

**INSTRUMENT FOR PRE-ACCESSION ASSISTANCE
HUMAN RESOURCES DEVELOPMENT COMPONENT**

OPERATION IDENTIFICATION SHEET

1. Title of the Operation:

Employment and Social Support Services Coordination and Implementation Model for the integration of disadvantaged persons

2. Operating Structure:

Ministry of Labour and Social Security

EU Funds Coordination and Implementation Centre

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3. Organisation Responsible for the Implementation of the Operation:

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4. Compatibility and coherence with the Operational Programme

4.a Common Code for Identification (CCI) No of Operational Programme:

Human Resources Development Operational Programme CCI No. 2007TR05IPO001

4.b Commission decision (no and date) and the date of signing of the financing agreement for this OP:

C (2009) 6146 adopted by the European Commission on 5 August 2009 and the Financing Agreement signed on 16 September 2009.

4.c Title of the priority axis

Priority Axis -4: To promote an inclusive labour market with opportunities for disadvantaged people, with a view to their sustainable integration into the labour force and combat all forms of discrimination in the labour market

4.d Title of the measure

Measure 4.1: To increase the employability of disadvantaged persons, facilitate their access to labour market, and eliminate barriers for their entrance into the labour market.

5. Description of the Operation

5.a Contribution to the achievement of the Operational Programme:

The Operation will contribute more and better jobs and greater social cohesion target of HRD OP through an institutional mechanism to be established both at local and central levels. The referred structure puts the local governments to the first instance for an efficient social support and employment services provision for disadvantaged under the coordination of the Union of Municipalities of Turkey (UMT) as a supervisory body. The updated data to be collected and consolidated at the field level would serve coping with the lack of data mentioned in revised HRD OP. The Operation will help minimizing duplications that is being happened at the implementation stage and help establishing linkage between social services/assistances and labour market institutions at the field level while contributing the accession of the disadvantaged people to social support mechanisms. It is envisaged with the Operation that the beneficiary Municipalities under the supervision and coordination of the UMT will start applying an effective outreach services for the disadvantaged which ensures a wider and systematic approach to provide employment opportunities to the target groups. The model to be developed within the Operation would also contribute to achieve the HRD OP objectives referring to the Priority Axis 4 (Social Inclusion) and will be promoting inclusion of total number of 5000 Disadvantaged Persons' (2500 women, 2500 men) access to labour market and social protection, and by eliminating the barriers in accessing the labour market within the targeted number of 12 Municipalities. While doing so; the Operation will promote inclusion of disadvantaged into labour market through providing them more efficient and specific Active Labour Market Policies (ALMPs) and social protection services, increasing awareness for the services available, and eliminating the barriers in access to employment. To this end, the Operation would establish a gradual intervention approach that would first focus to create an enabling environment for social inclusion of the target groups within the target Municipalities through provision of various training activities which would be identified by needs assessment studies. Based on the findings of the referred needs assessment studies to be carried out in each Municipality; guidance and counselling services will be provided to the target groups and they would be approached to the rehabilitation programmes if and when required. As a quantified indicator at least 80% of the identified target group members in each Municipality will be provided with guidance and counselling services and 40% of those who benefited from guidance and counselling services will be directed to rehabilitation programmes and at least 30% to courses within the scope of ALMPs. The second phase of the intervention approach of the Operation would focus improving the skills of the targeted population through courses within the scope of ALMPs so as to contribute increasing employability of disadvantaged persons in line with the measure 4.1 of the Social Inclusion Priority Axis. The referred guidance and counselling services, rehabilitation programmes and courses for skills improvement will in turn contribute increasing rate of disadvantaged persons into labour market (having the qualification and motivation to seek a job) at an expected rate of 98% of whom 33% employed within the Operation period.

5.b Overall Objective:

Overall objective of the operation is to increase the employability of disadvantaged persons, facilitate their access to labour market, and eliminate barriers for their entrance into the labour market

5.c Operation Purpose:

The purpose of the operation is to contribute sustainable integration of the disadvantaged persons into the labour market by establishing a model for coordination and implementation of employment and social support services within the target Municipalities under supervision and guidance of UMT.

