

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

### OPERATION IDENTIFICATION SHEET

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#### 1. Title of the Operation:

*Increasing Adaptability of Tradesmen and Craftsmen*

#### 2. Operating Structure:

Ministry of Labour and Social Security (MoLSS) – EU Coordination Department

#### 3. Organisation Responsible for the Implementation of the Operation:

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#### 4. Compatibility and coherence with the Operational Programme

##### 4.1 Title and number of the Programme:

Human Resources Development Operational Programme- CCI No. 2007TR05IPO001

##### 4.2 Title of the priority axis:

Priority Axis 3- To increase adaptability of workers, enterprises and entrepreneurs, in particular by promoting lifelong learning and encouraging investment in human resources by enterprises and workers

##### 4.3 Title of the measure:

Measure 3.2: To increase adaptability of employees and employers by investing more in human capital

#### 5. Description of the Operation

The main objective of the operation is to increase the adaptability, competitive capacity and regional added value of tradesmen and craftsmen through providing them better training and consultancy services.

### **5.1 Contribution to the achievement of the Operational Programme:**

“Increasing the Adaptability of Tradesmen and Craftsmen” operation will focus on the third priority axis whose objective is “to increase adaptability of workers, enterprises and entrepreneurs, in particular by promoting lifelong learning and encouraging investment in human resources by enterprises and workers”. The operation will completely contribute to the implementation of the measure 3.2 of the Human Resources Development Operational Programme (HRD OP) which aims to “increase adaptability of employees and employers by investing more in human capital”. With the implementation of activities foreseen, the adaptability of tradesmen and craftsmen will be increased with a view to improving the anticipation and management skills. Additionally, the priority axes set out jointly in the Strategic Coherence Framework (SCF) and in the HRD OP will be achieved through the activities foreseen under this Operation.

The operation is designed in conformity with the thematic approach of the HRD OP. As stated in HRD OP, thematic focus of this operation will be improving the adaptability of employees in SMEs by facilitating the workers’ access to training, in particular for low skilled workers, and improving adaptability of employers by designing and dissemination of innovative and sustainable forms of work organization, which support labour productivity and quality at work, as well as increasing training capacities of social partners, NGOs, VET Institutions and public bodies.

Under “2.1.1.2- Education and Vocational Training” title of the Operational Programme (OP), TESK and professional organizations are stated as social partners and foundations which are inevitable actors in the Vocational Education and Training system. Besides, under “3.1.3- Adaptability by Promoting Lifelong Learning” title of the OP, increasing the adaptability of employees, employers and entrepreneurs through lifelong learning is given priority.

In general, the Operation will directly contribute to increase adaptability of the enterprises via improving the capacities of tradesmen and craftsmen, as the target group of the operation. Throughout the operation, competencies of employers and employees of SMEs will be strengthened via delivering series of training and consultancy services. The Strategy Paper to be developed within the operation for nearly 2 million tradesmen and craftsmen will serve as one of the important tools aiming to ensure the sustainability of the operation and will increase the quality of the non-formal training activities.

Specifically, the operation will contribute to the achievement of the following result indicators identified under measure 3.2 in HRD OP:

- Increased rate of training activities on the requirements of adaptability given by social partners to their members (27 %)
- Increased adaptability of workers in terms of having extra skills or abilities related to their position (percentage of participants increasing their salary or being promoted or having extra responsibilities) (15%)
- Increased adaptability of employers in terms of having extra skills or abilities in order to be competitive enough (percentage of participants increasing their salary or being promoted or having extra responsibilities) (15%)

The operation will also contribute to the achievement of the output indicator namely “number of Vocational Standards developed by VOC-TEST Centres and endorsed by VQA” which is defined under measure 3.1 aimed at promoting the development and implementation of coherent and comprehensive strategies for lifelong learning. This contribution will be made by means of

increasing the capacities of the staff working in training and consultancy centres of TESK in terms of development of standards and qualifications and thus enabling them to initiate the accreditation process that validates the competency for becoming certificate providers and to build up capacity regarding this process.

This Operation is structured around a number of converging actions in order to increase the central and local capacity of professional organizations and to increase adaptability of tradesmen and craftsmen. To that aim, 8 provinces have been selected as the target provinces where there are training and consultancy centres and allocated staff working at these centres. While selecting the provinces, the regional focus, which envisages usage of certain amount of the funds in 12 NUTS II regions, is taken into consideration and half of the target provinces have been selected among the provinces in 12 NUTS II regions.

The adaptability of the tradesmen and craftsmen is one of the priorities, which is also on the focus point of the strategic documents. Governmental documents mentioned below also involve actions about the adaptability of the tradesmen and craftsmen to employment and changing economic conditions through vocational education. The responsibility of supporting tradesmen and craftsmen during this change and transformation process is given to the professional organizations which these enterprises are connected to; besides the public institutions.

*Turkey Life Long Learning Strategy*<sup>1</sup>: It has been approved by Higher Planning Council's Decision with date 5th of June, 2009 and with no. 2009/21. With this Strategy Document, TESK and her affiliated organizations have been forced to make activities concerning the following topics:

- Determining the sectoral and regional training needs of the tradesmen and craftsmen and setting their training programs accordingly.
- Establishing 'TESK Training Portal' to cover training needs of the units of the organization and in the near future tradesmen and craftsmen through e-learning method.
- Developing 'informing section' on the web page of TESK about the professions of the tradesmen and craftsmen.
- Undertaking studies in terms of authorizing the organizations which will conduct trainings, exams and provide certifications for tradesmen and craftsmen in vocational branches.
- Increasing in-service trainings in both tradesmen structures and member tradesmen and craftsmen organizations in accordance with the needs and the plans.

The activities to be implemented throughout this operation will contribute realization and achievement of the above mentioned activities.

In the Action Plan<sup>2</sup> entitled "**Strengthening the Link between the Employment and Vocational Training**" published at Official Journal dated 15th of July 2010, it is mentioned that many people in Turkey are without profession and it is emphasized that the linkage between the employment and vocational training is not strong enough, although there are some similar works undertaken by the relevant institutes. In this Action Plan, TESK is the main organization for the most of the 34 measures under 9 priorities.

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1 Please see <<http://mesbil.meb.gov.tr/genel/hayat%20boyu%20C3%B6%C4%9Frenme%20dokuman.pdf>> for details

2 Please see<<http://www.resmigazete.gov.tr/main.aspx?home=http://www.resmigazete.gov.tr/eskiler/2010/07/20100715.htm&main=http://www.resmigazete.gov.tr/eskiler/2010/07/20100715.htm>> for details

Through implementation of the operation, support will be provided in order to realize the priorities of the plan. Delivery of trainings on development of standards and qualifications to be provided within the operation is directly related with this plan.

The task of preparation of the strategy and action plan for the tradesmen and craftsmen is given to Ministry of Science, Industry and Technology through the Action Plan of the 60th Parliament Program. In this scope, **Tradesmen and Craftsmen Change, Transformation, Support Strategy Certificate and Action Plan (ESDEP)**<sup>3</sup> was developed after nearly 2 years study.

