be undertaken in the early stages of the project to expose members of the Council to capacity and delivery issues facing similar agencies. Two – the Standards Board for England and the Standards in Public Office Commission in Ireland – have been approached. Both have agreed in principle to receive the study tour group, to be held in the second half of June.

Use of STEs

The work of the sub-component requires an international STE - an experienced external reviewer, preferably with experience of similar agencies. The LTA has such experience and it is proposed that his work is supported by the appointment of Jean-Pierre Bueb (he is known to the LTA) who was

involved in the start-up conference in February 2008. He worked for the French SCPC , an interdepartmental administrative Agency attached to the Minister of Justice to centralise the necessary information for detection and prevention of active or passive corruption, trading in influence committed by officials, concussion, and misappropriation of a company's property for personal advantages or anti-competition practices in public procurements. He has been responsible for reports and articles concerning prevention of corruption, ethics, public procurements part of the guide "Responsibility and Ethics" of the ministry of Public Works and Housing and the organisation of and participation in different training courses

Consideration will be given as to the value of inviting the Chief Executive of the Standards Board of England, who is known to the LTA and who retires in April 2008, to participate in the study tour and then visit Ankara to work with the Council on Ethics on the Council's capacity report.

Risk factors and risk mitigation

The major risk is that the Government does not provide the necessary resources, including staffing, with the consequence that the Council of Ethics fails to address a raising work load and attracts adverse criticism. A secondary concern is that any trained Secretariat staff leave the Council in a short period, diluting the capacity of the Council and the transfer of knowledge and expertise.

A secondary risk is that the study tour will not add value to the deliberations of the Council on Ethics.

Mitigations: the study tour organisations have been chosen because they have addressed a number of issues that will need to be addressed by the Council on Ethics. The report on the capacity and resourcing will need to be credible and costed, supported by national and international experts

Sub-component 1.2   Developing a training package/module to support the application of the code of ethics for public officials

Introduction

In order to develop a package, the project would collect, collate, review and translate existing materials on ethics training available in other countries, from which a coherent training package/curriculum for ethics training based on the provisions of the Code of Ethics would be drafted, tested and made available to different institutions for in-service training in the form of a CD suitable for computer-based training.

Objectives

Following the recommendations of GRECO – that the Council develop training material to be used in the training of all public officials in the Code and to require all ministries and civil service bodies to include this training as part of their curriculum for new civil servants as well as in the in-service training – a central role of the Council will be to develop a Turkish-relevant training package useable across the public sector. The package should be based on the Code and should be accessible and user-friendly. It should incorporate the latest inter-active techniques, easy to maintain and update, and able to be used by those trained – and those the trainers train – under sub-component 1.3.

Approach taken

A number of public service or public sector ethics commissions have devised and developed training materials suitable for class-room, PC and personal use. Rather than re-invent the learning techniques and processes followed by other agencies, the project should collect and collate training packages, review their adaptability and accessibility, and then, subject to copyright and other permissions, develop a Turkish-related training package.

Anticipated work to be undertaken

A range of training materials will be collected and then compared against a number of categories. These will include: relevance, ease of use as training material, adaptability to different learning media, ease of updating, and so on.

Where material is considered suitable, then copyright and other permissions will be sought.

If received, material will be adapted to (i) reflect the requirements of the Articles of the Code and (ii) reflect case study, basket case material and other examples relevant to the Turkish context.

Use of STEs

National STEs will be appointed with experience in the development of training materials and with experience in the development of case studies and other illustrative material to be included in the package. It is expected that at least one STE will have knowledge of working with electronic media.

Risk factors and risk mitigation

There is a low expectancy that copyright and other permissions will not be granted. Initial inquiries with a national agency – the Public Service Commission, Victoria, Australia - and an international agency - the OECD – that agencies with similar responsibilities to those of the Council for Ethics are willing, subject to due acknowledgement, to support the work of the Council and share those materials and approaches that will facilitate its work.

Mitigation: both organisations have already been approached for copyright permission. This is granted subject to recognition of the original source.

Sub-component 1.3   Devising a train the trainers programme

Introduction

To support the ethics training package, the project would select and then train 10 to 15 trainers from training institutions of the public administration and then support the trainers in the delivery of initial training activities.

Objectives

Given its primary responsibilities, and with its current capacity and even with any proposed expansion to that capacity, the Council for Ethics is unlikely to take on a substantive training function to expand ethics training and awareness identified in sub-component. In order to achieve this objective – and to consider its roll-out not only to new public officials, but also as part of continuing professional development for career public officials – a training capacity needs to be developed systematically.

Approach taken

To achieve this objective, the project has already collected and collated training of training material as an integral aspect of sub-component 1.2. The training of training material has proved to be relatively generic. This will be developed as a facilitation pack for training of trainers and integrated into the module pack.

Anticipated work to be undertaken

The LTA will prepare a generic trainer of trainers pack with the intention not only that this will be used for the training of trainers but also that it will sufficiently flexible and accessible that the first 10/15 trainers can use the material for training further trainers within their own institutions.

The Council for Ethics will consult with Ethics Commissions to identify suitable personnel for training.

A training programme for the trainers will be undertaken. The programme will involve both how to deliver ethics training and how to train further trainers.

The project will accompany and support the trained trainers in (i) how to establish a PC-based interactive ethics awareness and training programme and (ii) in face-to-face delivery under sub-component 1.4.

Use of STEs

The LTA has established that there a number of Turkish universities, research institutes and other agencies suitable for providing training of trainer programmes. The LTA proposes that a small list of suitable national training of training providers is drawn up and a quick tender procedure is followed to begin the development and delivery of the programme.

It is also proposed that an international STE be appointed to review the training material and programme to confirm its suitability against good practice training standards and to confirm the relevance of the proposed case study material.

It is proposed that David Watt be appointed as an international STE (he is known to the LTA). A generic training of trainers manual was obtained from him as part of the collection of existing material. He has experience in the designing and developing of similar programmes in a range of public sector institutions, from Lithuania to Afghanistan. He is a member of the UK Chartered Institute for Personnel and Development whose members are training and human resources practitioners.

Risk factors

The main risk lies in the identification of existing personnel with both experience of training and of ethics. A supplementary risk is that the pool of trained trainers diminishes before they are able to cascade the training component to other personnel.

Related risks, linking sub-component 1.3 to 1.4, are ensuring that the programme is devised, developed, tested and available in various formats in time for the programme under sub-component 1.4 and that the various public officials are available to attend during the roll-out of the training programme.

Sub-component 1.4   Providing training for governors, deputy governors and members of ethics commissions of the 81 provinces, officials of central institutions and organisations responsible for ethics (members of the ethics commissions and senior managers), and senior public officials

Introduction

The initial training activities noted in 1.3 would include up to 10 training events for governors, deputy governors and district governors, up to 15 training events for members of ethics commissions in provinces and municipalities, 6 training events for members of ethics commissions and officials responsible for in-service training in different institutions of the public administration, and up to 4

training events for senior officials of central level institutions of the public administration (under secretary, general director, president, general secretary and deputy general secretary levels) (Ankara)

Objectives

The purpose is to bring the Code, its applicability and its relevance, the roles of the Ethics Council, the responsibilities of senior officials to implement ethics training within their institutions, as well as how breaches will be addressed, to as many senior managers as possible.

Approach taken

The importance of the Code and its purpose requires direct contact with senior managers across the public sector to explain the Code, its role and the responsibilities of senior managers. The project has agreed that this is best delivered by a series of events across Turkey involving senior managers, the Council and the PMT. The approach will include face-to-face training, the dissemination of training material, the availability of a CD-Rom for individual use and for uploading on to institutional intranets, and training of trainer packs.

Anticipated work to be undertaken

The trained trainers, with the support of the Council of Ethics and the PMT, will provide a series of face-to-face training events across Turkey, using major and regional centres for delivery. A full timetable and locations is given below.

Use of STEs

It is anticipated that a number of events may include one or two national STEs to provide overviews of the ethics context.

Risk factors and risk mitigation

One risk noted above is that not all the identified public officials will attend the programme. An equally importance risk is that senior managers doe not take on the responsibility of ensuring at a number of their staff are trained as ethics trainers to cascade the training within their organisations and do not incorporate ethics training into induction programmes for new recruits or into continuing staff development programmes. A longer-term risk is that the project does not provide the rationale for public sector institutions and the Council of Ethics to work more closely together to raise ethics awareness across the public sector.

Mitigation: the Workplan has a detailed month/location programme for delivery which will provide potential attended of nearly 12 months' notice. In addition, there will be capacity to allow potential attendees to attend delivery in venues adjoining their own locality.

Sub-component 1.5   Research studies

Introduction

In support of the review proposed in 1.1 the project would commission at least 10 research studies, organise their publication and dissemination, and support the Council of Ethics in the organisation of up to 5 public workshops on the results of these studies.

Objectives

The project proposal required up to 10 research studies to inform the work of the project. The workshops and start-up conference during the Inception Phase identified that there were a number of Turkish universities, research institutes and NGOs with an active interest in corruption, ethics and public opinion surveys. The project proposal also required that the findings should be disseminated through 2 national conferences.

Approach taken

To ensure that the research is undertaken within a timeframe that will allow the findings to inform the work of the project, the number of proposed studies has been divided into two, with timetables and conference timings that allow the findings to feed into the two main components (1. and 2.) of the project.

Under Council of Europe regulations, all such studies will be made under standard procurement procedures.

Anticipated work to be undertaken

Work is therefore underway to:

Devise a research study specification;
Devise Council of Europe procurement requirements;
Discuss with the Council on Ethics possible (but not exclusive) areas for possible research;
Draw up a list of potential bidders to ensure that the advertisement reaches those likely to be interested in bidding.

Use of STEs

The quality of applied research already identified in the Turkish context does not require any significant STE involvement in this sub-component. Where such involvement may be of use is in the evaluation of the bids and of the submitted studies, and facilitation of the two conferences.

A number of experienced Turkish academics have been identified; these include Asst. Professor Omer Faruk Genckaya, Bilkent University.

At international level, and known to the LTA, for short-term involvement in any of the three aspects of this sub-component and with experience of applied research in the areas of ethics and corruption are:

Dr Luis de Souza, CIES - Centro de Investigação e Estudos de Sociologia, Lisbon;
Dr Michael Macaulay, Reader in Governance and Public Ethics, Teesside Business School, University of Teesside;
Professor Leo Huberts, Professor of Governance and Public Ethics, Vrei University, The Netherlands.

Risk factors and risk mitigation

The three main risks associated with the sub-component are:

that there are insufficient bids of applied quality for the totality of the studies proposed;
that the studies are not submitted on time to be of use to the work of the project; and,
that the quality of the submitted work is of insufficient standard to be of use to the work of the project.

Mitigation: the tender is drafted to ensure that potential bidders have the experience and trackrecord in the type of research required. Previous publications in the proposed area of research will also be taken into consideration. Milestones will be set for initial drafts to assess progress and relevance.

Sub-component 1.6   Development of codes of conduct for elected office holders and the judiciary will have been supported

Introduction

The various reports on ethics in Turkey suggest that the Code be extended to or replicated by other parts of the public service. Specifically the project proposes the possible extension of the Code for the Judiciary and the Legislature.