5.d Location(s):

- Ankara is designated as the Center for the Operation where the UMT HQ is also located.
- 7 Growth Centers are selected among 15 Growth Centers of Nuts II Regions having GDP per capita below 75% of Turkish national average according to EUROSTAT data and listed below :
 1. Kars
 2. Van
 3. Diyarbakır
 4. Şanlıurfa
 5. Kayseri
 6. Trabzon
 7. Kahramanmaraş
- In addition to above 1 Metropolitan Province and 4 Districts are identified as other locations of the Operation due to high migration rates with wider disadvantaged population and listed below :
 1. Bursa
 2. Toroslar (Mersin)
 3. Altındağ (Ankara)
 4. Sur (Diyarbakır)
 5. Yıldırım (Bursa)

The selection criteria of the provinces and the background work will be given under item 5.g below and an attachment with regard to social mapping study is enclosed to the OIS as Annex 1.

5.e Duration: 23 months

5.f Target group(s) :

- People with disabilities,
- People who are in poverty or at risk of poverty, including those living in gecekondü areas
- Ex-convicts and ex-prisoners
- IDPs
- Employers and other employees at the workplace

- Vulnerable persons, referred to in MIPD as "Roma"
- Other disadvantaged persons as appropriate (i.e. drug addicts, women suffering from domestic violence, parents of working children).

All the participating Municipalities will be targeting at least 3 of the above target groups of which one of them will be the people with disabilities. The detailed explanation with regard to composition of the target group for each Municipality will be provided with the ToR to be prepared following the endorsement of the OIS.

5.g Description of the Operation and background:

Social cohesion is an important goal for an inclusive social welfare and support systems. Many groups of people suffer from social exclusion, and for different reasons. This extends to employment where some people in particular the disadvantaged ones find it more difficult to get a job than others. The findings derived from the socio-economic situation analysis that has been prepared within the framework of HRD OP shows that in Turkey, disadvantaged persons are excluded from economic and social life in relation with poverty or being at risk of poverty. Other problem areas regarding the social inclusion could be summarized as follows;

- Inadequate social services and social assistances for the disadvantaged
- Fragmented structure of social protection
- Strong need for coordination among institutions
- Lack of holistic approach for combating poverty
- Inadequate housing for poor people living in gecekondü areas
- Limited coverage of the social security system
- Low employment and labour force participation rate of disadvantaged persons

In order to respond above problems efficiently it is required to establish an interactive relation between social service provision facilities and activities focusing to increase employment opportunities for disadvantaged. Poverty reduction, full employment and social integration are interrelated and mutually reinforcing. Improvements in one area usually bring about improvements in the others.

This Operation has been prepared to respond those challenging requirements through a "model" where Local Governments and in particular the Municipalities will involve the progress as key actors under supervision and coordination of an umbrella institution namely the Union of Municipalities of Turkey (UMT). The UMT dates back to 1945 as the sole union for municipalities working on the national level whose members are all municipalities in Turkey. UMT has been undertaking a number of initiatives and activities on parliamentary, governmental, national and international levels in order to represent the municipalities, to protect their rights and interests and to support their development. It provides consultancy, training, and exchange of experience, knowledge and technical support to all municipalities. In this context, UMT gives opinion on municipal legislation with reference to the European Charter of Local Self Government and lobbies targeting the parliament and central government institutions. It organizes conferences, seminars, workshops, trainings and national and international study visits for both elected managers and staff of the municipalities. It publishes a monthly journal and a variety of publications on municipal issues and provides legal support to municipalities. UMT conducts projects in

cooperation with international and national local authority organizations and has a coordination role for town twinning relations. It also assumes a supporting role for municipalities in the context of the preparation for European Union accession process. Thereby it provides assistance to increase the project preparation and implementation capacity of municipalities. The UMT has been actively participating in EU funded project namely "Support to Further Implementation of Local Administration Reform in Turkey (LAR Phase 2)" as a partner and extensively benefiting from the capacity building and participation components of the project.