Main aim of ESDEP which was put into effect by 10 April 2010 is determined as ‘to increase the competition ability of the tradesmen and craftsmen and to support their changing and transformation.’ Third title of the seven priorities of ESDEP is “Development of Training and Consultancy Services”.

According to the priorities given under this title;

3.1 Effectiveness and development of vocational training for tradesmen and craftsmen will be provided.

3.2 For the required professions; development and adaptation courses will be initiated for tradesmen and craftsmen.

3.3 Regulations will be set in order to solve the problems within the apprenticeship training.

3.4 New training standards will be developed for the professions other than the scope of apprenticeship training.

3.5 Tradesmen and craftsmen will be trained based on training and consultancy services in accordance with their needs.

The activities to be implemented throughout the operation will support the measures and priorities of ESDEP.

**Industry Employment Strategy**<sup>4</sup>, which has been approved by High Planning Council on December 7, 2010, is intended to establish the Turkish industry structure that has solved the employment problem, using qualified labor and producing high value-added products. “The Skills and Human Resources” section in the Action Plan of the Strategy incorporate activities that are aimed at ensuring the increase in contribution of SMEs to the national economy via developing their human resources. TESK is one of the institutions among the others regarding the determined Action Plans. The measures for skills and human resources defined in the Strategy are compatible with the objectives of HRD OP.

**In the 60th Government Programme**<sup>5</sup> covering the period 2008-2012, under the Managing Structural Transformation heading, it is defined that “the tradesmen and craftsmen will be provided the maximum extent benefit from opportunities offered by structural transformation and the negative effects of the transformation will be reduced”. Besides, it is also provided that tradesmen and craftsmen will be presented supporting activities within that period.

According to Article 173 of the Constitution of the Republic of Turkey; it is given that "The State takes measures to protect and support tradesmen and craftsmen." In accordance with this provision, the tradesmen and craftsmen are among the priority groups in the government programs and development programs which need to be supported.

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3 Please see <[http://www.sanayi.gov.tr/Files/Attachments/OtherFiles/esnaf\\_strateji\\_belgesi\\_02-22042010213944.pdf](http://www.sanayi.gov.tr/Files/Attachments/OtherFiles/esnaf_strateji_belgesi_02-22042010213944.pdf)> for details

4 Please see <[http://www.sanayi.gov.tr/Files/Documents/sanayi\\_stratejisi\\_belgesi\\_2011\\_2014.pdf](http://www.sanayi.gov.tr/Files/Documents/sanayi_stratejisi_belgesi_2011_2014.pdf)> for details

5 Please see <[http://www.byegm.gov.tr/docs/60\\_Hukumet\\_prog.pdf](http://www.byegm.gov.tr/docs/60_Hukumet_prog.pdf)> for details

## 5.2 Overall Objective:

To increase the adaptability of tradesmen and craftsmen by investing more in human capital for the sake of more sustainable economic growth.

## 5.3 Operation Purpose:

The purpose of this operation is to increase the adaptability of tradesmen and craftsmen by strengthening the competencies of employees and employers of SME's through providing them work based skills and by increasing the service delivery capacities of training and consultancy centres of TESK.

## 5.4 Location(s):

The centre of the operation will be Ankara. The operation activities (such as organising trainings, seminars, meetings, workgroups and in-depth training needs analysis) will be implemented in Ankara, Mersin, Bursa, Manisa, Gaziantep, Şanlıurfa, Ordu and Erzurum. Three study visits will also be organized in EU Member States.

It is worth to note that all the above mentioned provinces have training and consultancy centres and allocated staff working at these centres; which is the prior criteria in selection.

The general selection criteria are given below:

- The unions and chambers of tradesmen and craftsmen in these aforementioned provinces have previous experience in EU project implementation.
- They have strong relationship with other public institutions, universities and social partners at the local level which will enhance dissemination of operation outputs in other provinces.
- They are in a leading position in their regions in economic aspects.
- All these provinces have SME weighted business profile. Number of small scale tradesmen organisation is high.
- The training and consultancy centres in the selected provinces have the necessary physical infrastructure for realization of the service and supply components of this operation.
- All these centres are in the property of TESK.

The detailed justification of selection on provincial basis is given in the below table:

**Table 1: Justification for selection of the target provinces<sup>6</sup>**

PROVINCE	JUSTIFICATION FOR SELECTING
Ankara	Ankara will be the centre of operation. Ankara has the potential to develop especially in terms of industry and tourism. The 2023 vision of Ankara is focused on information technologies, culture and health tourism. The number of tradesmen and craftsmen is decreasing, and they have difficulties in keeping up with the fast structural transformation. Providing consultancy services to tradesmen and craftsmen arises as a need in order to accommodate themselves to the structural transition. The number of tradesmen and craftsman in the province is 87.478 and there are 116 chambers of tradesmen and craftsmen. The number of trainings, which took place in Ankara, is 10 and the number of participants amount to 226 in the year 2010 delivered by MEKSA. But MEKSA

<sup>6</sup> The target provinces were selected according to the data obtained from the reports produced by Development Agencies at pilot provinces as well as from the online database of tradesmen and craftsmen enclosed within Ministry of Customs and Trade.

	delivered 27 trainings in other provinces of Turkey and 505 people participated to these trainings.
Mersin	<p>Mersin is receiving immigrants from South-Eastern Turkey. It has a locomotive province position in terms of agriculture, industry and tourism incorporating free trade zone, port and heavy industry facilities. The unemployment rate in the province is high and there is a shortage of skilled labour. Significant investments to be initiated recently (construction of the airport, tourist zone, the energy base and so on) will increase the need for skilled labour. Although there is a large amount of tradesmen and craftsmen in the province, the contribution of this segment to the economy of the province is limited. It is assessed that increasing the adaptability capacity of the tradesmen and craftsmen via training and consultancy services will make a positive contribution for their adaptability and employment. The number of tradesmen and craftsmen in the province is 56.142 and there are 73 chambers of tradesmen and craftsmen.</p> <p>The number of trainings delivered by METEM in 2010 is 9 and the number of participants amount to 265. For 2011 these number amount 7 trainings and 261 participants.</p>
Bursa	<p>The centre in Bursa is a model centre considering the operation activities which is already carrying out similar activities. Bursa is among the most industrialized cities in Turkey and at the same time, it is among the essential provinces in agriculture and tourism sectors. It takes part in the operation as an example of good practice with the aim of promoting the services offered in Bursa to other provinces in the region and the pilot provinces. It takes part as the pilot province in the operation in order to increase the effectiveness of the services delivered for tradesmen and craftsmen in order to increase their adaptability. The number of tradesman and craftsman in the province is 75,257 and there are 105 chambers of tradesmen and craftsmen.</p> <p>The number of trainings delivered by BESOB in 2010 is 44 and the number of participants amount to 4949. For 2011 these number are 11 trainings and 8616 participants.</p>
Manisa	<p>The centre in Manisa is engaged in various activities within the scope of the cooperation protocol with the local organization of the National Education and the university. Agriculture and agro-industry is developing rapidly in Manisa in recent years. The newly established industrial zone gradually goes into the service and the need for skilled labour and sub-industry services is increasing. 47,624 tradesmen and craftsmen in the province require services to enhance their adaptability to the changing economic structure of the province. Besides, there are 96 chambers of tradesmen and craftsmen operating in the province.</p> <p>There is no data base concerning the training delivered by MESOB.</p>
Gaziantep	<p>Gaziantep is one of the growth centres in 12 NUTS II region and the third best province in the country in terms of export. It is centre of trade and manufacturing and locomotive province of the region. In order to keep up with the rapid development of the region and the province; especially the tradesmen and craftsmen in the manufacturing sector need to be supported. Training centre at Gaziantep has been actively working for many years and implementing various EU and national projects. It is required to reschedule these services based on the specific needs as to increase contribution of tradesmen and craftsmen to provincial and regional economy. The number of tradesman and craftsman in the province is 41,602 and there are 87 chambers of tradesmen and craftsmen.</p> <p>The number of trainings delivered by GESOB in 2010 is 16 and the number of participants amount to 631. For 2011 these number are 23 trainings and 723 participants.</p>
Şanlıurfa	<p>Şanlıurfa is one of the growth centres in 12 NUTS II region. Tourism, agriculture and agro-based industry are developing in Şanlıurfa over the years.</p>