Objectives

While there is likely to be a discussion on whether the Code and the remit of the Council on Ethics is extended to the Legislature and Judiciary or whether the two institutions are invited to replicate both the Code and an equivalent institution to the Council on Ethics, the objective of the sub-component is to initiate the debate with the institutions and provide technical and other support to devise and development an appropriate code and relevant procedures.

Approach taken

Both institutions are strongly independent and cannot be mandated to establish codes and procedures. In particular the issue of sanctions is an area of likely controversy. The approach thus should be to draw on international good practice that emphasises the pervasiveness of codes and their relationship to perceptions of trust in the institution concerned.

Anticipated work to be undertaken

Work has already commenced on developing a draft discussion paper, with annexes, that draws on the work of the European Centre on Parliamentary Research and Documentation and on the international work on the implementation of the Bangalore Principles on judicial standards.

Further material on good practice examples of legislative and judicial codes will be collected into a second discussion paper.

Workshops will be held with both institutions to discuss the papers and to listen to the views of national and international experts.

Use of STEs

Given the sensitivities of such discussions, this sub-component will use both national and international STEs. Additionally, it is proposed that at least one, possibly two, of the research projects undertaken in this area and the authors will also be used as STEs for the workshops.

The international experts proposed are:

Judicial representative: Dr. Nihal Jayawickrama Coordinator of the International Judicial Integrity Group, London.   Parliamentary representative: Global Organisation of Parliamentarians Against Corruption (Chair - John Williams; Vice-Chair – Dr. Naser Al Sane)

Risk factors and risk mitigation

The clear risk is that the Legislature and senior members of the judiciary are reluctant to participate because there is a concern over external interference or because neither or both institutions reject the idea of codes and associated procedures, including sanctions.

Mitigation: the initial report will provide the context in terms of how far most countries have already adopted legislative and judicial codes, and the requirements of the UN Convention against Corruption (UNCAC). The international STEs will be chosen for their authority and credibility to emphasise the benefits and disadvantages of codes.

Component 2

Component 2 has two sub-components

Sub-component 2.1   Reviewing the effectiveness of codes of conduct and other anti-corruption measures in Turkey

Introduction

While Turkey has developed an institutional and planning framework to develop a comprehensive anti-corruption strategy – see 2.3 above – progress has been limited. The project is intended to reactivate the process by undertaking reviews of the current situation, including the use of codes and other preventative measures, the legislation and coercive institutions, the response to the GRECO reviews and the mapping of progress against the UN convention Against Corruption, and proposals for the development of an anti-corruption strategy and the means to sustain its work.

Objectives

A review of the procedural, legal and institutional landscape of both preventative and coercive measures against corruption and proposals on the development of a national anti-corruption strategy with appropriate institutional ownership and reporting, and relevant performance measures.

Approach taken

Within sub-component, certain research studies will be focussed on anti-corruption work; both the OECD and NIS methodologies will be used. The studies will evaluate the effectiveness of anti-corruption measures implemented in recent years, including criminal law measures, the public information act, the Code of Ethics.

Anticipated work to be undertaken

Interviews will be conducted with principal stakeholders within government.
Research studies will be undertaken within the framework outlined in 5.1.1.5.

Based on this work, proposals will be made with regard to future anti-corruption strategies. Up to 2 national conferences on the prevention of corruption in Turkey would be held.

Use of STEs

Both national and international STEs will be used for this sub-component. Those awarded research studies will become STEs in terms of the work undertaken, in participation in the workshops and in helping draft a strategy.

The international experts proposed to assist in this work are:

Stu Gilman, Head of the UN Global Programme against Corruption and the Anti-corruption Unit, UNODC. He is currently leading the STAR initiative on asset recovery (he is known to the LTA).

Janos Bertok, Principal Administrator, Public Governance and Territorial Development Directorate, OECD.

Risk factors and risk mitigation

The government is reluctant to accept the need for a new review and a further strategy over and above the work completed in 2000-2 (see 2.3 above).

Mitigation: the requirements of the UNCAC will be emphasised and the international STE will underline the developments internationally on anti-corruption strategies.

Sub-component 2.2   Supporting the coordination of measures to promote ethics with other anti-corruption measures in Turkey

Introduction

Reviewing and devising any effective anti-corruption strategy requires the active involvement of the principal stakeholders and likely institutional owners of the delivery and sustainability of the strategy.

Objectives

The objective is to engage the stakeholders in supporting and owning a strategy.

Approach taken

The project would support the organisation of regular meetings (once every six months) with the technical commission assisting the Inter-ministerial Anti-corruption Commission and help develop proposals for improved management, coordination and monitoring of anti-corruption strategies in Turkey.

More detailed work on the strategy will be undertaken by the LTA and STEs in agreement with the technical commission

Approach taken

The work will be undertaken in conjunction with the technical commission and will involve background research and interviews.

Anticipated work to be undertaken

Within sub-component 5.1.1.5, at least one of the research studies will be focussed on the joined-up nature of anti-corruption work. The study will evaluate the legal, institutional and procedural facilitators and inhibitors to the effectiveness of coordination of ethics with anti-corruption measures.

Other work will be undertaken with key stakeholders.

Use of STEs

Both national and international STEs will be used for this sub-component. Those awarded research studies will become STEs in terms of the work undertaken, in participation in the workshops and in helping draft a strategy.

The international experts proposed to assist in this work are Stu Gilman and Janos Bertok.

Risk factors and risk mitigation

The risk is that the technical commission will be reluctant to accept the involvement of the project in its work and will retain sole ownership for the development of a strategy tom itself.

Key stakeholders will be reluctant to participate in the work of the project insofar as it relates to this sub-component.

The meetings are too far apart to allow effective [progress within the life of the project and that the meetings are formal rather than substantive.

Mitigation: the requirements of the UNCAC will be emphasised and the international STE will underline the developments internationally on anti-corruption strategies.

7　　Project Management and Methodology

This section describes the delivery and management arrangements that will underpin the implementation of the Workplan discussed above.

7.1　　Delivery Activities

The review of the Workplan included an assessment of the various modes of delivery proposed in the project proposal. These have been confirmed and are outlined

Expert advice

This will be provided by the LT-Advisor within his competence/experience or, as necessary, by STEs (Short-Term Experts) selected according to their specific field of competence, through direct conversation with individual officials or groups of officials on the issues specified in the Workplan and wherever necessary. National STEs will provide informed expertise on current issues within Turkey; this will be enhanced by a number of international STEs who will provide the opportunity to transfer good practice experience and knowledge. Both will provide support to the PMT in specialised areas.

Expert opinions

These will be provided in writing, as necessary, to comment on the pieces of legislation or their drafts or other documents, by independent experts from the Council of Europe Member States via the CoE Secretariat.

Study visits to EU Member States

These will provide first-hand experience to complement the theory and help individuals to examine possible changes to their own procedures and approaches, and also initiate the basis for launching cooperation and networking with EU Member States.

Roundtables and seminars

The role of roundtables and seminars is to invite stakeholders/professional groups and individuals to look at ways to enhance the work of the project, to offer perspectives from their own areas of expertise and, to propose areas in which their own policies can be reformed. They will also be used to contribute specialist knowledge to a broader debate on a given issue.

Workshops

These are intended to be smaller and more operational in their focus than roundtables and seminars to allow a particular task to be undertaken involving multiple co-operating parties, especially practitioners and officials.

Training courses

These are a central part of the delivery of the project and allow participants to acquire new knowledge and/or professional skills through interaction with a qualified trainer. Elements of self-education can be included.

Research

The proposal for a number of research studies will provide a comprehensive overview of a given issue to serve a basis for further analysis.

Publication and dissemination

The project intends a comprehensive publication of texts and/or audiovisual CD-ROMs to ensure that expertise or knowledge is made available to the widest possible audience.

7.2   Project Management

To deliver the project, a management team (PMT) has been set up in Strasbourg and Ankara. It will compose 4 members.

In Strasbourg, the Corruption and Fraud Unit is in charge to monitor on daily basis the project implementation and report on behalf of the Council of Europe on the implementation and delivery of the project's objectives. The Project Coordinator and Manager Ms Ilknur Yuksek, will be dealing with every day management of project activities.

In Ankara, the setting-up of the project implementation team has been now finalised where Mr Serhan Alemdar was selected for the position of TYEC Local Project Officer (LPO). The Long-Term Advisor is Mr Alan Doig. These nominations were previously approved by the project donor organisation (European Commission) and the main counterpart institution (the Ethics Council for the Public Service).

In addition to the 4 members of the PMT, the Ethics Council has nominated Mr Omer Atalar to be the National Project Director and who will liaise on daily basis with the project management team from the side of the Council of Europe and other counterpart institutions. All the above constitutes the project

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implementation team which will be supported by the project management team in Strasbourg in accordance to the terms as indicated in the project contract and its fiche.

The PMT will be in part located in the premises of the Ethics Council in the Public Service. In accordance with the project document, the office space for the project has been allocated by the Ethics Council and satisfies the needs of the CoE local team, it also provides the infrastructure to implement certain project activities (conference room and other facilities in the building). In addition, the project implementation team will also be located in the Council of Europe office to ensure on-line access and finance system access as well as providing a meeting room with translation booths. The project will also undertake to ensure the translation of all relevant documentation and publications so that important texts and information are accessible in the national language and can be used as a tool in training activities and seminars.

8 Workplan

Reference	Description of Activities	Expected Indicators and Activity Interventions/Outcomes	Timing/Venue	Participating Institutions	Inputs from the CoE
Overall objective:	To contribute to the prevention of corruption in Turkey in accordance with European and other international standards				
Specific objective:	To ensure the effective implementation of the Code of Ethics for public officials and the adoption of such codes by other categories of officials	**Overall Indicators:** ▪ Level of compliance with the Code of Ethics for Public officials in terms of: ▪ Number of complaints received and investigated ▪ Number of training activities carried out in different institutions ▪ Activities carried out by Ethics Commissions ▪ Adoption of a Code of Ethics by the Judiciary ▪ Adoption of a Code of Ethics by the Parliament			
Output 1:	The staff of the Council of Ethics are trained and have the necessary working tools and procedures to better	**Overall Indicators:** ▪ Number of meetings held by the Council of Ethics ▪ Number of complaints			

Reference	Description of Activities	Expected Indicators and Activity Interventions/Outcomes	Timing/Venue	Participating Institutions	Inputs from the CoE
	exercise their mandate	treated and investigations completed ▪ Quality of work plan ▪ Development of procedures manual ▪ Quality of reports prepared by the Council of Ethics			
Activity 1.1	Review of the working procedures of the Council of Ethics of Public Officials and its secretariat: Submission of proposals and recommendations for the improvement.	Round Table Discussion No. 1 on reviewing issues of concern and current status of the working procedures of the Ethics Council.	March 2008 Ankara	Ethics Council	Long-term adviser Up to 5 work days of short-term consultants 2 round-table discussions
		Round Table Discussion No. 2 on the Technical Paper on Recommendations and Proposals on the improvement of the working procedures of the Ethics Council.	April 2008 Ankara	Ethics Council	
Activity 1.2	Training of the secretariat of the Ethics Council on the management of complaints received and implementation of Ethics Principles in line with international standards	Training Conference on the "International Standards on the Principles of Ethics" for Ethics Council and Government authorities	May 2008 Ankara	Ethics Council Secretariat of the Ethics Council Disciplinary Boards	Long-term adviser Up to 10 work days of short-term consultants 2 Training conferences
		Training Conference on the "Management of Complaining and Responding Procedures of the Ethics Council"	June 2008 Ankara	Ethics Council Secretariat of the Ethics Council Disciplinary Boards	
Activity 1.3	Train the staff of the Ethics Council in the	Training Session No. 1 on "Investigation of Complaints" for the secretariat of the Ethics	June 2008 Ankara	Secretariat of the Ethics Council	Long-term adviser Up to 10 work days of short-term consultants