UMT has been implementing different themes of projects with counterpart organizations in European countries such as Swedish Association of Local Authorities and Regions (SALAR), Association of Netherlands Municipalities (VNG) and Federation of Spanish Municipalities and Provinces (FEMP).

Referring to the fact that all municipalities in Turkey are natural members of the UMT, it has a significant coordinating role and is a key actor linking the international institutions such as the United Cities and Local Governments (UCLG), Council of Europe Congress of European Local and Regional Administrations (CLRAE), and the Committee of the Regions (CoR) with the municipalities.

The UMT as the beneficiary of the Operation is very well positioned to maintain its' responsibility for management and performance of the Operation with its' strong institutional structure and extensive experience on supporting Member Municipalities.

The UMT has carried out a detailed preparatory work for the Operation Identification Sheet and ideally located itself to the supervisory body and final beneficiary of the Operation. In line with the objectives of the HRD OP and giving a special emphasis to the respective Priority Axis 4 and its measures the UMT conducted a detailed social mapping study to identify the target beneficiaries. The study involved a desk review of State Planning Organisation and TURKSTAT data on poverty, development ranking of provinces and districts, migration rates as well as SHÇEK data on community centres of which all allow developing indices to identify the target provinces. The summary findings of Social Mapping and the criterion identified for the selection of provinces is attached to the OIS as Annex 1.

The findings of social mapping distributed to respective Municipalities together with a questionnaire in order to receive their feedback on the situation with regard to disadvantaged persons at the field level. The responses of the Municipalities to the referred questionnaires have been tabulated to contribute the OIS preparation (the findings of the Questionnaire are given as Annex 2). Following to the feedbacks received, the Operation idea has been developed, the Municipalities were invited to Ankara, detailed discussions carried out in 2 different meetings to set the expected results of Operation and its' activities. The UMT also continuously shared the development with regard to preparation of the OIS with the Operating Structure and enjoyed constructive feedbacks of the MOLSS. Furthermore high level visits by the UMT have been maintained to Turkish Employment Agency (İŞKUR), Ministry of Interior - General Directorate of Local Authorities (MOI-GDLA), General Directorate of Social Services and Child Protection Agency (SHÇEK), General Directorate of Social Assistance and Solidarity (SYDGM), Ministry of National Education (MONE) which would be possible collaborators and stakeholders of the operation. Following to the preparation of first draft of the OIS a stakeholder meeting is organized with wider

participation (the list of invitees to the stakeholder meeting is attached as Annex 3), feedbacks received and incorporated to the final OIS document where appropriate.

The components of the Operation would contribute:

- To increase employment and labour force participation rate of disadvantaged persons,
- To facilitate disadvantaged persons' access to labour market,
- To eliminate barriers for disadvantaged persons' entrance into labour market within the respective Municipalities through various activities within the 23 months timeframe of the Operation. Each of the target Municipalities will establish specialized units under respective Department and the Technical Assistance Team (TAT) will assist those units through trainings so as to let them sustainable upon finalization of the Operation.

The UMT has agreed with the entire target Municipalities on identifying people with disabilities as the primary target group of the Operation. The target Municipalities will then identify/specify at least 2 additional disadvantaged targets to work with by the help of the UMT during the TOR preparation process.

The Operation is supporting the sustainable integration of the disadvantaged persons into the labour market. Activities to achieve this include:

- Training of the staff working for the "Social Service Support and Employment Guidance Units" to be established under the relevant Department of each Municipality
- Produce consistent and disaggregated data for target groups of disadvantaged that is comparable across target Municipalities.
- Counseling and training that is adapted to the specific needs of disadvantaged persons
- Providing pathways for integration and entry into employment, and job creation for disadvantaged and disabled people in the labour market;
- Support for the entrepreneurship of disadvantaged and disabled people; and
- Awareness campaigns to fight discrimination, change attitudes and promote diversity in the workplaces.

The Operation gives special emphasis to ensure participatory planning and management in local governance which is vital for the success of social inclusion strategies. To this end it is planned to hold "Operation Steering Committees" at Central, Provincial and District levels and actively involve decision making process to contribute implementation of the Operation activities. The details are given in section 6.b (Proposed monitoring structure and methodology) of the OIS. By implementing the Operation at both central and local levels, the provincial authorities, municipalities, NGOs, universities, media, and private sector will have gained ownership of the operation activities, assess their impact and have gathered enough data to find means for sustaining the activities beyond the Operation period.