	<p>However skilled labour is inadequate particularly taking into consideration the tourism. The GAP Project has enhanced the province to become an agricultural centre. 33,615 tradesman and craftsman are operating in the province and there are 58 chambers of tradesmen and craftsmen.</p> <p>The number of trainings delivered by ŞESOB in 2010 is 42 and the number of participants amount to 748. For 2011 these number are 12 trainings and 241 participants.</p>
Ordu	<p>Ordu, among 12 NUTS II regions, has been selected as the pilot province as it has a central position in the Black Sea region with easy access and has a training hotel in the tourism sector. 23,530 tradesman and craftsman operating in the province and there are 44 chambers of tradesmen and craftsmen. Cultural tourism becoming widespread within the Black Sea region in recent years has revealed the need for skilled labor. At the same time, the economic structure based on limited agricultural products for long years hinders the development of regional economy. Tradesmen and craftsmen in the province and the region need support in order to increase their adaptability to changing economic requirements. There is no data base concerning the training delivered by OESOB.</p>
Erzurum	<p>Erzurum is one of the growth centres in 12 NUTS II region and central province for the Eastern Anatolia Region. Agro-based industry and furniture sector is developing rapidly in Erzurum. However, half of the tradesmen and craftsmen are primary school graduates and this situation makes tradesmen and craftsmen hard to adopt the process of transformation. Although there are centres and institutions in the province that provide services, tradesmen and craftsmen are unable to fully benefit from these services. They cannot also utilize from the paid services due to financial difficulties. They need training and consulting support where they can have easy access oriented for increasing their adaptability. The number of tradesman and craftsman in the province is 17,000 and there are 39 chambers of tradesmen and craftsmen.</p> <p>The number of attendees in the delivered trainings by EESOB in 2011 is 124.</p>

### 5.5 Duration:

23 months

### 5.6 Target group(s):

Direct Beneficiaries:

- Tradesmen and craftsmen in pilot provinces and SME's
- Tradesmen and craftsmen professional organizations in pilot provinces (Chambers and Unions of Tradesmen and Craftsmen)

Indirect Beneficiaries:

- Professional organisations apart from the pilot provinces
- Training institutions (Vocational training centres, public education centre, vocational high school)
- Provincial Directorates of Turkish Employment Agency
- Governorships and local administrations
- Chambers of commerce and industry
- Provincial employment and vocational training boards

- Universities,
- Service centres of Small and Medium Industry Development Organization
- Social Partners and NGOs in pilot provinces operating in the field of vocational education and employment

### **5.7 Description of the Operation and background:**

Tradesmen and craftsmen are approximately 2 million throughout Turkey and have a crucial share in the national economy and employment. Globalization, the economic and financial crisis that was experienced in the last 15 years influenced this segment utmost and caused their competitive capacity to weaken. The proportion of these enterprises in the national economy, their contribution to production and investment, and especially their high percentage in the employment ratio indicate that these enterprises are one of the most important groups that need to be supported.

The following characteristics of tradesmen and craftsmen enhance their importance in national economy and social structure:

- Provide product diversity
- To contribute decreasing unemployment through labour intensive work and creating employment
- Though being influenced by economic fluctuations and crises defencelessly, the ability to adapt with these circumstances more easily and quickly than large scale enterprises, when supported
- To contribute to reducing disparities among regions in terms of development
- To support large-scale enterprises and investments as sub-industries
- To contribute development and training of qualified labour force
- To contribute to a balanced distribution of income and as being middle class serving as a balance factor in social life

Notwithstanding the above mentioned contribution of tradesmen and craftsmen, the scattered structure and the numerical quantity of these enterprises obstruct reaching them and conveying the necessary training and consultancy services. Unlike larger companies, trade and craft based enterprises lack sufficient capacity for coping with technical, organizational and economic issues due to lack of sufficient knowledge and adequate consultancy support. Besides, these enterprises lack sufficient staff to deal with specific issues and design development strategies in line with their sectors' needs because of the poor financial capabilities of these enterprises.

The general problems of tradesmen and craftsmen are listed as follows:

- To be family-owned businesses and not to be able to institutionalize
- Traditional form of management
- Insufficient financial sources
- Insufficient research and development activities
- Insufficient support from financial institutions and lack of ability of financial planning
- Inability to employ qualified workers
- Inability to utilize modern marketing techniques
- Poor competitive capacity and the difficulty to meet the standards
- Difficulties arise from legislations and bureaucratic procedures
- Not keeping pace with the rapid changes of information technologies



- Not having enough training and consultancy services
- Lack of interest stemming from not having enough information about the existing supports that they could utilize

It is hard to say there is a systematic and institutionalized support policy for trade and craft based enterprises. Although there are quite a number of support and incentive policies carried out by various public institutions, the utilisation rate from these services is low. Since the required conditions for the provided incentives and supports are generally very heavy, tradesmen and craftsmen cannot benefit from these assistances.

Tradesmen and craftsmen shall be registered to professional organizations which are organized in provincial and national level. By this means tradesmen and craftsmen may have both a network and a body in order to meet their needs. Thus, these professional organizations may take crucial tasks to reverse the process of change and the scattered structure which causes weakening of these enterprises.

There are two main responsibilities of the professional organizations. The first one is providing documentation that tradesmen and craftsmen require within their registration and commercial transactions and similar services. The second essential responsibility of these professional organizations is supporting tradesmen and craftsmen for their improvement and advancement through providing them training and consultancy support.

Although the TESK Establishment Law gives this authority to the professional organizations, they have difficulty in accomplishing this task adequately. Professional organizations are not able to provide planned and coordinated services to their members, tradesmen and craftsmen, and they also need support in order to deliver their services with an effective and efficient manner. To provide such trainings and consultancy support requires expertise, ability to establish good relations with other organizations as well as finance.