Reference	Description of Activities	Expected Indicators and Activity Interventions/Outcomes	Timing/Venue	Participating Institutions	Inputs from the CoE
	investigation of complaints	Council—Certificate of Training			2 Training conferences and round-table discussions
		Training Session No. 2 on "Investigation of Complaints" for the secretariat of the Ethics Council—Certificate of Training	July 2008 Ankara	Secretariat of the Ethics Council	
Activity 1.4	Study visits of members and the staff of the Ethics Council to study the experience of similar bodies in other European Union countries	Five Days Study Visit No. 1 to an EU counterpart institution (10 Persons)	Ireland/UK June 2008	Secretariat of the Ethics Council Standard Board for England Ethics Commission, Ireland	2 International Travels to other international Ethics offices/Countries 10 Days in total for two visits 20 – 24 Persons in total
		Five Days Study Visit No. 2 to an EU counterpart institution (10 Persons)	France (to be confirmed) June 2009	Commissions of Ethics Ethics Council Secretariat of the Ethics Council Civil Society (subject to their own funding) Office of for Services of the Prevention of Corruption/Ministry of Justice, France (TBC)	
Output 2:	A training package is available to support the application of the code of ethics for public officials	▪ The draft training package is available by month 6 ▪ The final package is available by month 10 and			

Reference	Description of Activities	Expected Indicators and Activity Interventions/Outcomes	Timing/Venue	Participating Institutions	Inputs from the CoE
		the training CD by month 12 ▪ Quality of the training package ▪ Project reports			
Activity 2.1	Provision and dissemination of materials on training for ethics and on international standards and tools on enhancement of ethics from other countries	Review, Translation of models and good practices that exist in other European countries on training for ethics and on international standards and tools on enhancement of ethics	March 2008 Ankara	Secretariat of the Ethics Council	Translation in writing of approx 200 pages Translation and Round Table Costs
		Dissemination and Introduction of the materials for the Ethics Committees	April 2008 Ankara	Secretariat of the Ethics Council All Ethics Commissions	
Activity 2.2	Develop a coherent training package and curriculum for ethics training based on the provisions of the Code of Ethics	Working and Consulting Sessions between the Ethics Council/ Secretariat and Experts on assessment and drafting of the training package and of the curriculum for ethics training based on the Code of Ethics and for the public officials	Ankara Start April 2008 End: Sept 2008	Secretariat of the Ethics Council Other public institutions and academia (experts)	Long-term adviser Up to 20 work days of short-term consultants
Activity 2.3	Finalise the training package and make it available to different institutions for in-service training	Following a testing of the training package (under outputs 4 and 5)—hold a consulting table on the lesson learned and issues of concern coming out of the testing of package and trainings and conduct the last review to Finalise the Training	October 2008 Ankara	Secretariat of the Ethics Council	Long-term adviser Up to 8 work days of short-term consultants

Reference	Description of Activities	Expected Indicators and Activity Interventions/Outcomes	Timing/Venue	Participating Institutions	Inputs from the CoE
		Package;			
		Introduce and disseminate the training package to all institutions for internal trainings along with guidelines for trainers.	December 2008 Ankara	Secretariat of the Ethics Council	
Activity 2.4	Make available a CD suitable for computer-based training	Produce and disseminate a Training CD/ suitable for computer –based training by including in it the Final Training Package	January 2009 Distribution at large in all 81 provinces	Secretariat of the Ethics Council	Cost for publication and production of CD Cost of Distribution
Output 3:	At least 10 trainers have been trained and are able to deliver ethics training	▪ Quantity and quality of training activities carried out by trainers ▪ Project reports ▪ Study on the effectiveness of the Code of Ethics ▪ Trainers will remain available for training activities			
Activity 3.1	Select 10 to 15 trainers from training institutions of the public administration	Conduct consulting and information sessions with the relevant public administration training institutions to identify and assess about 10-15 potential Trainers. Initiate a protocol or MOU with respective institutions prior to the selection and training of the trainers.	June/July 2008 Ankara	Ministry of Health Ministry of Education Ministry of Interior Ministry of Justice State Planning Organisation and other interested institutions	Long-term adviser Up to 8 work days of short-term consultants

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Reference	Description of Activities	Expected Indicators and Activity Interventions/Outcomes	Timing/Venue	Participating Institutions	Inputs from the CoE
Activity 3.2	Train the trainers in the application of the training package of the "Code of Ethics"	Train the Trainers Workshop No.1 on "Application of Code of Ethics"	October 2008 (Back to back)	To be confirmed as above	Long-term adviser Up to 15 work days of short-term consultants 2 train the trainer workshop
		Train the Trainers Workshop No.2 on "Application of Code of Ethics"	October 2008 (Back to back)	To be confirmed as above	
Activity 3.3	Trainers Initiate the preparation for the delivery of the initial training activities (under outputs 4 and 5)	Consulting and drafting sessions in support the newly trained trainers in the preparation and design of the initial training, curricula and training methodology and tools prior to actions that are planned to be taken under Output 4 and Output 5.	November 2008 throughout November 2009	To be confirmed as above	Long-term adviser Up to 5 work days of short-term consultants Up to 1-2 train the trainer workshops
Output 4:	The governors, deputy governors, district governors and members of ethics commissions of the 81 provinces have been trained in the application of the code of ethics for public officials	▪ Number of training activities carried out ▪ Follow up activities by provincial officials ▪ Number of complaints received and investigated; ▪ Project reports ▪ Study on the effectiveness of the Code of Ethics			
Activity 4.1	Organise up to 10 training events for **governors, deputy governors, and**	Training Event No.1 Istanbul	November 2008 Istanbul	Governors, Deputy Governors, District Governors, Mayors	Long-term adviser 21 w/days of ST 10 events in provinces Translation/ productions/training
		Training Event No. 2 – Bursa	December 2008		

Reference	Description of Activities	Expected Indicators and Activity Interventions/Outcomes	Timing/Venue	Participating Institutions	Inputs from the CoE
	district governors, on the application of the Code of Ethics and implementation aspects of complaining procedures.		Bursa	Secretariat of the Ethics Council

Trained Trainers | materials/Interpretation Costs of Transport Lodging for 250 prs. for 20 days |
		Training Event No. 3 - Izmir	January 2009 Izmir		
		Training Event No. 4 – Antalya	February 2009 Antalya		
		Training Event No. 5 – Kayseri	March 2009 Kayseri		
		Training Event No. 6 – Diyarbakir	April 2009 Diyarbakir		
		Training Event No. 7 – Erzurum	May 2009 Erzurum		
		Training Event No. 8 – Trabzon	June 2009 Trabzon		
		Training Event No. 9 – Samsun	July 2009 Samsun		
		Training Event No.10 – Adana	September 2009 Adana		
Activity 4.2	Organise up to 15 training events for members of **ethics commissions** in <u>provinces</u> and <u>municipalities</u> on the application of the Code of Ethics and implementation aspects	Training Event No.1 – Istanbul	November 2008 Istanbul	Ethics Commissions in Provinces

Ethics Commission in the Municipalities

Secretariat of the | Long-term adviser
21 w/d days of ST 15 events in provinces
Translation/productions/Photocopy/distribution of training materials
Interpretation Costs
Transport for 15
Lunch/ Dinners for 300 Persons for 30 Days |
		Training Event No. 2 – Bursa & No.3 – Eskisehir	December 2008 Bursa &Eskisehir		
		Training Event No. 4 – Izmir	January 2009 Izmir		
		Training Event No. 5 – Antalya	February 2009 Antalya		

Reference	Description of Activities	Expected Indicators and Activity Interventions/Outcomes	Timing/Venue	Participating Institutions	Inputs from the CoE
	of complaining procedures	Training Event No. 6– Kayseri	March 2009 Kayseri	Ethics Council Trained Trainers	
		Training Event No. 7 – Diyarbakir& No. 8 – Malatya	April 2009 Diyarbakir		
		Training Event No. 9 – Erzurum	May 2009 Erzurum		
		Training Event No. 10 – Trabzon	June 2009 Trabzon		
		Training Event No. 11 – Samsun	July 2009 Samsun		
		Training Event No.12 – Adana & No. 13 G.Antep	September 2009 Adana &G.Antep		
		Training Event No. 14 Bolu and No. 15 Van	October 2009 Bolu &Van		
Output 5:	Officials of central institutions and organisations responsible for ethics (members of the ethics commissions and senior managers) have been trained in the application of the code of ethics for public officials	▪ Number of training activities carried out ▪ Follow up activities by ethics commissions and senior managers ▪ Number of complaints received and investigated ▪ Project reports ▪ Study on the effectiveness of the Code of Ethics ▪ Officials from different institutions make use of the			

Reference	Description of Activities	Expected Indicators and Activity Interventions/Outcomes	Timing/Venue	Participating Institutions	Inputs from the CoE
		skills acquired and follow up with ethics activities in their respective institutions			
Activity 5.1	Organise up to 6 training events for **members of ethics commissions** and officials <u>responsible for in-service training in different institutions</u> of the public administration	Training Event No.1 – Ankara	January 2009	Ethics Commissions from the Central Institutions Secretariat of the Ethics Council Ethics Council	Long-term adviser 12 w/d of ST consultants Cost of 6 training events Lunch/ Dinners for 1050 Prs for 12 Days Interpretation Costs Translation/productions/ of training materials
		Training Event No. 2 – Ankara	February 2009		
		Training Event No. 3 – Ankara	March 2009		
		Training Event No. 4 – Ankara	April 2009		
		Training Event No. 5 – Ankara	May 2009		
		Training Event No. 6 – Ankara	June 2009		
Activity 5.2	Organise up to 4 training events for **senior officials of central level institutions** of the public administration (<u>under secretary, general director, president, general secretary and deputy general secretary levels</u>)	Training Event No.1 – Ankara	January 2009	Ethics Commissions from the Central Institutions Secretariat of the Ethics Council Ethics Council	Long-term adviser 8 w/d of ST consultants Cost of training events Lunch/ Dinners for 100 Persons for 4 Days in Interpretation Costs Translation/productions/ of training materials
		Training Event No. 2 – Ankara	May 2009		
		Training Event No. 3 – Ankara	June 2009		
		Training Event No. 4 – Ankara	October 2009		
Output 6:	At least 10 research studies are available on	▪ Quantity and quality of research studies			