5.h Results with measurable indicators:

- Result 1: Social Service Support and Employment Guidance Units (SSSEGU) established and operational within the respective Departments of each Municipality.

- Result 2: By the end of the Operation, total number of X disadvantaged persons (half women, half men) entered into labour market (having the qualification and motivation to seek a job) following the guidance, counselling, rehabilitation and training programmes
- Result 3: A communication strategy prepared in accordance with EU visibility rules which involves introducing, promoting and publishing of Operation Outputs and raise awareness of general public and the target group with regard to social integration of disadvantaged persons

Result 4: Equipment, alteration services, furniture for SSSEGUs and the UMT s procured. The locations for the referred procurement are given below:

5.i Activities:

Result 1: Social Service Support and Employment Guidance Units (SSSEGU) established and operational within the respective Departments of each Municipality

Activity 1.1. :

Development of “Terms of Reference (TOR)” for the Social Service Support and Employment Guidance Units (SSSEGU) to be established within the respective Departments of each Municipality

Activity 1.2.

Training of the SSSEGU personnel together with the Municipality personnel of related Departments

Activity 1.3

SSSEGUs to start operating

- 1.3.1 Coordinate/assist the allocation of suitable places by the Municipalities for the SSSEGU preferably having a private entrance
- 1.3.2 Prepare monthly work-plans for SSSEGUs
- 1.3.3 Review monthly reports to be prepared by the SSSEGU and advise accordingly
- 1.3.4 Conduct SSSEGU orientation meetings for exchange of experience
- 1.3.5 Prepare an exit strategy to ensure sustainability of SSSEGUs upon finalization of the Operation

Result 2: By the end of the Operation, total number of X disadvantaged persons (X women, X men) entered into labour market (having the qualification and motivation to seek a job) following the guidance, counselling, rehabilitation and training programmes

Activity 2.1

Establish a database with two main headings in order to facilitate access of disadvantages to the labour market

Activity 2.2

Identify X disadvantaged (half women, half men) from each of the target provinces and X disadvantaged (half women, half men) from each of the target districts and directing them to social service support mechanisms, ALMPs, vocational training programmes and provide them with guidance and counselling services

- 2.2.1 Maintain outreach services and identify disadvantaged persons (half women, half men) from each of the target provinces and X disadvantaged (half women, half men) from each of the target districts and register them to SSSEGU records in each Municipality
- 2.2.2 Compile data on requirements of local labour markets through reports of Provincial Employment and Vocational Training Boards' records, Turkish Employment Agency (İŞKUR), Chambers of Trade and Industry, Employers' and Workers' Organizations' reports and records as well as by social dialogue mechanisms that would become more functional at the field level through Operation interventions. The findings of the field surveys to be conducted in targeted provinces and districts would also feed this activity.
- 2.2.3 Organize local workshops in each province to discuss and verify the local labour market needs data compiled under activity 2.2.2.
- 2.2.4 Conduct a needs assessment study for disadvantaged that are registered to SSSEGU to determine the social support, training, guidance and counselling needs to minimize the compliance issue between their professions and urban occupations.
- 2.2.5 If and where appropriate direct the registered individuals to relevant programmes and institutions based on the identified needs. If there raised a need for special attention to a target group, develop and implement tailor made programmes in collaboration and cooperation with specialized institutions and/or NGOs.
- 2.2.6 Cooperate and sign protocols with Public Training Centers of Ministry of National Education for provision of such trainings for target people.
- 2.2.7 Develop, conduct and evaluate vocational and technical training programmes that take into account the skills and qualifications of target group as well as the local labour market needs in cooperation with İŞKUR and MONE.
- 2.2.8 Organize workshops with the participation of maximum number of participants to discuss possibilities of more and better "community work programmes" as a part of ALMPs to be applied to the benefit of the disadvantaged.
- 2.2.9 Develop, conduct and evaluate "Community Work Programmes".