There are training and consultancy centres in some provinces that are established by the professional organizations. 16 training centres exist throughout the country which are in the property of TESK. These centres serve to all member tradesmen and craftsmen at provincial-wide and also serve for the non-members under some training and consultancy programs. Most of the centres cooperate with the public institutions that deliver training services. Some centres are allocated to the Ministry of National Education or universities. However, the performance of these centres depends on their bilateral relations at local level and the individual efforts of the employed people at these centres. Although these centres are needed to be positioned as provider of training and consultancy services, the human resources capacities of these centres are not sufficient enough to deliver of high qualified services.

As mentioned above, the basic problem of the centres is their inability to provide services within a well-structured system. Financing of the vocational education which is an expensive service is also another important problem encountered by the centres.

One of the basic duties of the centres is to determine the work fields / professions with potentials to become active in the labour market and to guide the entrepreneurs for these professions. Besides, these centres will direct tradesmen and craftsmen, who lose their jobs or close down, towards these fields and when necessary vocational transformation support will be provided to these people. Throughout the country, each year more than hundred thousand tradesmen and craftsmen are going out of business due to different reasons. To gain back these people having vocational knowledge and skills to the business will be one of the priorities of these centres.

The training and consultancy centres in the targeted provinces of the operation and the staff working in these centres are given in the below table:

**Table 2: Number of staff working in training and consultancy centres in selected provinces<sup>7</sup>**

<b>Training and Consultancy Centres in the Targeted Provinces</b>	<b>Number of staff (full time and part-time)</b>
Ankara OSTIM Training and Consultancy Centre	<ul style="list-style-type: none"> <li>• 4 full time staff</li> <li>• 50 part time staff on average (The centre has protocol agreements with MEKSA Foundation and Gazi OSTIM Vocational High School. Trainers are provided from these institutes when needed.)</li> </ul>
Mersin Training and Consultancy Centre	<ul style="list-style-type: none"> <li>• 5 full time staff</li> <li>• Part time staff is employed according to the content of the training programmes.</li> </ul>
Bursa Training and Consultancy Centre	<ul style="list-style-type: none"> <li>• 5 full time staff</li> <li>• 45 part time staff on average</li> </ul>
Manisa Training and Consultancy Centre	<ul style="list-style-type: none"> <li>• 4 full time staff</li> <li>• 10 part time staff on average (The centre has a protocol agreement with the university. Trainers are provided from the university when needed)</li> </ul>
Gaziantep Training and Consultancy Centre	<ul style="list-style-type: none"> <li>• 10 full time staff</li> <li>• Part time staff is employed according to the content of the training programmes</li> </ul>
Şanlıurfa Training and Consultancy Centre	<ul style="list-style-type: none"> <li>• 10 full time staff</li> <li>• 80 part time staff on average</li> </ul>
Ordu Training and Consultancy Centre	<ul style="list-style-type: none"> <li>• 4 full time staff</li> <li>• Part time staff is employed according to the content of the training programmes</li> </ul>
Erzurum Training and Consultancy Centre	<ul style="list-style-type: none"> <li>• 3 full time staff</li> <li>• Part time staff is employed according to the content of the training programmes</li> </ul>

The number of tradesmen and craftsmen vary in each province. Some of the sectors are given priority in the regional plans under the scope of the regional development by Ministry of Development. Considering this prioritisation, the prior sectors are provided in the below table for each province which have the potential to develop and enhance the increase in employability and added value in the province, if support provided to these sectors. Needs and demands of tradesmen and craftsmen notified to the training and consultancy centres as well as the factory equipage of the centres where they are delivering trainings are also the other indicators in identification of the prior sectors.

The below table provides the details of the varied number of tradesmen and craftsmen in the targeted provinces, the privileged sectors and percentage of the tradesmen and craftsmen operating in these sectors.

<sup>7</sup> Data received from the training and consultancy centres at pilot provinces; July 2011.

**Table 3: Total Number of tradesmen and craftsmen, privileged sectors, percentage of tradesmen and craftsmen operating in the privileged sectors<sup>8</sup>**

Target Provinces	Total Number of tradesmen and craftsmen in each province	Privileged Sectors in the provinces	Percentage of tradesmen and craftsmen operating in the privileged sectors
Ankara	87.478	• Retail	• %40
		• Metal	• %12
Mersin	56.142	• Textile	• %15
		• Service	• %60
Bursa	75.257	• Textile	• %20
		• Automotive based metal and machine sector	• %15
Manisa	47.624	• Food	• %15
		• Electronic Sector	• %8
Gaziantep	41.602	• Woodworking	• %5
		• Metal and Machine Sector	• %10
Şanlıurfa	33.615	• Food and beverage	• %20
		• Metal and Machine Sector	• %20
Ordu	23.530	• Food and beverage	• %17
		• Retail	• %45
Erzurum	17.000	• Food and beverage	• %14
		• Retail	• %50

<sup>8</sup> The provided data obtained from the reports produced by Development Agencies at pilot provinces as well as from the online database of tradesmen and craftsmen enclosed within Ministry of Customs and Trade.

Throughout the operation, series of training activities is envisioned aiming to increase competences of tradesmen and craftsmen. In the indicative planning, number of participants is identified per province. However, as it can be seen in the above figure, number of tradesmen and craftsmen vary in each province. The number of the participants to be trained in each province will be re-planned taking into consideration the varying structure of the total tradesmen and craftsmen in these provinces.

Although there are particular works undertaken by a number of unions with that regard, there is not any standard way of execution and an improved or widespread process; only blanket clauses are defined. As a part of this operation, with a separate training and consultancy centre strategy, this execution is aimed to be standardized. The below activities to be implemented within the operation will contribute professional organizations to provide such kind of services.

#### **A) Awareness Raising Activities:**

The most crucial contribution for sustainability of the operation is to increase awareness of the stakeholders, professional organizations and tradesmen and craftsmen with different professions aiming to increase the adaptability of tradesmen and craftsmen and enhance the professional organisations to deliver better training and consulting services. Creating awareness will provide the most important contribution for coping with changes in economic circumstances, increasing globalization, closer economic integration and the increased pace of technological improvement within the tradesmen and craftsmen segment. Activities to reach that purpose will be performed through organization of seminars with the stakeholders of the operation, regular meetings with tradesmen and craftsmen, preparation and delivery of visibility materials, dissemination activities to share experiences, key factors and results of success and transfer of the know-how.

#### **B) Development of the Capacity Building / Training Programme:**

As the operation target is to increase the quality of the services delivered for the tradesmen and craftsmen, in order to assess the existing capacity of the training and consultancy centres and identify the exact needs of the tradesmen and craftsmen; a comprehensive current situation analysis and an in-depth training needs assessment will be conducted. Throughout this component, a draft training programme for the training and consultancy centres and tradesmen and craftsmen (sectoral trainings) as well as the staff and managers of the organization (on general themes) will be prepared based on the outputs of the assessments; which will then be presented to the views and opinions of the stakeholders in 8 provinces.

#### **C) Training and Capacity Building Activities:**

This component will cover activities which will focus on the improvement of the capacities of the TESK local and central organization, training and consulting centres and tradesmen and craftsmen in order to increase the adaptability of tradesmen and craftsmen through delivery of better training and consultancy services. Therefore, this component is composed of activities including delivery of trainings for these target groups, establishment of a web based training portal and delivery of on the job learning.