Reference	Description of Activities	Expected Indicators and Activity Interventions/Outcomes	Timing/Venue	Participating Institutions	Inputs from the CoE
	the risks of corruption in relation to unethical behaviour and have been discussed in public	• Number of public workshops and feedback received • Project reports • Contribution of the relevant authorities to the research studies and active participation into workshops; • Usage of the results of the research studies/outcomes in designing specific anti-corruption measures			
Activity 6.1	Initiate the identification of subject matter preparation and of the TORs for at least 10 research studies on ethics issues and corruption in general.	Working Table with the Ethics Council on the Identification of the 10 Research Studies Themes and expected outcomes	March 2008	Secretariat of the Ethics Council Senior Officials from selected public institutions	Long-term adviser Up to 20 work days of short-term consultants Cost for 10 research studies
		Drafting of the TORs for 10 Research Studies	March 2008 Oct/Nov 2008	Secretariat of the Ethics Council	
		Tender Procedures for commissioning of 10 research studies to different institutions (consultancies/NGOs/Academia)	April 2008 (6/10) Nov 2008 (4/10)	Open to tender applicants (based on the procurement rules of the CoE)	
Activity 6.2	Organise the publication of the results of these studies	Commissioning of Publication and carrying of Dissemination of 10 Research Studies 6 research studies- 2008 4 research studies-2009	Ankara and provinces August 2008 January 2009	Open to tender applicants (based on the procurement rules of the CoE)	Cost of Publication/Translation and Dissemination

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Reference	Description of Activities	Expected Indicators and Activity Interventions/Outcomes	Timing/Venue	Participating Institutions	Inputs from the CoE
Activity 6.3	Support the Ethics Council in the organisation of up to 2 public workshops on the results of these studies	Public Workshop No 1 on the Results of the 6/10 Research Studies	Ankara January 2009	Ethics Council	Up to 5 workshops Cost for up 2 events Catering for 65 Persons for 2 Days in Total Interpretation Costs Preparation of materials and productions/Photocopy/distribution of training materials
		Public Workshop No 2 on the Results of other 4/10 Research Studies	Ankara October 2009	Secretariat of the Ethics Council	
Output 7:	The development of codes of conduct for elected office holders and the judiciary will have been supported	▪ Availability of proposals for codes of conduct for elected officials and the judiciary ▪ Number of workshops held; ▪ Studies on the effectiveness of anti-corruption measures ▪ Project reports; ▪ Adoption of proposed code of conducts			
Activity 7.1	Organise **workshops on codes of conduct** for <u>elected office holders</u> and the judiciary to identify possibilities for the development of such codes	Workshop No. 1 on Code of Conducts for Elected Office Holders	Ankara November 2008 (Back to back)	Government institutions Parliament	Long-term adviser 5 w/d of ST consultants 2 workshops; Cost of 40 Prs for 2 Days; Interpretation
		Workshop No. 2 on Code of Conducts for Judiciary members	Ankara November 2008 (Back to back)	Ministry of Justice and Prosecution	distribution of materials
Activity 7.2	Support the review and drafting sessions of identified Codes of	Review and Drafting Workshop/Sessions No.1	Ankara January/March 2009	Government institutions Parliament	Long-term adviser 10 w/d of ST consultants

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Reference	Description of Activities	Expected Indicators and Activity Interventions/Outcomes	Timing/Venue	Participating Institutions	Inputs from the CoE
	Conduct for elected office holders through workshops and direct technical advice	Review and Drafting workshop/Sessions No. 2	May/June 2009	Ministry of Justice and Prosecution	3 workshops Catering for 30 Prs for 3 Days; Interpretation Preparation of materials
Output 8:	The effectiveness of codes of conduct and other anti-corruption measures in Turkey will have been evaluated and recommendations for future prevention strategies are available	• First study available by month 8 • Further studies available by month 22 • Quality of studies/ recommendations • Project reports • The results of the research studies will be followed up and feed into improved corruption prevention strategies			
Activity 8.1	Carry out system studies evaluating the effectiveness of anti-corruption measures implemented in recent years, including criminal law measures, the public information act, the Code of Ethics	System Study No. 1: Effectiveness of AC measures through Code of Ethics	Ankara May/September 2008	-Ethics Council -Secretariat of the Ethics Council -Ethics Commissions -Civil Society	Long-term adviser 24 w/d of ST consultants 4 studies Interpretation Costs Preparation of materials and productions/Photocopy/distribution of materials
		System Study No. 2: Effectiveness of AC measures through the public Information Act	Ankara Feb/April 2009	Ministry of Justice Secretariat of the Ethics Council Public Information	

Reference	Description of Activities	Expected Indicators and Activity Interventions/Outcomes	Timing/Venue	Participating Institutions	Inputs from the CoE
				Council Civil Society	
		System Study No. 3: Effectiveness of AC measures in Criminal Law	Ankara May/September 2009	Ministry of Justice /Courts/ Prosecution/Law Enforcement Secretariat of the Ethics Council	
		System Study No. 4: Effectiveness of AC measures through disciplinary provisions in the legislation and existing structures	Ankara Aug/October 2009	Ministry of Justice /Courts/ Prosecution Secretariat of the Ethics Council Pubic Administration Disciplinary Boards	
Activity 8.2	Submission of Proposals on specific Anti-corruption measures based on the Study Outcomes	Proposal No.1 Effectiveness of AC measures through Code of Ethics	Ankara October 2008	Ministry of Justice /Courts/ Prosecution Secretariat of the Ethics Council	Long-term adviser Up to 12 work days of short-term consultants
		Proposal No.2 on Effectiveness of AC measures through the public Information Action	Ankara April 2009	Secretariat of the Ethics Council Civil Society Ethics Council Ethics Commissions	
		Proposal No.3 on Effectiveness of AC measures in Criminal Law	Ankara	Ministry of Justice /Courts/	

Reference	Description of Activities	Expected Indicators and Activity Interventions/Outcomes	Timing/Venue	Participating Institutions	Inputs from the CoE
			September 2009	Prosecution Secretariat of the Ethics Council Pubic Administration Disciplinary Boards	
		Proposal No. 4 Effectiveness of AC measures through disciplinary provisions in the legislation and existing structures	Ankara October 2009	Ministry of Justice /Courts/ Prosecution Secretariat of the Ethics Council Pubic Administration Disciplinary Boards	
Activity 8.3	Organise up to 2 national conferences on the prevention of corruption in Turkey	National Conference No. 1 on Prevention of Corruption	Ankara December 2008	Ethics Commissions and other relevant public institutions/ judiciary/civil society and business community representatives	Catering for 60 Prs for 2 Days; Interpretation Preparation of materials productions/Photocopy/distribution materials Cost of 2 nat. conf.
		National Conference No. 2 on Prevention of Corruption	Istanbul September 2009	Ethics Commissions and other relevant public institutions/ judiciary/civil society and business community	

Reference	Description of Activities	Expected Indicators and Activity Interventions/Outcomes	Timing/Venue	Participating Institutions	Inputs from the CoE
Output 9:	Coordination of measures to promote ethics with other anti-corruption measures in Turkey ensured	▪ Availability of proposals for improved coordination ▪ Number and quality of meetings held with the technical commissions and other institutions responsible for anti-corruption measures in Turkey ▪ Project reports ▪ GRECO reports ▪ EU/EC reports			
Activity 9.1	Support the organisation of regular meetings (once every six months) with the technical commission assisting the Inter-ministerial Anti-corruption Commission	Holding of every-six month meetings with the technical commission, and supporting the meetings/procedures through technical advice and share of best practices. Initiate issuance of recommendations for introducing anti-corruption policies and specific measures based on Project's outcomes	Ankara May 2008 November 2008 May 2009 October 2009	Increasing Transparency in Turkey and good governance Commission Secretariat of the Ethics Council	Long-term adviser 10 w/d of ST consultants Preparation of materials productions/Photocopy/distribution of materials
Activity 9.2	Develop proposals for improved management, coordination and monitoring of anti-corruption strategies in Turkey	Submit proposals/recommendations on: Management; Coordination; Monitoring Tools of Anti-corruption Strategies in Turkey	Ankara May 2008 Oct 2008 May 2009 Oct 2009	Increasing Transparency in Turkey and good governance Commission Secretariat of the Ethics Council	Long-term adviser 10 w/d of ST consultants Preparation of materials productions/Photocopy/distribution of materials

Reference	Description of Activities	Expected Indicators and Activity Interventions/Outcomes	Timing/Venue	Participating Institutions	Inputs from the CoE
				Ethics Commissions Inspection Boards Disciplinary Boards	

9   Calendar

Completed	Planned

Outputs/ Activities	Description	Months / 1st Year												Months / 2nd Year															
		D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N				
	Inception phase (8 weeks)	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12				
Output 1:	The staff of the Council of Ethics are trained and have the necessary working tools and procedures to better exercise their mandate																												
Activity 1.1	Review the working procedures of the Council of Ethics for the Public Service and its secretariat and make and implement proposals for improvement																												
	RTD No.1																												
	RTD No.2																												
Activity 1.2	Train the staff of the secretariat in the management of complaints received and implementation of Ethics Principles in line with international standards																												
	Training Conference No. 1																												

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Outputs/ Activities	Description	Months / 1st Year												Months / 2nd Year														
		D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N			
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12			
	Training Conference No. 2							▓																				
Activity 1.3	Train the staff of the Ethics Council in the investigation of complaints							▓	▓																			
	Training Session No. 1							▓																				
	Training Session No. 2								▓																			
Activity 1.4	2 Study visits of members and the staff of the Council of Ethics to study the experience of similar bodies in other European Union countries							▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓									
	Five days Study Visit No. 1 to Ireland and UK (10 persons)							▓																				
	Five days Study Visit No. 2 to France (TBC)																			▓								
Output 2	A training package is available to support the application of the code of ethics for public officials																											
Activity 2.1	Provision and dissemination of materials on training for ethics and on international standards and tools on enhancement of ethics from other countries				▓	▓																						
	Review, Translation of models and good practices that exist in other				▓																							

Outputs/ Activities	Description	Months / 1st Year												Months / 2nd Year																
		D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N				
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12				
	European countries on training for ethics and on international standards and tools on enhancement of ethics				█																								
	Dissemination and Introduction of the materials for the Ethics Committees					█																							
Activity 2.2	Develop a coherent training package/curriculum for ethics training based on the provisions of the Code of Ethics					█	█	█	█	█	█																		
	Working and Consulting Sessions between the Ethics Council/ Secretariat and Experts on assessment and drafting of the training package and of the curriculum for ethics training based on the Code of Ethics and for the public officials					█	█	█	█	█	█																		
Activity 2.3	Finalise the training package and make it available to different institutions for in-service training											█	█	█															
	Following a testing of the training package (under outputs 4 and 5), finalise and the training package and make it available to different institutions for in-service training											█																	
	Introduce and disseminate the training package to all institutions for internal trainings along with													█															

Ethics for the Prevention of Corruption in Turkey (TYEC)

Outputs/ Activities	Description	Months / 1st Year												Months / 2nd Year																
		D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N				
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12				
	guidelines for trainers.													▓															
Activity 2.4	Make available a CD suitable for computer-based training														▓														
	Produce and disseminate a training CD suitable for computer-based training by including it in the Final Training Package														▓														
Output 3	At least 10 trainers have been trained and are able to deliver ethics training																												
Activity 3.1	Select 10 to 15 trainers from training institutions of the public administration							▓	▓																				
	Conduct consulting and information sessions with the relevant public administration training institutions to identify and assess about 10-15 potential Trainers. Initiate a protocol or MOU with respective institutions prior to the selection and training of the trainers.							▓	▓																				
Activity 3.2	Train the trainers in the application of the training package of the "Code of Ethics"											▓																	
	Train the Trainers Workshop No.1 on "Application of Code of Ethics"											▓																	
	Train the Trainers Workshop No.2											▓																	