- 2.2.10 Develop, conduct and evaluate “employment guaranteed vocational training courses” in cooperation with Employers’ organizations (TISK, TESK), Industrial Site Management Authorities and Chambers of Trade and Industry.
- 2.2.11 Develop, conduct and evaluate “Start Your Business” training programme to be carried out in each province. The disadvantaged persons that successfully completed the courses will be provided with guidance and counselling services.
- 2.2.12 Provide individual and group guidance services to the targeted disadvantaged persons to eliminate barriers in accessing the labour market.

Activity 2.3

Establish an electronic “Beneficiary Tracking System” for each SSSEGU

- 2.3.1 Identify system requirements and ingredients in cooperation with relevant departments of respective Municipalities and SSSEGU personnel
- 2.3.2 Install the system.
- 2.3.3 Train SSSEGU personnel and related Municipality personnel on the use of the system
- 2.3.4 Register and update regularly the services that have been provided to each individual within the Operation (i.e. personal information, social service provision, conditional supports, facilitation services to improve accessibility to the labour market, vocational and technical trainings provided, learning performance, progress within the employment situation would be registered for each beneficiary)
- 2.3.5 Update the system regularly; provide maintenance services for the Operation duration in line with the demands and feedbacks received from each target Municipality and SSSEGU

Result 3: A communication strategy prepared in accordance with EU visibility rules which involves introducing, promoting and publishing of Operation Outputs and raise awareness of general public and the target group with regard to social integration of disadvantaged persons

Activity 3.1

Carry out awareness raising and advocacy activities in order to facilitate disadvantaged persons’ access to labour market.

- 3.1.1 Preparation of a comprehensive communication strategy for the Operation.
- 3.1.2 Conduct meetings in line with the Communication Strategy to be prepared in order to eliminate prejudices against the disadvantaged.
- 3.1.3 Monthly informative and awareness raising meetings organized to increase the knowledge of the target group on accession to Public Employment Services (PES) and social protection systems.

aspects with relevance to the implementation of the Operation and ensures preparation and delivery of the relevant reports on the implementation of the Operation by the operation beneficiary.

Contracting Authority:

The EU Funds Coordination and Implementation Centre of MoLSS (EUFCIC) will be the Contracting Authority of this Operation. The EUFCIC is responsible for tendering, contracting, administration, accounting and payments of the operation.

Beneficiary:

Union of Municipalities of Turkey (UMT) is the Beneficiary of the Operation and is responsible for its management and performance. To that end, UMT will assign a senior staff member as the Senior Representative of Beneficiary (SROB) and will establish an Operation Coordination Unit (OCU). UMT would ensure adequate guarantees regarding the nature of mission.

Senior Representative of Beneficiary (SROB):

SROB will act as the official representative of UMT for this operation and will assume overall responsibility for the successful implementation of the operation cooperating with the consultant and ensuring that the consultant performs the tasks in accordance with the pre-defined deadlines and to the standard of quality required. He/she will formally approve the reports of the Consultant, the technical documents, payments requests/invoices prior to financial check and payment by the EUFCIC (“read and approved”), requests of the Consultant regarding recruitment of non-key and short term experts. He/she will ensure the coordination among all the municipalities involving in the operation for the proper development and implementation of the operation. SROB will assume responsibility for establishing the Steering Committee (SC, defined below), organizing its meetings and workshops to be conducted during the operation.

Operation Coordination Unit:

UMT will establish an OCU in Ankara, which will be composed of at least 6 staff members of UMT (and representatives of participant municipalities will be invited to the meetings if and when necessary). UMT will provide place and logistic support (office, furniture, equipment/tool, telephone and fax etc.) for OCU. The OCU is planned to be the direct counterpart of the Technical Assistance Team (TAT). TAT and OCU will meet at least once a week to discuss issues related with operation implementation.

Others:

When/if necessary, Technical Advisory Groups or Working Groups within UMT and/or at the local level may be established to guide the technical implementation of the operation. It is the responsibility of TAT to facilitate through the right guidance and recommendations, the establishment of technical advisory/working groups.