#### **D) Organization of Study Visits:**

Three international study visits will be organised to the training centres of comparable vocational institutions in EU Member States to be able to draw lessons on various implementation practices in EU in which a similar system has been established. Besides, two national visits to Bursa and

Gaziantep as being best practices will be organised with the aim that observing a best practice provide better understanding about the responsibilities to be undertaken and the aim of the operation.

### **E) Development of a Strategy Paper:**

Based on the lessons learnt gained throughout the operation implementation, a Strategy Paper will be developed for tradesmen and craftsmen through the guidance of the Policy Group for enabling them to receive better training and consultancy services as well as for effective functioning of the training and consultancy centres and local organizations. Through this material, although the chambers and unions in other provinces do not possess a separate training centre, they will have a chance to learn how to support and guide tradesmen and craftsmen with an effective manner. Senior level commitment and support from TESK will be the ensured for the development of the Strategy Paper.

### **F) Supply Component**

A separate supply contract is envisioned throughout the operation which will focus on the equipment needs of the professional organizations and training and consultancy centres in order to enhance their capacities in delivery of qualified services to their members. It is obvious that professional organizations play an effective role in terms of access to tradesmen and craftsmen and they have to adopt a quality based growth and development strategy by improving the quality of their services for their members day by day. From this aspect, professional organizations and training and consultancy centres should increase their service quality, institutional capacity and widen the scope of the services in order to reach all the relevant stakeholder/beneficiaries of the services. To that aim, it is foreseen to support these organizations as well as TESK by means of providing equipment such as office equipment, factory furnishing etc. The sectoral trainings which are to be delivered by the centres in Mersin, Ordu, Şanlıurfa and Gaziantep need to be equipped in order to function properly in the scope of the service component. The supplied equipment will render possible the delivery of on the job trainings, which is the primary goal of this operation. Not to mention, the equipment will be mainly used to increase the adaptability of tradesmen and craftsmen.

## **5.8 Results with measurable indicators<sup>9</sup>:**

**Result 1:** Improved capacity of the training and consultancy centres in terms of the quality of the services they provide by the end of the operation.

- The number of tradesmen and craftsmen who benefited from the delivered training and consultancy services (30% increase in comparison with the previous year)
- Min 23.250 tradesmen and craftsmen were reached by trainings
- Increased quality of services delivered by these centres, aiming the improvement of adaptability of employees and employers (30% increase in capacity in comparison with the previous year)<sup>10</sup>
- Number of professional organizations with improved capacities in service delivery through using the Strategy Paper after the 1<sup>st</sup> year of operation completion (10% increase among the

<sup>9</sup> The target indicators will be evaluated through surveys; analysis and face-to face interviews after the implementation of Operation.

<sup>10</sup> The satisfaction level of tradesmen and craftsmen from the services delivered by these centers will be measured via satisfaction measurement surveys.

professional organizations that are delivered training and consultancy services throughout the operation)

- Number of relevant staff working in the training and consultancy centres (10% increase in comparison with the previous years)
- Number of networks established among formal and non-formal training providers, NGOs and social partners, universities (At least 5 centres sign cooperation protocols with these institutes)
- Number of the training and consultancy centres developing standards and qualifications ( At least 4 centres among the ones which are delivered training and consultancy services will develop standards and qualifications)

**Result 2:** Enhanced vocational knowledge and skill level of tradesmen and craftsmen by the end of the operation.

- Number of employers increasing their turnover (20% increase among the employers who are delivered training and consultancy services throughout the operation)<sup>11</sup>
- Number of employers who set up their own business or changing their branch (20% increase among the employers who are delivered training and consultancy services throughout the operation)
- Number of employers having extra skills, abilities or responsibilities related to their profession (30% increase among the employers who are delivered training and consultancy services throughout the operation)
- Number of employees increasing their salaries (15% increase among the employees who are delivered trainings and consultancy services throughout the operation)<sup>12</sup>
- Number of employees having extra skills, abilities or responsibilities related to their profession or changing their branch (30% increase among the employees who are delivered training and consultancy services throughout the operation)
- Number of tradesmen and craftsmen who benefit from financial supports and develop projects (20% increase among the tradesmen and craftsmen who are delivered training and consultancy services throughout the operation)
- Number of workers who work near with tradesmen and craftsmen (15% increase among the employees who are delivered training and consultancy services throughout the operation)

## 5.9 Activities:

### **Component 1: Awareness Raising Activities**

#### ***1.1 Operation Opening Conference***

An operation launch event is envisioned to be organised in Ankara with the participation of representatives from the Beneficiary, Stakeholders and social partners. The opening conference will include discussions during which the participants can state how they can contribute to the implementation process.

<sup>11</sup> This will be measured via surveying the employers who are delivered training and consultancy services. (i.e. Is there any increase in your turnover rate in comparison with the previous year?)

<sup>12</sup> This will be measured via surveying the employees who are delivered training and consultancy services. (i.e. Is there any increase in your salaries in comparison with the previous year?)

## ***1.2 Conducting provincial guidance seminars for stakeholders***

In order to provide specific inputs to the implementation of the envisaged activities in an efficient manner, semi-annual provincial guidance seminars will be organized in each target province by a group composed of relevant stakeholders and beneficiary in order to inform them about the operation, ensure their involvement and strengthen the constructive dialogue between them. During these seminars, the operation progress will be evaluated and stakeholders, by sharing their opinions and experiences, will contribute for better implementation of the project activities. Issues such as best practices in the areas in which training and consultancy services are provided both at national and international level; outputs of the comprehensive situation analysis and TNA; key strategic documents targeting tradesmen and craftsmen; key aspects of delivery of qualified training and consultancy services will also be discussed and presented during these seminars.

The seminars to be organised at local level will be composed of the following stakeholders:

- Representative from the universities;
- Representative from governorships at local level;
- Provincial directors of Ministry of National Education;
- Provincial municipalities;
- KOSGEB;
- Development Agencies;
- Investment support offices;
- Vocational Education Centres;
- TESK local organisation;
- Provincial employment and vocational training boards.
- Chambers of Commerce and Industry
- Unions of Employees and Employers
- Local foundations specialised in the field of vocational education and employment

At least one staff from the training and consultancy centres will attend to these seminars. Another aim of these meetings is to provide services to tradesmen and craftsmen in accordance with their needs and expectations. The training and consultancy centres are the parties who are better aware of the needs of tradesmen and craftsmen about the subjects such as vocational education, employability, new technologies etc. The needs and expectations of tradesmen and craftsmen will be easily transferred to the stakeholders and they will be encouraged to revise their services in a way that tradesmen and craftsmen benefit from these services easily. With that regard, the training and consultancy centres will serve as a bridge.

Through these seminars, it is expected that continuous ownership of the parties involved and dissemination of the operation results will be achieved. In order to disseminate the operation outputs to other provinces, participants are also expected to attend to these seminars from neighbourhood provinces including senior level managers of unions, provincial directors of national education as well as representatives from development agencies. Not to mention, these seminars will also ensure establishment of permanent networks among all the stakeholders including SMEs and educational institutions.