Outputs/ Activities	Description	Months / 1st Year												Months / 2nd Year															
		D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N				
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12				
	on "Application of Code of Ethics"											█																		
Activity 3.3	Trainers Initiate the preparation for the delivery of the initial training activities (under outputs 4 and 5)										█	█	█	█	█	█	█	█	█	█	█	█	█	█					
	Consulting and drafting sessions in support the newly trained trainers in the preparation and design of the initial training, curricula and training methodology and tools prior to actions that are planned to be taken under Output 4 and Output 5.										█	█	█	█	█	█	█	█	█	█	█	█	█	█	█				
Output 4	The governors, deputy governors and members of ethics commissions of the 81 provinces have been trained in the application of the code of ethics for public officials																												
Activity 4.1	Organise up to 10 training events for governors, deputy governors, and district governors on the application of the Code of Ethics and implementation aspects of complaining procedures										█	█	█	█	█	█	█	█	█	█	█								
	Training Event No.1 Istanbul											█																	
	Training Event No. 2 – Bursa													█															
	Training Event No. 3 - Izmir														█														
	Training Event No. 4 – Antalya															█													
	Training Event No. 5 – Adana																█												

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Outputs/ Activities	Description	Months / 1st Year												Months / 2nd Year														
		D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N			
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12			
	Training Event No. 6 – Diyarbakir																	■										
	Training Event No. 7 – Erzurum																		■									
	Training Event No. 8 – Trabzon																			■								
	Training Event No. 9 – Samsun																				■							
	Training Event No.10 – Kayseri																						■					
Activity 4.2	Organise up to 15 training events for members of ethics commissions in provinces and municipalities on the application of the Code of Ethics and implementation aspects of complaining procedures										■	■	■	■	■	■	■	■	■	■	■	■	■					
	Training Event No.1 – Istanbul												■															
	Training Event No. 2 – Bursa & No.3 – Eskisehir													■														
	Training Event No. 4 – Izmir														■													
	Training Event No. 5 – Antalya															■												
	Training Event No. 6– Kayseri																■											
	Training Event No. 7 – Diyarbakir& No. 8 -Malatya																	■										
	Training Event No. 9 – Erzurum																		■									
	Training Event No. 10 – Trabzon																			■								
	Training Event No. 11 – Samsun																				■							

Ethics for the Prevention of Corruption in Turkey (TYEC)

Outputs/ Activities	Description	Months / 1st Year												Months / 2nd Year															
		D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N			
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12			
	Training Event No.12 – Adana & No. 13 G.Antep																							▓					
	Training Event No. 14 Bolu and No. 15 Van																								▓				
Output 5	Officials of central institutions and organisations responsible for ethics (members of the ethics commissions and senior managers) have been trained in the application of the code of ethics for public officials																												
Activity 5.1	Organise up to 6 training events for **members of ethics commissions** and officials responsible for in-service training in different institutions of the public administration															▓	▓	▓	▓	▓	▓								
	Training Event No.1 – Ankara															▓													
	Training Event No. 2 – Ankara																▓												
	Training Event No. 3 – Ankara																	▓											
	Training Event No. 4 – Ankara																		▓										
	Training Event No. 5 – Ankara																			▓									
	Training Event No. 6 – Ankara																				▓								
Activity 5.2	Organise up to 4 training events for **senior officials of central level institutions** of the public administration (under secretary,															▓	▓	▓	▓	▓	▓	▓	▓	▓	▓				

Ethics for the Prevention of Corruption in Turkey (TYEC)

Outputs/ Activities	Description	Months / 1st Year												Months / 2nd Year															
		D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N				
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12				
	general director, president, general secretary and deputy general secretary levels)														█	█	█	█	█	█	█	█	█	█					
	Training Event No.1 – Ankara														█														
	Training Event No. 2 – Ankara																		█										
	Training Event No. 3 – Ankara																			█									
	Training Event No. 4 – Ankara																						█						
Output 6	At least 10 research studies are available on the risks of corruption in relation to unethical behaviour and have been discussed in public																												
Activity 6.1	Initiate the identification of subject matter preparation and of the TORs for at least 10 research studies on ethics issues and corruption in general.				█	█	█	█	█	█	█	█	█																
	Working Table with the Ethics Council on the Identification of the 10 Research Studies Themes and expected outcomes				█																								
	Drafting of the TORs for 10 Research Studies				█								█	█															
	Tender Procedures for commissioning of 10 research studies to different institutions (consultancies/NGOs/Academia)					█								█																

Outputs/ Activities	Description	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N				
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12				
Activity 6.2	Organise the publication of the results of these studies									▉	▉	▉	▉	▉	▉														
	Commissioning of Publication and carrying of Dissemination of 10 Research Studies 6 research studies- 2008 4 research studies-2009									▉					▉														
Activity 6.3	Support the Council of Ethics in the organisation of up to 2 public workshops on the results of these studies															▉	▉	▉	▉	▉	▉	▉	▉						
	Public Workshop No 1 on the Results of the 6/10 Research Studies														▉														
	Public Workshop No 2 on the Results of other 4/10 Research Studies																							▉					
Output 7	The development of codes of conduct for elected office holders and the judiciary will have been supported																												
Activity 7.1	Organise workshops on codes of conduct for elected office holders and the judiciary to identify possibilities for the development of such codes												▉																
	Workshop No. 1 on Code of												▉																

Outputs/ Activities	Description	Months / 1st Year												Months / 2nd Year															
		D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N			
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12			
	Conducts for Elected Office Holders												▓															
	Workshop No. 2 on Code of Conducts for Judiciary members												▓															
Activity 7.2	Support the review and drafting sessions of identified Codes of Conduct for elected office holders through workshops and direct technical advice														▓	▓	▓	▓	▓	▓								
	Review and Drafting Workshop/Sessions No.1														▓		▓											
	Review and Drafting workshop/Sessions No. 2																	▓	▓									
Output 8	The effectiveness of codes of conduct and other anti-corruption measures in Turkey will have been evaluated and recommendations for future prevention strategies are available																											
Activity 8.1	Carry out system studies evaluating the effectiveness of anti-corruption measures implemented in recent years, including criminal law measures, the public information act, the Code of Ethics					▓	▓	▓	▓	▓	▓	▓			▓	▓	▓	▓	▓	▓	▓	▓	▓					
	System Study No. 1: Effectiveness of AC measures through Code of					▓			▓																			

Outputs/ Activities	Description	Months / 1st Year												Months / 2nd Year															
		D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N			
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12			
	Ethics						■				■																		
	System Study No. 2: Effectiveness of AC measures through the public Information Action															■		■										
	System Study No. 3: Effectiveness of AC measures in Criminal Law																		■					■				
	System Study No. 4: Effectiveness of AC measures through disciplinary provisions in the legislation and existing structures																					■		■				
Activity 8.2	Submission of Proposals on specific Anti-corruption measures based on the Study Outcomes										■	■		■	■	■	■	■	■	■	■	■	■	■				
	Proposal No.1 on Effectiveness of AC measures through Code of Ethics										■																	
	Proposal No.2 on Effectiveness of AC measures through the public Information Action																	■										
	Proposal No.3 Effectiveness of AC measures in Criminal Law																						■					
	Proposal No. 4 Effectiveness of AC measures through disciplinary provisions in the legislation and existing structures																							■				
Activity 8.3	Organise up to 2 national conferences on the prevention of													■	■	■	■	■	■	■	■	■	■					

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Outputs/ Activities	Description	Months / 1st Year												Months / 2nd Year																
		D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N				
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12				
	corruption in Turkey													▓	▓	▓	▓	▓	▓	▓	▓	▓	▓						
	National Conference No. 1 on Prevention of Corruption													▓															
	National Conference No. 2 on Prevention of Corruption																						▓						
Output 9	Coordination of measures to promote ethics with other anti-corruption measures in Turkey ensured																												
Activity 9.1	Support the organisation of regular meetings (once every six months) with the technical commission assisting the Inter-ministerial Anti-corruption Commission						▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓						
	Holding of every-six month meetings with the technical commission, and supporting the meetings/procedures through technical advice and share of best practices. Initiate issuance of recommendations for introducing anti-corruption policies and specific measures based on Project's outcomes						▓					▓							▓				▓						
Activity 9.2	Develop proposals for improved management, coordination and monitoring of anti-corruption strategies in Turkey											▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓						
	Submit proposals/recommendations											▓							▓				▓						

Outputs/ Activities	Description	Months / 1st Year												Months / 2nd Year															
		D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N			
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12			
	on: Management; Coordination; Monitoring Tools of Anti-corruption Strategies in Turkey											▮							▮					▮				

10 Monitoring, Reporting and Evaluation of the Project

10.1 Monitoring

The daily monitoring of the implementation and reporting of specific activities carried out by the PMT of the TYEC project will be monitored by the Economic Crime Division at the Directorate of Co-operation (Directorate General of Human Rights and Legal Affairs) at the Council of Europe in Strasbourg.

10.2 Reporting

The PMT, specifically the Council of Europe shall submit directly all reports to the counterparts in Ankara, the European Commission, the Ethics Council and CFCU.

The Nature and Content	Type	Reporting Period	Recipient
Monthly Progress Report English Version	The report will list in detail the activities undertaken and assess the progress towards achievement of project objectives. This update will stress particularly the achievement of results.	To be submitted by every 5th day of the upcoming month	Submitted to: Council of Ethics and CFCU
Quarterly (Interim) Reports English Versions	These reports will list more in detail the activities undertaken and assess the progress toward achievement of project objectives. The update will stress particularly the achievement of results and identify also potential risks during the forehead implementation period.	To be submitted every three months 1st Quarterly Report – 1 May 2008 2nd Quarterly Report – 1 August 2008 3rd Quarterly Report – 1st November 2008 4th Quarterly Report – 1 February 2009 5th Quarterly Report – 1 May 2009 6th Quarterly Report – 1 August 2009 7th Quarterly Report – 1 November 2009	Submitted to: Council of Ethics CFCU and ECD
Final Report (Narrative and Financial) English and Turkish Versions	The final report should follow the inception report format and include an in-depth assessment of project implementation results and the level of achievement of the objectives. The final report will be complemented by an evaluation of the impact of the project aimed at identifying the impact and the achievements of the project at the end of it. The Final Report and the Evaluation Report will contain	Within six weeks of the end of the implementation period and accompanying final payment request	Council of Ethics CFCU EC Delegation

	lesson learnt and recommendations to be followed up by the beneficiary. The report will be finalised after incorporation of any comments from the CFCU, ECD and Council of Ethics		

In addition to the above formal reports, the Project Team shall regularly inform the donors of political, economic or institutional developments of relevance to the project. In particular the PMT and Turkish counterparts will meet monthly with representatives of the European Commission and the CFCU.

10.3   Evaluation

Twelve months after the commencement of the project, an interim evaluation of the project will be submitted and reported by two external independent evaluators. Prior to the evaluation, the project management in consultation with the Project Director will prepare a detailed progress report which will be made available to the evaluators. Briefing and debriefing meetings prior to and after the evaluation shall be held between the evaluators and the Council of Europe in order to discuss details and provide information as needed. The evaluators will receive early information on the strategy, and indicators which will be identified in a coherent way and shall establish the way of the monitoring/evaluation of the project's implementation twelve months after the commencement of the implementation of the project. So far there are two independent evaluators (experts on issues of corruption, ethics, and project management as well as resource development) that have been identified, and specifically: Ms Vera Devine (Germany); and Mr Quentin Reed (United Kingdom).