6.b Proposed monitoring structure and methodology:

The OS cooperates with the operation beneficiary (UMT) in monitoring the implementation of the contracts and any other aspects with relevance to the implementation of the Operation.

The Contracting Authority will be responsible for overall Operation supervision, review of reports and financial approvals.

Monthly Management Committee (MC): A general management meeting will be called on a monthly basis to assess the progress of the operation and propose corrective measures if and when necessary. Management committee meetings, which will be held at UMT premises in Ankara, will be chaired by the operation beneficiary. Representatives of OCU, TAT, OS and EUD will be the members of MC.

Steering Committee (SC): SC will be established to serve as a platform to share results achieved, exchange experiences, etc. The SROB will initiate the establishment of a core SC which will be composed of representatives of OS, UMT, representatives of all participant municipalities, İŞKUR, EUD, Development Agencies in 7 growth centres, Representatives of NGOs, representatives of Employers' and Workers' Confederations, MONE may be invited to meetings of the Committee, when/if necessary. The final composition of SC will be determined at the end of the inception phase of the operation. The SC will meet on a semi-annual basis and serve as a platform of coordination among relevant public and private sector institutions. Organization of the meeting will be conducted by TAT. In the course of the operation, the SC could develop a platform for disseminating policy advice. It would also be encouraged by the Operation the establishment of Provincial Level Steering Committees.

In addition, site visits will be conducted on the basis of a sample selection in order to monitor the operation with the participation of the OS and UMT. TAT shall ensure flow of any kind of information during the desk checks and site visits.

UMT should ensure delivery of all reports including progress/interim reports on the implementation of the Operation. These reports will be prepared in accordance with the form forwarded by the EUFCIC and OS.

An inception report should be prepared at the end of inception period of the operation. The inception report must be prepared in line with PRAG Rules and must include the general approach, methodology and timetable for the preparation and implementation of the activities.

Interim reports must be prepared every six months during the period of implementation of the tasks. They must be provided along with the corresponding invoice, the financial report and an expenditure verification report defined in Article 28 of the General Conditions. In addition, inception report will describe the technical progress and the financial situation of the operation. They will compare actual progress with the agreed work plan and activities. They will suggest revisions if necessary. They will also identify problems that emerged or potential issues that may create problems. Necessary precautions will be suggested in these interim reports. These reports will be sustained with publications, audio-visual materials, photographs, meeting notes, agreements etc.

There must be a final report, a final invoice and the financial report accompanied by an expenditure verification report at the end of the period of implementation of the tasks.

The draft final report must be submitted at least one month before the end of the period of implementation of the tasks.

All reports will be prepared both in English and Turkish. All the reports will be submitted to the OS, UMT and EUD for approval.

7. Risks and assumptions:

Risks :

- Ensuring political commitment of all the respective Mayors at the expected level
- Possible delays in timely assigning of the required staff within the respective SHDIYB
- 2014 Local elections to affect the operation activities

Assumptions :

- Ensuring high level ownership at the respective Municipalities relevant Directorates
- Effective cooperation among the related institutions both at the field and central levels
- Active participation of the institutions involved to be maintained
- Efficient flow of information between the respective Municipalities and the UMT is ensured
- Target groups convinced, satisfied and appropriately participate in the Operation activities

8. Expected impact of the operation on the target group and multiplier/spill over effects:

The expected impact of the operation on the target group is ensuring 98 % of the disadvantaged persons who are identified and registered to SSSEGU to enter into labour market. Entering into labour market means to have the qualification and motivation to seek a job and further requires the employability. The Operation would also contribute the employment of 33 % of the identified target group through a model combining social service support and ALMPs. The referred intervention model while ensuring active participation of other stakeholders in particular İŞKUR, MONE and Employers' organizations both at the local and central level, forms a multiplier effect on the services that is being provided by other institutions.

The Operation will contribute an efficient cooperation between the related institutions at the field level while motivating them to pay attention to the special situation of the disadvantaged groups with regard to social integration. It would contribute better understanding by the local authorities and public in general the matter of fact and importance of creating linkages between social integration and economic interventions. The operation will have a multiplier positive effect on the services to other groups of disadvantaged persons that would be out of the scope of the Operation Municipalities.