### ***1.3 Preparation of the visibility materials***

In order to increase participation and provide information to the target groups on project activities, relevant institutions and their services, printed and audio-visual materials will be developed throughout the operation implementation.

1.3.1 Preparation and distribution of the printed materials: Such as books, leaflets, booklets, brochures, promotional materials and newsletter in order to promote the Adaptability Operation. Printed materials will provide information including but not limited to the activities of training and consultancy centres, information on the specific services to be offered by these centres through an emphasis of their significance for the adaptability of tradesmen and craftsmen etc..

1.3.2 Preparing audio-visual materials: Such as videos, billboards, posters, DVDs aiming to attract participants, to inform them about the project achievements and to focus attention on general or specific issues.

1.3.3 Website of the project will be developed and updated weekly.

1.3.4 Quarterly periodicals concerning the activities realised during the operation period will be printed. Periodicals will include detailed information about the capacity building activities, operation progress and update regarding the implementation of the operation. In addition to these, there will be success stories about how tradesmen and craftsmen made good progress, and "battle stories" about how they have struggled to achieve success.

### ***1.4 Organisation of information meetings at sectoral level for tradesmen and craftsmen in 8 provinces and establishing a network for improving cooperation***

During these meetings to be held at sectoral level and provincial basis; along with the sectoral problems and needs of the tradesmen and craftsmen, topics such as high competition arising from globalisation, lack of capital, project development capacities of the tradesmen and craftsmen, their abilities to respond to consumer needs, vocational trainings, employment, institutionalisation, foreign trade etc. will be discussed. The possible actions to be taken during the operation implementation concerning these difficulties will also be discussed. For each province, four priority sectors will be selected in accordance with the outputs of the in-depth Training Needs Analysis (TNA) and four meetings are planned in each of the target provinces. The objective is to conduct the meetings with different enterprises. Provincial reports will be generated concerning the outcomes of these meetings which will serve as an input for development of the Strategy Paper. These information meetings will be beneficial for the achievement of the following issues:

- To identify the needs and demands of tradesmen and craftsmen throughout the operation
- To measure the outcomes and effects of the operation for tradesmen and craftsmen
- To retain problems of tradesmen and craftsmen, announce those at local and national level and find out solutions
- To guide and enlighten tradesmen and craftsmen on sectorial basis
- To share the results and lessons learnt from the national and international study visits
- To increase awareness of tradesmen and craftsmen on the services delivered by professional organisations and other relevant stakeholders such as KOSGEB, ISKUR, etc.
- To increase awareness on registered employment and employment incentives
- To increase awareness on employing workers with vocational certification etc.



## **1.5 Operation Closure Conference**

An operation closure event is planned to be organised in Ankara with the participation of representatives from the Beneficiary, stakeholders and social partners in order to present the final results of the operation and to underline the importance of the operation sustainability in the future. TAT will organize a press conference in coordination with TESK before the event, where newspapers, TV and other media channels at local and national level will be invited. The strategy paper which is to be prepared at the end of the operation will be disseminated to the parties involved during the closure conference.

## **Component 2: Development of the Capacity Building / Training Programme**

### **2.1 Conducting a Comprehensive Current Situation Analysis**

A comprehensive analysis will be carried out concerning the existing structure and functioning of TESK and professional organisations in target provinces and their physical capacities by taking into consideration the institutional, financial and organizational aspects. This analysis will include topics such as strengths and weaknesses of the present system; the capacity of central and local organisations in fulfilment of their tasks, their relation and collaboration with other institutions at national and local level. This analysis will contribute in identification of the problems and difficulties within the existing structure and provide a base for development of appropriate training and capacity building programme to be delivered to relevant parties throughout the operation.

### **2.2 Conducting In-depth Training Needs Analysis (TNA)**

A training needs assessment will be conducted in 8 pilot provinces targeting the professional organisations, tradesmen and craftsmen in these provinces in order to assess the existing capacity and competencies of the training and consultancy centres in terms of their service delivery; as well as to identify the training and future skill needs of tradesmen and craftsmen. This analysis will be elaborated soon after the inception phase of the operation, as the design and development of subsequent training programme and materials can also take place once this analysis has taken place. The TNA will be conducted in 8 pilot provinces and staff working at the professional organisations and tradesmen and craftsmen working at the enterprises in these regions will be targeted. During the TNA, an assessment will be made which would provide suggestions in terms of increasing women participation to operation activities.

Outputs of the comprehensive situation analysis as well as the TNA will provide a basis for preparation of a detailed capacity building / training plan for tradesmen and craftsmen and staff of professional organisations. The outputs of the TNA will also contribute for solution of the problems that are identified in the course of the current situation analysis.

### **2.3 Design and development of a draft training programme and training materials in accordance with the results of the TNA**

Once the outputs of TNA are verified, a draft specialised training programme will be prepared to be implemented for training and consultancy centres, tradesmen and craftsmen (sectoral trainings) as well as the staff and managers of the organization (on general themes). A draft training toolkit and other training materials such as user handbooks, brochure, guidelines and booklets will also be designed. The purpose of these materials will be to serve as the basis for the trainings and to inform

the participants about their main commitments and responsibilities, including information on best practices and working methodologies tailored to their specific needs.

#### **2.4 Organisation of at least 8 provincial dissemination workshops**

Provincial dissemination workshops will be organized in 8 provinces involving all relevant parties aiming to review and share the results of TNA and current situation analysis as well as to revise and finalise the training programme and materials. During the inclusive and participatory consultation process, results of the TNA will be disseminated among the stakeholders and professional organisations. Comments from the stakeholders will be taken for the draft training programme and handbook; and it will be revised accordingly. The workshops will last for one day with the participation of all relevant parties in each province.

### **Component 3: Training and Capacity Building Activities**

#### **3.1 Delivery of trainings to the staff / managers of the organization and staff of the training and consultancy centres on general themes at local level**

In the first year of the operation implementation, training program will be applied in 8 regions for the managers of the organisation as well as the staff of the organisation and training and consultancy centres which will target leading awareness and institutional capacity building.

- a) Trainings to be delivered for the Managers (Heads of the unions and connected chambers)

Trainings to be organised in each target province oriented for the Heads of the unions and connected chambers will focus on managerial, co-ordination, and administrative functions expected by the employees in the course of their day-to-day work.

The indicative list of training themes are indicated in the below table. However, it is important to note that the trainings to be delivered will be defined after the TNA is conducted.