11   Project Budget and Justification

Budget Justification					
	Total budget				
Expenses	Unit	# of units	Unit rate (in EUR)	Costs (in EUR)	Justification of the Budget Items
1. Human Resources					Payments for staff are made according to applicable Council of Europe rules on the basis of the salary scales adopted by the Committee of Ministers, any applicable allowances as per the staff regulations adopted by the Committee of Ministers, the employer's contribution to the social cover (health, invalidity, maternity, pension, death) and any other charges adopted by the Committee of Ministers composed of representatives of Member States of the Council of Europe. The relevant items in the budget show the monthly payments to be made to staff assigned by the Council of Europe. These are gross amounts including salary, health, invalidity, maternity, pension, death. Enclosed to this table, you will find the salary scales applying to local staff working in Turkey (gross, net and real cost). When possible, local staff assigned to the project is recruited directly from reserve lists of the Council of Europe. These reserve lists are constituted of persons who have passed a general competition for recruitment by the CoE. Whatever the type of contract (temporary or permanent) the same salary scales are applied. The grade of the contract is determined by comparison with a reference job. A new series of reference jobs was elaborated in 2006. The budgetary cost of any staff member is thus made up of the basic salary of the reference grade and seniority (steps in a grade), the employer's contribution to the social cover scheme (pension, illness, invalidity and maternity cover) and any applicable allowance (eg. family allowance, child allowance).

1.1 Salaries (gross amounts, local)					The project Long Term Adviser (LTA) will be in charge of planning, prioritizing, supervising and technically advising the implementation of the activities under each project Output and to supervise the project support team in Ankara. The LTA will be under consultancy contract with the Council of Europe. The LTA will be paid on monthly basis proportionally to estimated average number of days per month necessary for the preparation of activities/work product. The consultancy fee is applied in accordance to standard consultancy fees applied by EC and CoE in general which vary from (400-650 Euro per day), and which is determined by the seniority, years of experience, academic involvement, and previous history of salary of the expert/consultant. This fee is also expected to cover the own LTA's expenses (insurance, relevant social cover (health, invalidity, maternity, pension, death, and housing allowance) that the LTA has to arrange him/herself. The LTA will be contracted on long term basis and carry out work and activities in accordance to profile and tasks that will be directly related to this particular project.
1.1.1 Technical					
Long Term Adviser (Ankara)-LTA	Work/months	24	9 000	216 000	
1.1.2 Administrative/Support Staff					
Local Project Officer (LPO)-Ankara (B3)	Work/months	24	3 800	91 200	Payment for local CoE staff is made according to applicable Council of Europe rules on the basis of the salary scales for Turkey adopted by the Committee of Ministers and the relevant social cover (health, invalidity, maternity, pension, death) and any other charges adopted by the Committee of Ministers. The cost estimation in this budget is of the gross amount for the LPO to be recruited under the grade B3/B4 - local at the maximum range (assuming the estimation of salary, taxes, social security charges, health, invalidity, maternity, pension, death, and dependency allowance if selected candidate has his/her own family spouse/children). The LPO will provide support and assistance to the LTA and support the project team in the planning, organisation and follow-up of the project activities, for all administration, correspondence and financial arrangements, assistance for international and local experts participating in the project activities.

Project Coordinator - Strasbourg (B4)	Work/months	24	4 000	96 000	Payment for international CoE staff in Strasbourg is made according to applicable Council of Europe rules on the basis of the salary scales for CoE Strasbourg based staff adopted by the Committee of Ministers and the relevant social cover (health, invalidity, maternity, pension, death) and any other charges adopted by the Committee of Ministers. The Project Coordinator will be a selected candidate for a post of a grade of B3/B4 and thus shall provide coordination, support and assistance of the implementation of the project team and the Head of the Division in Strasbourg by also supporting on daily basis the project team in Turkey in organisation and follow-up of the project activities, reporting, correspondence and financial arrangements, briefing and coordinating also international and local experts participating in the project activities.
1.2 Salaries (gross, expat/int. ST Experts)					
Output 1 Short term consultants/experts	Work/days	25	400	10 000	Short term Experts (when working for Member States governments) and Consultants (freelance) designated/contracted by the Council of Europe and paid/reimbursed on a daily basis proportionally to the number of meetings days and/or estimated working days/ and the intellectual work for the preparation of activity/work product. These experts/consultants will be contracted on short term basis and commissioned based on CoE expert and consultant recruitment procedures to conduct and carry out work and activities in accordance to profile and tasks that will be directly related to each output activities. Short term experts/consultants are not Council of Europe secretariat members, and they are paid based on a fee/honorary range between 200-450 Euro per day.
Output 2 Short term consultants/experts	Work/days	28	400	11 200	
Output 3 Short term consultants/experts	Work/days	28	400	11 200	
Output 4 Short term consultants/experts	Work/days	36	400	14 400	
Output 5 Short term consultants/experts	Work/days	28	400	11 200	
Output 6 Short term consultants/experts	Work/days	25	400	10 000	
Output 7 Short term consultants/experts	Work/days	20	400	8 000	
Output 8 Short term consultants/experts	Work/days	25	400	10 000	

Output 9 Short term consultants/experts	Work/days	20	400	8 000	
1.3 Per diems for missions/travel					
1.3.1 Abroad (project staff)	Per diem				
Project staff misc international missions	Per diem	40	169	6 760	
Long Term Adviser Missions	Per diem	40	169	6 760	
Output 1 Short term consultants/experts	Per diem	30	169	5 070	
Output 2 Short term consultants/experts	Per diem	35	169	5 915	
Output 3 Short term consultants/experts	Per diem	35	169	5 915	
Output 4 Short term consultants/experts	Per diem	45	169	7 605	
Output 5 Short term consultants/experts	Per diem	50	169	8 450	
Output 6 Short term consultants/experts	Per diem	20	169	3 380	
Output 7 Short term consultants/experts	Per diem	25	169	4 225	
Output 8 Short term consultants/experts	Per diem	45	169	7 605	Real cost of per diem rates for International and local staff and short term Experts/Consultants traveling for the purpose of the project to and from Turkey. The rates applied are those fixed by the Committee of Ministers of the Council of Europe for 2007 for different categories of persons acting for the Organisation.
Output 9 Short term	Per diem	20			

consultants/experts			169	3 380	
1.3.3 Study visits					Real cost of per diem rates of for participants traveling to other countries on Study Visits to other EU Member States for the purpose of the project activities as designed. The rates applied are those fixed by the Committee of Ministers of the Council of Europe for experts.
Output 1	Per diem	80	169	13 520	
Subtotal Human Resources				575 785	
2. Travel					
2.1. International travel	Per flight				Cost of international travel for experts in accordance to the Council of Europe rules, where the possible cheapest economic international travel fares are applied.
Project staff travel		15	900	13 500	
Output 1		26	900	23 400	
Output 2		5	900	4 500	
Output 3		8	900	7 200	
Output 4		20	900	18 000	
Output 5		20	900	18 000	
Output 6		10	900	9 000	
Output 7		8	900	7 200	
Output 8		25			

			900	22 500	
Output 9		5	900	4 500	
Study Visit (Output 1)		12	900	10 800	
2.2 Local transportation					
National Participants		250	180	45 000	Cost of national travel for participants and experts to different project activities in accordance to the Council of Europe rules, where the possible cheapest and economic travel fares are applied for domestic travels.
Subtotal Travel				183 600	
3. Equipment and supplies***					
3.1 Software for the Ethics Council		1	6 000	6 000	Software programme with the necessary tools (in "class and on line" training) in accordance and in order for implementing activities as provided in the project outputs. The software will be designed to serve to then prepare CD/DVD packages for training materials on the code of ethics, which will be distributed in all beneficiary institutions.
3.2 Website for the Ethics Council		1	2 000	2 000	Cost for installing and launching a new website for the Ethics Council, its activities and with the provision of the necessary tools in accordance and to implement activities as provided in the project outputs.
3.3 Project Office Furniture		2	2 000	4 000	Furniture (2 office tables, 2 office chairs, filing cabinet for the project staff.
3.4 Two Computers (LTA and PA)	Per office	2	1 250	2 500	Computer equipment for the project staff: Long Term Adviser and Local Project Officer)
Copy, Printer and Fax Machine	Per office	1	4 500	5 500	Copy, Printer and fax Machine and replacing and repair materials (i.e. ink, fax paper, cartridge, spare parts and maintenance of machines the equipment of the project team.
3.5 Cartridge, Machine repairs, consumb/	per month	24	250	6 000	

3.6 Training materials and supplies	Per event	48	500	24 000	Average of the cost of the meetings' stationeries necessary for activities and participants.
Subtotal Equipment and supplies				50 000	
4. Local office/project costs					
4.1 Vehicle costs (office and local staff transport)***	Per month	24	2 000	48 000	Rent of vehicle with driver[s] and of invoiced cost of fuel, and maintenance to be used strictly for transportation when serving to project activities, logistics, transportation of documents, training materials, dissemination of materials in Ankara, and outside Ankara staff transportation (when on mission), nad for delivery of trainings. during the activities and the running cost like fuel (only intercity transportations and backed with the supportive documents) and maintenance costs. Two cars are needed in order to implement the activities.
4.2 Office Space and Consumables	Per month	24	665	15 960	Cost for the use of CoE Programmes-Turkey office premises by project team/participants when in small group meetings and short term experts. Cost includes monthly charges as well.
4.3 Other services (tel/fax, Bank Fee)	Per month	24	450	10 800	Cost for all project's team when using telephone lines, internet and fax line, postage, and the bank fees charged for any project related transaction.
Subtotal Local office/project costs				74 760	
5. Other costs, services					
5.1 Publications**		10	5 400	54 000	Publication of project deliveries and outputs/materials which should and will be disseminated to beneficiaries and used for training.
5.2 Survey/studies**		10	12 000	120 000	Cost for carrying out system analysis and risk assessments as specific activities on different institutions by different partners and experts.
5.3 Evelution Cost		1	15 000	15 000	Cost of independently outsourcing the monitoring, assessing and evaluating project implementation and its effectiveness in reaching the objectives as set and evaluating the management efficiency as well as providing recommendations for follow up actions.