By the end of the Operation the Municipalities will have sustained and self motivated institutional structures under the relevant departments that monitor the social integration aspects of the disadvantaged groups at the field level through a systematic approach which

combines social services and employment aimed services. The last but the most important expected impact of the Operation is to contribute improving the employment policies and social policies both at the local and central level through incorporating additional special attention measures to the benefit of all the disadvantaged groups while renewing/updating.

9. Sustainability:

The Operation is by nature a complex one that requires a multi-level approach to sustainability. To this end the sustainability of the Operation will be guaranteed by beneficiary municipalities under the supervision of Union of Municipalities of Turkey with the cooperation of participant governmental and non-governmental organizations, which will completely overtake the ownership after the operation. The conditions for sustainability of the Operation is its' adaptation to the national context and co-ordination with local networks. Therefore the social integration through employment opportunities process will become an integral part of Municipalities' provision of social integration measures for the disadvantaged persons. Some sustainability matters relevant to the expected results are as follows:

- SSSEGU to be established will become an integral part of Local Government processes in each Beneficiary Municipality and continue functioning after phasing out of the operation.
- Necessary measures will be taken during the Operation period to sustain the cooperation and collaboration to be developed between the local institutions and beneficiary Municipalities
- As the Operation will be contributing significant number of disadvantaged persons to enter into labour market through the model produced, a sustainable demand and supply balance at the operation provinces would be created with regard to employment of disadvantaged in the labour market.
- The UMT will improve its' capacity on implementing an operation on the Social Inclusion area and this capacity will help sustaining and disseminating the lessons learned to other member Municipalities
- The Beneficiary Municipalities through the experience to be gained within the Operation tenure would become a role-model for other Municipalities that are willing to extend their operations in the social integration aspects.
- An exit strategy to be prepared at the final stage of the operation will contribute further progress.

10. Horizontal Issues:

The basic idea of the Operation is to contribute reducing the regional disparities to the disadvantaged persons' interest. To this end the outputs of the operation would help policy making process towards the target groups.

The Institutional Capacity that will be improved through inter agency cooperation and social dialogue would contribute good governance and participatory decision making process at the local level. Therefore multi dimensional and multi institutional solutions will be produced to the multi faceted nature of the employability problems of the disadvantaged.

The monitoring mechanism to be developed within the scope of the operation would contribute assessing the impact of the operation which in turn helps development of sustainable policies within the intervention period.

With regard to ensuring the financial sustainability, it is envisaged to institutionalize the SSSEGU having its own budget by the end of the project where the necessary technical support will continuously be provided by the UMT.

The Gender Balance will be strictly considered within each and every activity to be carried out by the Operation and it is expected equal numbers of disadvantaged women and men to benefit the Operation outputs and activities.

11. Links with other IPA component measures:

The Operation creates linkages with other IPA component measures in particular with the IPA 1 and IPA 3 measures for a gradual impact by the end of the Operation. Overlapping avoidance and complementarities of interventions between the Operation and other OPs is essential in ensuring coherence and efficiency. There are particular complementarities between the HRD OP and Regional Competitiveness Operational Programme. Major areas, that will ensure the complementarity and synergy between the two OPs under this operation is identified as below:

Training and education infrastructure for SMEs to be established, improved and refurbished under the Measure 1.1 and 1.3 of the RCOP will have possible linkages with the HRD OP through this Operation. Supporting human resource capacity of the enterprises by providing necessary trainings from Human Resources Development OP in cooperation with the information and consultancy support provided under Measure 2.1 of the RCOP will create a synergy and effectiveness as well.

The Operation will also create practical links with various outcomes of the IPA I interventions particularly with the capacity building of the Central Management Authorities. The Operation collaborates and benefits the IPA 1 interventions under progress as well as the ones that have been completed on public administration reform, civil society development and fundamental rights, social integration, education and employment areas where significant capacity has been developed both at the central and the field levels.

Total Budget of the Operation: 8.060.000 €