<b><u>Indicative Training Modules</u></b>	<b><u>Days</u></b>	<b><u>Number of Participants for each region</u></b>	<b><u>Place</u></b>
Tradesmen and craftsmen segment, their standing and importance in the national economy, problems, suggestions, expectations, duties and responsibilities of professional organizations, the needs of tradesmen and craftsman for change and transformation	1 day	90	In each 8 provinces (Ankara, Mersin, Bursa, Manisa, Gaziantep, Şanlıurfa, Ordu and Erzurum)
Personal development program (communication skills, good management skills, social skills)	1 day	90	In each 8 provinces (Ankara, Mersin, Bursa, Manisa, Gaziantep, Şanlıurfa, Ordu and Erzurum)
Relationship between vocational training and employability	1 day	90	In each 8 provinces (Ankara, Mersin, Bursa, Manisa, Gaziantep, Şanlıurfa, Ordu)

			and Erzurum)
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In order to disseminate the operation outputs to other provinces, representatives from senior level management of the unions (head of unions, vice-presidents, etc.) from neighbourhood provinces will be also invited. The trainings would be accompanied by a set of training materials in Management.

- b) Trainings to be delivered for the staff ( Employees of the unions and connected chambers as well as training and consultancy centres)

In each pilot province, training programme will be organized for the staff of the unions and connected chambers; and staff of the training and consultancy centres.

The indicative list of training themes are indicated in the below table. However, it is important to note that the trainings to be delivered will be defined after the TNA is conducted.

<u>Indicative Training Modules</u>	<u>Days</u>	<u>Number of Participants for each region</u>	<u>Place</u>
Tradesmen and craftsmen segment, their standing and importance in the national economy, problems, suggestions, expectations, duties and responsibilities of professional organizations, the needs of tradesmen and craftsman for change and transformation	2 days	90	In each 8 provinces (Ankara, Mersin, Bursa, Manisa, Gaziantep, Şanlıurfa, Ordu and Erzurum)
Personal development program (communication skills, process management)	2 days	90	In each 8 provinces (Ankara, Mersin, Bursa, Manisa, Gaziantep, Şanlıurfa, Ordu and Erzurum)
Information about the training and consultancy services for tradesmen and craftsmen	2 days	90	In each 8 provinces (Ankara, Mersin, Bursa, Manisa, Gaziantep, Şanlıurfa, Ordu and Erzurum)

In order to disseminate the operation outputs to other provinces, staff working in the training departments of the unions from neighbourhood provinces will be also invited.

### ***3.2 Delivery of “Training of Trainers” to the training and consultancy centres for enabling them to deliver future training and consultancy services***

In order to increase the capacity of the training and consultancy centres for provision of better services for tradesmen and craftsmen, the staff working in 8 centres in the pilot provinces will be trained to increase their competence in technical issues. During the trainings, they will be presented the necessary theoretical knowledge regarding the specifics of their consultancy work. Using the outputs of the TNA, minimum 7 training modules will be determined. The trainings will be conducted according to the training module prepared in line with the training needs analysis by

taking into consideration the specific needs of the centres. During the trainings, topics such as information on training and consultancy centres, their operational objectives, activities, methodology etc. will also be discussed. Emphasis will be put on the methodology and best practices in training and consultancy service provision.

The training modules will be determined on the basis of the TNA conducted; however, indicative list of training list is provided below.

<b><u>Indicative Training Modules</u></b>	<b><u>Days</u></b>	<b><u>Number of Participants</u></b>	<b><u>Place</u></b>
Enterprise Management and Development	3 days	50	Ankara
Occupational Health and Safety	3 days	50	Ankara
Food legislation	3 days	50	Ankara
Sales and marketing techniques	3 days	50	Ankara
Vocational Education	3 days	50	Ankara
Trademark, Patent and design	3 days	50	Ankara
E-business transactions	3 days	50	Ankara

Trainings will be based on the training materials for working methodology of training and consultancy service provision. It would be wrapped up with a discussion on how the best practices presented may effectively be introduced in the future service delivery of these centres. Completion certificates will be provided to the participants who complete the training program. Copies of relevant course materials and further reading materials complementary to the course topic prepared in Turkish will be provided to the participants of the training events.

### ***3.3 Delivery of the trainings to the tradesmen and craftsmen***

Theoretical and sectoral trainings will be provided for the tradesmen and craftsmen in accordance with the TNA addressing specific training needs of the tradesmen and craftsmen in 8 provinces.

#### **A) General Training Programme**

The indicative list of the training modules for the General Training Programme is provided below; however it will be updated after conducting the TNA.

<b><u>Indicative Training Topics</u></b>	<b><u>Number of Modules</u></b>	<b><u>Days of Each Module</u></b>	<b><u>Number of Participants</u></b>	<b><u>Place</u></b>
Entrepreneurship / Job rotation	10	5 days	30	In each 8 provinces (Ankara, Mersin, Bursa, Manisa, Gaziantep, Şanlıurfa, Ordu and Erzurum)
Food safety	10	3 days	30	In each 8 provinces (Ankara, Mersin, Bursa, Manisa, Gaziantep, Şanlıurfa, Ordu and Erzurum)
Occupational Health	10	3 days		In each 8 provinces

and Safety			30	(Ankara, Mersin, Bursa, Manisa, Gaziantep, Şanlıurfa, Ordu and Erzurum)
Life-long learning	15	1 day	30	In each 8 provinces (Ankara, Mersin, Bursa, Manisa, Gaziantep, Şanlıurfa, Ordu and Erzurum)
Tourism	10	3 days	30	In each 8 provinces (Ankara, Mersin, Bursa, Manisa, Gaziantep, Şanlıurfa, Ordu and Erzurum)
Enterprise development	10	3 days	30	In each 8 provinces (Ankara, Mersin, Bursa, Manisa, Gaziantep, Şanlıurfa, Ordu and Erzurum)
Sales and marketing techniques	10	2 days	30	In each 8 provinces (Ankara, Mersin, Bursa, Manisa, Gaziantep, Şanlıurfa, Ordu and Erzurum)
Customer satisfaction	10	2 days	30	In each 8 provinces (Ankara, Mersin, Bursa, Manisa, Gaziantep, Şanlıurfa, Ordu and Erzurum)

## B) Sector Specific Training Programmes

Prior sectors are identified for each target province, as it is also provided in earlier sections. Besides the general trainings given above, sectoral training support will also be delivered in the pioneer sectors identified for each province which will be specific and directly oriented for the enterprises in order to enhance the increase in their adaptability. These trainings will be oriented for vocational development and providing opportunity for workers in terms of increasing their knowledge and gaining new skills and abilities regarding their profession. At the same time, these sectoral trainings will serve for the workers working near with tradesmen to increase their knowledge and skills which will lead an increase in their employability. It is also important to note that, these trainings will contribute for the training and consultancy

The draft sectoral training programme is given in the below table. However, it is important to note that the training programme is subject to revision in accordance with the outputs of the TNA.

<u>PROVINCE</u>	<u>SECTORS / TRAINING FIELDS</u>	<u>Number of Modules</u>	<u>Days of Each Module</u>	<u>Number of Participants</u>
Ankara	Metal	5	10	30
	Retail	10	3	25

Mersin	Textile	5	10	20
	Service	10	5	25
Bursa	Textile	5	10	20
	Automotive based metal and machine sector	5	10	20
Manisa	Food and Beverage	10	4	25
	Electronic sector	5	10	20
Gaziantep	Wood working	5	10	20
	Metal and machine sector	5	10	20
Şanlıurfa	Food and Beverage	10	4	25
	Metal and machine sector	5	10	20
Ordu	Food and Beverage	10	4	25
	Retail	10	3	25
Erzurum	Food and beverage	10	4	25
	Retail	10	3	25

Completion certificates will be provided to the participants who complete the each training program. Copies of relevant course materials and further reading materials complementary to the course topic prepared in Turkish will be provided to the participants of the training events.