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5.4 Auditing Cost		0	-	-	
5.5 Translation, interpretation Services					
Translation (Written)	Page	2500	10	25 000	
Interpretation	Days	210	600	126 000	Average daily fee cost of interpretation (2 interpreters for each action) and written translation (page number) services provided by an external supplier during the activities and when using professional interpreters with electronic equipment. Rates are fixed to meet the new CoE rules of interpretation and translation of the official languages of the CoE and in accordance to the European Union of Interpreters requirements. The rate for the interpreters is an average of including also the per diem of interpreters when traveling outside Ankara.
Rent of Interpretation Equipment	Days	36	500	18 000	Daily rent fee for the installation, use, and operation provision of the simultaneous translation equipment for activity participants.
5.6 Costs of conferences/seminars**	Per event	48	3 000	144 000	Average cost of all meetings/workshops/Round Table Discussions and training activities/events, covering renting conference rooms, hotels facilities and space, daily rent of electronic equipment (power point presentation, video player for trainings, and microphones and their installation and on service technical assistance cost), printing of materials for the conference, flip chart, catering for coffee breaks, lunch, dinner, and accommodation (for those from outside Ankara, or when activities are held outside Ankara (when appropriate and necessary). Group and bus transportation of local participants (when rented vehicle cannot support in number full transportation).
5.7 Visibility Cost	Per activity	20	150	3 000	This budget are will be used for visibility activities.
Subtotal Other costs, services				505 000	

6. Other				-	n/a
6.1 Other					
Subtotal Other				-	
7. Subtotal direct project costs (1.-6.)				1 389 145	
8. Administrative costs (maximum 7 % of 7., direct eligible project cost)	Percent	7		97 240	Council of Europe charged cost as an overhead for expenses cost by handling administrative and financial tasks from other Directorates in accordance to the Council of Europe' Committee of Ministers Decision. These include 1% charged by the Finance Department for handling financial proceeds of the project; 16,100 Euro charge per CoE recruited staff under this project for accommodating and providing logistical support; and 6 month in total of salary of Finance Officer within the Division (3 months per year) for providing book keeping of project finances. The rest applies for costs to the CoE HQ on electricity, heating, telephone and fax, internet access, loan of computers, loan of mobile phones for missions, DIT technician support, project web-site maintenance, as well as time spent by the cascade management and support staff during the implementation of the project.
9. Total eligible project costs (7+ 8.)				1 486 385	
10. Contingency reserve* (maximum 5 % of 9 total eligible project costs)	Percent	aprox 1,2%		13 615	Unexpected/hidden estimated cost that could occur and appear during the implementation of the project which will require approval and justification to and by the Commission adn the contracting authority if needed to be allocated to any above mentioned items or new project budget item.
11. Total costs(9+10)				1 500 000	

12   Sustainability

12.1   Participation and ownership by the beneficiary institution

The project has been the subject of much discussion between the Government and the European Commission. The designated beneficiary institution is the Council for Ethics in the Public Service, which is located in the Prime Ministry. A meeting with the Council for Ethics were held in January to introduce the project and the PMT. The workshop meetings and the Start-up Conference were undertaken with and organised by the Council for Ethics and the PMT. Since that time, the Council for Ethics has become engaged with the project and its integration with its wider work, including the national ethics day held on 25th May.

The Council for Ethics chaired and attended all the workshop meetings and led the discussions on the work of the project. The Council for Ethics and the government lead the Start-up conference. During early March the Council for Ethics organised and led a workshop on the national ethics day and two further workshops on the work and responsibilities of the Council itself and on the proposed research studies. All three workshops involved representatives from business, NGOs, media, universities, research institutes and ministries (including Education, Police, Interior, Customs, and the Prime Ministry) and reflects the work of the Council for Ethics and the PMT to ensure the widest inclusion of stakeholder institutions at an early stage in the project.

In all the five workshops held to date, all those attending provided suggestions for the implementation of the project and expressed willingness to support its work.

Beneficiary commitment is a key criterion for the success of the project. It is clear from the above that the Council for Ethics is fully committed not only to the implementation of the project but also its sustainability in terms of its objectives. The Council for Ethics is fully committed to its leading role in the decision-making processes and to ensuring the widest possible participation of stakeholder institutions. As the project develops it is intended to consolidate the engagement of stakeholder institutions.

It addition, and to ensure that the project work is located with the wider work of developing a national anti-corruption approach, the project will work with and through a **Steering Committee** which will consist of the Council of Ethics, representative the Central Finance and Contracts Unit, and representative of the ECD and the Council of Europe. The steering committee meetings will also involve other relevant authorities which are the Prime Ministry Inspection Board, Ministry of Justice, Ministry of Interior, National Police, Gendarmerie, Ministry of Finance (Financial Crimes Investigation Board- MASAK), State Security Courts, General Public Prosecutor's Office. It will take strategic decisions and supervise the proper implementation of the project. It will address the major problems that the project might face. The Steering Committee shall be called to meet at the beginning of the project and every six months thereafter.

It should be noted that the project also provides for regular formal meetings with the EC and CFCU, as well as regular reporting arrangements.

12.2   Policy support

The project has been some time in its development and initiation, not in the last because of its relevance to Turkey both in relation to internal concerns about corruption but also Turkey's longer-term relations with the EU. The Government of Turkey has publicly stated its support of the project through the Start-up conference; space has also been allocated in the Prime Ministry for the project to ensure regular interaction with the main beneficiary institution and to provide a venue for meetings with other institutions. The Council for Ethics has made its unqualified support for the project publicly known and recognises that the project provides the impetus not only to map out the strategic role for the Council itself but also develop those areas, such as training, where it wishes to take a leading

position and to work with other institutions to re-engage the wider strategic approach to anti-corruption work in Turkey.

The project itself will take the training at the work of the Council of Ethics to the ministries and the governorates during the second half of the project.

12.3   Appropriate technology

As an integral part of the training delivery the project is committed, as part of the sustainability, to ensure that training materials and training of trainers material is accessible, adaptable and useable beyond the duration of the project. For this, the project is committed to use of low-cost media, such as CD-ROMs and PC-useable material, so that any institution can access, use and adapt the material for their own purposes. The project will also ensure that the material and its use are not so complex and prescriptive that there would be excessive costs (for example, translation) and technological requirements to sustain its use beyond the duration of the project. CD-ROMs and web-based technology will also be used to facilitate inexpensive and non-paper based dissemination.

12.4   Environmental protection

One of the areas to be addressed directly and indirectly by the project is the environmental impact of corruption, ranging from despoliation of forests to the illegal conversion of land for developmental use. Such themes have been raised at the workshops. It is intended that a number of the research studies should study the issues associated with such areas, including the planning process and the work of the Registry. These will directly provide the Council of Ethics with information on how its work and the project may provide specific responses.

In developing the work of the Council of Ethic and the preparation of a significant training programme that involves not only national institutions but also regional and local institutions, it is expected that one of the longer-term and indirect benefits will be a more public-focussed and ethical public service.

12.5   Socio-cultural issues

One of the main themes addressed during the inception phase have been to ensure that the project remains focussed on local perceptions of needs and ways of addressing them. While the project allows for the collection and collation of international best practice, the intention is to work toward devising and developing a Turkish response. Thus all the workshops and the Start-up conference have been represented by a preponderance of representatives of Turkish institutions and the focus of the discussions has emphasised the necessity of local solutions. In pursuing this theme, work has already begun through an analysis of the complaints received by the Council of Ethics and through the potential topics identified for the research studies to provide information on current concerns and issues that the project intends to address.

Given that most of the training provided by the Council to national and local audiences, the project is highly geared to using local STEs to devise and develop relevant training material. Indeed, apart from the LTA, all the PMT and many of the STEs will also be Turkish, thus ensuring that the balance of the project focus and input will reflect local socio-cultural norms and attitudes.

12.6   Gender equality

Women are not heavily represented in national and local public administration. The project will take what measures are available to ensure that its activities and outputs will meet the needs of both women and men, and will encourage equitable access to women to public administration careers. If there is potential to gear any of the training material to ethical issues faced by women then the project will do so.

12.7   Institutional and management capacity

The PMT have been competitively selected or appointed for their practitioner experience on project management and ethics as well as local knowledge. Together with its counterpart in the Council of Ethics, the project has a grounded and experienced team; further training will be provided within the Council itself to strengthen its internal capacity.

The project implementation team will be in part located in the premises of the Ethics Council in the Public Service. In accordance with the project document, the office space for the project has been allocated by the Ethics Council and satisfies the needs of the CoE local team, it also provides the infrastructure to implement certain project activities (conference room and other facilities in the building). In addition, the project implementation team will also be located in the Council of Europe office to ensure on-line access and finance system access as well as providing a meeting room with translation booths.

In Strasbourg, the Anti-corruption and Fraud Unit is in charge to monitor on daily basis the project implementation and report on behalf of the Council of Europe on the implementation and delivery of the project's objectives. The locally-based PMT will be supported by the project management team in Strasbourg in accordance to the terms as indicated in the project contract and its fiche. Robust financial, activity and monthly reporting arrangements have been set up with the Council of Ethics, the Council of Europe, the EC and CFCU to monitor project progress against the workplan and monitor financial expenditure against the budget.

The project thus has the capacity to deliver the project.

12.8   Economic and financial viability

The project will certainly justify the cost involved, not only in terms of the outputs of the project but also the longer-term objectives. The costing for the project are robust, as are the reporting arrangements, and requires no further financial input by the beneficiary institution, stakeholders, the EC or the Turkish government.

On the wider assessment of a financial value of the objectives of the project it would be unwise to indicate at this stage any numeric value or a quantitative justification without any credible economic modelling as to the overall financial gains from a more ethical and impartial public service or growth in GDP. On the other hand, such linkages are well-established in the practitioner literature and there is no doubt that the cost of the project will be justified in economic and financial terms if it achieves its objectives.

13   Visibility and Identity

13.1   TYEC Website

The project news will be reported on the Council of Europe/Economic Crime Division website. Moreover, a section of this website is exclusively dedicated to the TYEC project: www.coe.int/tyec

The creation of this new website aims at reporting in detail on all Project activities and ongoing public events and will be frequently updated

13.2   Council of Ethics Website

The Council of Ethics for Public Service, which is the counterpart and beneficiary institution, has designated a special section for the Project within its website: www.kamuetik.gov.tr . The project developments can also be followed in Turkish through that website.

13.3   The EU's visibility

The project will ensure the visibility of the EU's contribution.

The EU and Turkey partnership logo:
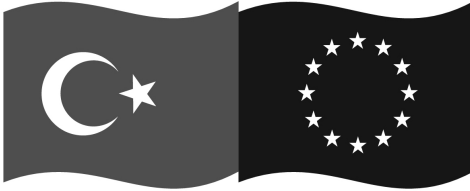
 The new partnership logo with the EU and Turkish flags which has been designed for projects in Turkey will be used in briefings, press conferences, presentations, invitations, publications and all other similar activities to highlight the EU's participation. Underneath the double wavy flag the standard phrases will read as follows: *"This project is funded by the European Union".*

Disclaimer:

All publications will include the following disclaimer: "This document (*report/publication etc*) has been produced with the financial assistance of the European Union. The content of this document can in no way be taken to reflect the views of the European Union"

13.4   Publications

The Implementing authority will produce reports to update and inform the Contracting authority on their findings and progress.

During the project, booklets, leaflets, brochures, and training kits will be used. The training kits will be complied of training materials and samples of good practices which will be integrated into the Turkish model. In addition, ten research studies will be conducted and the results will be published in both, Turkish and English.

All publications will acknowledge the financial contribution of the EU, and will contain the above-mentioned disclaimer. They will also be made available for the public.

13.5   Fonts & Other Elements

Arial fonts will be used in all texts and documents.

14   Conclusions

14.1   Context

The project proposal has been translated into a detailed and timetabled Workplan.
The engagement and commitment has been achieved with the beneficiary institution.
The interest and involvement of a number of stakeholder institutions has been achieved.
The project has the expressed support of the Government.
The project has appropriate management and monitoring arrangements

14.2   Content

The Workplan intends to draw on national and international expertise and existing good practice to devise and develop training materials, to ensure that the training material is Turkish-specific.
The Workplan seeks to provide as wide an approach to the preventative aspects of anti-corruption work, from ethics training to the development of a national anti-corruption strategy.

14.3   Delivery and Sustainability

The Workplan is costed and appropriate cost review arrangements are proposed.

The Workplan training and the development of material will seek to ensure that the objectives of the project are sustainable.

14.4   Coverage and Visibility

The Workplan will use accessible technology, including CD-Roms, websites, conferences and workshops to ensure the widest awareness of the objectives and work of the project.

14.5   Risk Assessment

The individual sub-components have been assessed and proposals are made to mitigate them.

14.6   Longer-Term Project Impact

The project derives from a number of recommendations, some specific, to address corruption from the preventative perspective ranging from progressing a national strategy to ethics training. To ensure that the work of the project continues beyond the lifetime of the project there are a number of key issues relating to the project, many of which are risk factors:

To deliver the project objective of embedding the code of ethics across the public the Council of Ethics will require both strategic and operational independence as well as appropriate staffing and resourcing to ensure sustainable capacity-building;

Within these requirements, the role of ethics commissions integrated with that of the Council of Ethics, and the development of a cross-public sector training capacity, as well as the implementation of intra-institution cascade training will require intensive work and negotiation during the time-frame of the project;

The progression and development of a national anti-corruption strategy will require the involvement of a range of stakeholders and the support of the government to ensure that the work to date is translated into an effective, on-going strategy with clear milestones, realistic outputs and agreed performance measures.

15   Annexes

Project Achievements during the first months of implementation

PROGRESS REPORT 01/24   Cut-off date: 31/12/2007

Project : TR 0601-08 Ethics for the Prevention of Corruption in Turkey				
Expiry dates		Budget (Euro)	FM	FM'
Commitment:	30.11.2008	EU contribution :	1.350.000	N/A
Execution of contracts:	30.11.2009	Co-financing :	150.000	N/A
Disbursements:	31.05.2010	Total	1.500.000	N/A

Technical Authority :		Report approved by
Senior Programme Officer :	Filiz DİNÇMEN	Name : Emine DÖĞER
Position :	Council Member	
	Council of Ethics for Public Service	
Delegate 1		
Position :		Senior Contract Manager
		Position : Deputy CFCU Director
Delegate 2		
Position :		Date :
Address	Başbakanlık Yeni Bina (DPT Binası) Kat:1 Necatibey Cad.no:108 Yücetepe ANKARA	Signature :
Telephone	+ 90 312 4191533	
Fax number	+ 90 312 4241774	
Email address	etikkurul@basbakanlik.gov.tr	

1.   Programme implementation

Summary of the current status of the programme (outputs and activities)
Overall objective:
To contribute to the prevention of corruption in Turkey in accordance with European and other international standards.

Project purpose:
To ensure the effective implementation of the Code of Ethics for public officials and the adoption of such codes by other categories of officials.

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Indicators of Achievement:

- Level of compliance with the Code of Ethics for Public officials in terms of:
    - Number of complaints received and investigated
    - Number of training activities carried out in different institutions
    - Activities carried out by Ethics Commissions
- Adoption of a Code of Ethics by the Judiciary
- Adoption of a Code of Ethics by the Parliament

Summary of the current status of the project against indicators for project immediate objectives and results (outputs and activities)
N/A

Major activities undertaken during the period of the report as compared to the implementation schedule
Interviews and Recruitment for and of the Project Coordinator in Strasbourg as Council of Europe Secretariat member. Interviews and Recruitment of the Long Term Adviser (LTA) of the Project. The LTA visited Ankara prior to his permanent move to for a period of two years. He represented the Council of Europe as an expert at the Conference on decentralization and corruption, at which he also met representatives of institutions involved in the project, including the Ethics Council and the Delegation of the European Commission.

Current and anticipated problems, including planned remedial actions
N/A

Planned major activities and schedule for the next period
On 21-23-24 January 2008 the Start-Up workshops will be held with the attendance of undersecretaries, governors, sub-governors, majors, academia, press and civil society.

2.   Conclusions:

The inception phase of the project which should constitute 8 weeks period has started as of 1 December and its respective activities are being carried out.

Project : TR 0601-08 Ethics for the Prevention of Corruption in Turkey			
Expiry dates		Budget (Euro)	FM	FM'
Commitment:	30.11.2008	EU contribution :	1.350.000	N/A
Execution of contracts:	30.11.2009	Co-financing :	150.000	N/A
Disbursements:	31.05.2010	Total	1.500.000	N/A

Technical Authority :		Report approved by
Senior Programme Officer :	Filiz DİNÇMEN	Name : Emine DÖĞER
Position :	Council Member Council of Ethics for Public Service	
Delegate 1		
Position :		Senior Contract Manager
		Position : Deputy CFCU Director
Delegate 2		
Position :		Date :
Address	Başbakanlık Yeni Bina (DPT Binası) Kat:1 Necatibey Cad.no:108 Yücetepe ANKARA	Signature :
Telephone	+ 90 312 4191533	
Fax number	+ 90 312 4241774	
Email address	etikkurul@basbakanlik.gov.tr	

1.   Programme implementation

Summary of the current status of the programme (outputs and activities)

Overall objective:

To contribute to the prevention of corruption in Turkey in accordance with European and other international standards.

Project purpose:

To ensure the effective implementation of the Code of Ethics for public officials and the adoption of such codes by other categories of officials.

Indicators of Achievement:

- ▪   Level of compliance with the Code of Ethics for Public officials in terms of:

Ethics for the Prevention of Corruption in Turkey (TYEC)   76

- − Number of complaints received and investigated
- − Number of training activities carried out in different institutions
- − Activities carried out by Ethics Commissions
- ▪ Adoption of a Code of Ethics by the Judiciary
- ▪ Adoption of a Code of Ethics by the Parliament

Summary of the current status of the project against indicators for project immediate objectives and results (outputs and activities)
N/A

Major activities undertaken during the period of the report as compared to the implementation schedule
Interviews and recruitments of the Local Project Officer (LPO) in Ankara as Secretariat member of the Council of Europe.
On 21-23-24 January 2008, the start-up workshops were took place in Ankara. 39 undersecretaries/deputies, 14 governors/deputies, 11 sub-governors, 2 majors, 9 academia, 10 press agencies and 32 civil society representative attended the workshops.

A meeting between Council of Europe, Ethics Council and European Commission Delegation took place on the 23th January 2008 on the modalities of the management of the project.

Also a briefing meeting on workplan of activities and its finalization process prior to its adoption at the Start Up Conference (planned for February 2008) took place on 24th January 2008 at the Prime Ministry premises. The meetings was attended by the Long Term Adviser, Council of Europe Management team and all members of the Ethics Council

The establishment of the project Office at the Prime Ministry premises and at the Council of Europe's premises have started.

Current and anticipated problems, including planned remedial actions
The inception phase will be considered at its end once the Start up Conference will take place and that is 7 days delay in closing the Inception Phase. This is due to the fact that the Start up conference date was decided based on the availability of the Prime Minster of Turkey who had expressed intention to address the launching of the project.

Planned major activities and schedule for the next period
On 7 February 2008 the Start-Up Conference will be held with the attendance of all stakeholders.

2.   Conclusions:

The Project activities are ongoing.

Project : TR 0601-08 Ethics for the Prevention of Corruption in Turkey				

Expiry dates			Budget (Euro)	FM	FM'
Commitment:	30.11.2008		EU contribution :	1.350.000	N/A
Execution of contracts:	30.11.2009		Co-financing :	150.000	N/A
Disbursements:	31.05.2010		Total	1.500.000	N/A

Technical Authority :		Report approved by
Senior Programme Officer :	Filiz DİNÇMEN	Name : Emine DÖĞER
Position :	Council Member Council of Ethics for Public Service	
Delegate 1 Position :		Senior Contract Manager Position : Deputy CFCU Director
Delegate 2 Position :		Date :
Address	Başbakanlık Yeni Bina (DPT Binası) Kat:1 Necatibey Cad.no:108 Yücetepe ANKARA www.kamuetik.gov.tr	Signature :
Telephone	+ 90 312 4191533	
Fax number	+ 90 312 4241774	
Email address	etikkurul@basbakanlik.gov.tr	

1.   Programme implementation

Summary of the current status of the programme (outputs and activities)

Overall objective:

To contribute to the prevention of corruption in Turkey in accordance with European and other international standards.

Project purpose

To ensure the effective implementation of the Code of Ethics for public officials and the adoption of such codes by other categories of officials.

Indicators of Achievement:

- Level of compliance with the Code of Ethics for Public officials in terms of:

Ethics for the Prevention of Corruption in Turkey (TYEC)   78

- Number of complaints received and investigated
- Number of training activities carried out in different institutions
- Activities carried out by Ethics Commissions
  - Adoption of a Code of Ethics by the Judiciary
  - Adoption of a Code of Ethics by the Parliament

Summary of the current status of the project against indicators for project immediate objectives and results (outputs and activities)
The inception phase of the project have been completed and a detailed inception report issued by the Council of Europe to the Council of Ethics, Central Finance and Contracts Unit and European Commission Delegation to Turkey. Currently, the project team is undertaking the preparation and submission of working materials relating to the next phase of the project. This involves the collection and collation of working material on approaches to: the investigation of complaints; training; a Code of Ethics for the Judiciary; and a Code of Ethics for Parliament.

Major activities undertaken during the period of the report as compared to the implementation schedule
On 7 February 2008, the start-up conference has taken place in Ankara Hilton Hotel which opening addressed by Recep Tayyip Erdoğan, Prime Minister of Turkey. There were 21 undersecretaries/deputies, 9 sub-governors, 12 academia, 28 civil society representatives and a high number of media members. Main theme of the conference was the international experience on fight against corruption. The workplan of activities and its finalization process took place on the afternoon session of the conference. The establishment of the project office at the Prime Ministry premises and at the Council of Europe's premises has been finalized; both offices started being use by the project team. Best practices on ethics / prevention of corruption have been complied and sent to Council of Ethics for reviewing. Possible areas for research have been developed and a template devised. Questionnaires for improving the current situation of the Council of Ethics have been distributed to the Board Members. The answers will be combined and evaluated by the Long Term Adviser. Meetings with the Council of Ethics concerning the development of the role of the Council and the possible research areas have been proposed. Under the Council of Europe's Economic Crime Division website, a section has been dedicated to the detailed reporting of all TYEC project activities. The information in relation to the Start-up workshops and conferences in January and February as well as other project news have been put on the website. The new website: www.coe.int/tyec will become operational in March. In the meantime, the Council of Ethics has designated a special section for the Project within its website.

Current and anticipated problems, including planned remedial actions
N/A

Planned major activities and schedule for the next period
On 11 March 2008, the monthly progress meeting will be held by the participation of the Council of Ethics, Central Finance and Contracts Unit, European Commission Delegation and Council of Europe. On 13 March 2008, round table discussion no. 1 on reviewing issues of concern and current status of the working procedures of the Council of Ethics will be held by the participation of Board Members of the Council of Ethics, Secretariat and academicians. On 14 March 2008, a workshop on identification of the 10 research studies themes and expected outcomes will be held by the participation of Board Members of the Council of Ethics, Secretariat and senior officials from selected public institutions. After discussion of the working materials, further work on the development of training and other materials will continue. Discussions with the 2 agencies proposed for visits and the appropriate planning issues, will be pursued.

2.   Conclusions:

The Project activities are ongoing.