### ***3.4 Carrying out software development activities in order to improve web services for tradesmen and craftsmen***

Throughout the operation, a web based database system is envisaged to be developed. The outcomes of the in-depth training needs analysis will be incorporated into the online data base system where information on the trainings of the enterprises will be followed up. Tradesmen and craftsmen will also be able to share their views whether the trainings are beneficial for them or not via this system. The system will serve as a tool to collect the data if needed and identify the training needs and will contribute to the sustainability of the operation. It is important to emphasize that the curricula and relevant training materials will also be available on this database. Besides, it is also envisaged that the training modules to be developed for the tradesmen and craftsmen will be converted into online training modules. Through this database, the outputs of the success from the training programmes will be also followed up which will give the opportunity to develop or modify the training modules in accordance with the outputs as well as the feedbacks received from tradesmen and craftsmen. A training portal will be generated for these online training modules and the portal will be linked to the online data base system, which will take part in the operation website. Specifically, the training portal will be improved in accordance with the needs of the tradesmen and craftsmen.

Given the high numerical quantity of tradesmen and craftsmen, conveying them the necessary training and consultancy become difficult, as also indicated above. Another important targeted outcome within this operation is to direct tradesmen and craftsmen to electronic environment and making them using the online processes. The objective of development of a portal is to meet the

needs of tradesmen and craftsmen on general issues without the necessity for them to visit the centres. If they cannot find the necessary responses from the portal, it is aimed to have tradesmen and craftsmen to visit these centres.

The necessary IT Equipment (server etc) to support the online database system as well as the software development activities will be covered under the service contract.

### ***3.5 Provision of consultancy to enable the training and consultancy centres to become a qualified national qualification certificate providers***

The national qualification process in Turkey initiated by VQA is of particular concern to professional organizations. Assistance will be provided to the training and consultancy centres to enable them to initiate the accreditation process that validates the competency for becoming certificate providers and to build up capacity regarding this process. With that regard, training will be delivered in Ankara for increasing the capacities of the staff working in these centres on development of the standards and qualifications. The aim of these trainings is to enhance the knowledge of the staff working at the centres about developing qualifications and standards which will enable them to become qualified national qualification certificate providers.

According to the outputs of the TNA, the centres, during the process of becoming qualified national qualification certificate providers, will be directed to get the authorisation for the privileged sectors at first. Besides, it is expected that at least two of the centres will sign cooperation protocol agreement with VQA.

It is important to note that the standard development training will be delivered on the basis of the DACUM method. The indicative training programme is given below:

<u>Indicative Modules</u>	<u>Training</u>	<u>Days</u>	<u>Number of Participants</u>	<u>Place</u>
Development of standards	of the	10 days	24	Ankara
Development of qualifications	of the	10 days	24	Ankara

### ***3.6 Delivery of on the job learning***

Throughout the operation, building up the administrative and technical capacity of the training and consultancy centres is aimed to meet their operational needs to enable them to provide better services to their members through provision of consultancy services and support to the staff involved.

This activity will focus mainly on providing direct assistance and consultancy services to the training and consultancy centres and aims further strengthening the capacity of the centres for effective training and consultancy service delivery for tradesmen and craftsmen. The centres will be fully supported and assisted in carrying out their responsibilities and tasks.

As for the delivery of assistance, providing advice and consultancy to the centres in their daily operations will be offered during the whole project cycle in accordance with the outputs of the in-depth training needs analysis and the consultancy areas will be determined according to the TNA. However, indicatively it will comprise the following areas:

- Financial consultancy (credit opportunities, KOSGEB support, grant support, etc.)
- Resources based on project support (development agencies, regional support, etc.)
- Incentive applications
- Trademark, patent and design support
- Career planning etc.

#### **Component 4: Organization of Study Visits**

National and international study visits are foreseen for the experts and heads of professional organisations and training and consultancy centres at the target provinces, so as to ensure first-hand acquaintance with the practical aspects of the consulting process, as established in a well-functioning training and consultancy structure.

As a result of the study visits, a report will be elaborated concerning the results of the national and international study visits and experiences of the EU countries on functioning of the systems for delivering services to tradesmen and craftsmen. This report will be presented to the Policy Group members to be integrated into the Strategy Paper which will be developed at the end of the operation.

##### ***4.1 Conducting study visits to EU Member States***

Three international study visits for experts, who will actually deliver trainings, and heads of the professional organisations and training and consultancy centres at the target provinces will be organised to the training centres of comparable vocational institutions in EU Member States to be able to draw lessons on various implementation practices in EU in which a similar system has been established.

The aim of the study visits to EU Member States is to examine the best practices of training and consultancy system which is aimed to be set up throughout the operation. Germany, France and Italy have a similar SME profile and professional organization structure as in Turkey and in these countries almost each professional organization have similar training and consultancy centres. In some of the chambers the numbers of training and consultancy centres are more than one and they are running for specialisation. Examining how the services are delivered in the centres to be selected as best practices will enhance the managers to better understand the purpose and objective of the operation as well as develop their visions.

The indicative list of the potential institutes to be visited is given as follows:

<b>COUNTRY</b>	<b>INSTITUTES TO BE VISITED</b>
Germany	Zentralverband des Deutschen Handwerks (ZDH)- German Craftsmen Confederation
France	Assemblée Permanente des Chambres de Métiers (APCM)- French Craftsmen Constant Counsel
Italy	Confederazione Generale dell' Artigianato (Confartigianato Imprese)- Italian Craftsmen Public Confederation



## ***4.2 Organization of national study visit to Bursa and Gaziantep***

To increase awareness and share experiences on best practices, two national study visits will be organized to Bursa and Gaziantep for the managers- heads of the unions and connected chambers- with the aim that observing a good practice provide better understanding about the tasks to be undertaken. For many years, activities have been undertaken in Bursa and Gaziantep training and consultancy centres, complying with the targets of this operation. Bursa is a developed city in terms of both industry and tourism and has a crowded population mostly caused by migrations. Successful projects are being implemented that increase the employability via vocational education in Bursa. They are also implementing an EU Project to become a qualified national qualification certificate provider. The training and consultancy centre in Gaziantep is also delivering services in strong cooperation with MEKSA Foundation. The centre has precise expertise in delivering training services covering different sectors and implementing national and EU Funded projects. In that sense, Bursa and Gaziantep training and consultancy centres have an important potential to serve as models for other provinces. During the national study visits, participants will be provided the opportunity to observe the work progress in these centres.

Results and lessons learnt from both international and national study visits will be prepared by the attendees, compiled and shared during the operation activities, especially in workgroups for development of the Strategy Papers, targeting tradesmen and craftsmen.

## **Component 5: Development of a Strategy Paper**

### ***5.1 Regional Workgroup meetings for preparation of Action Reports which will form the basis for development of the Strategy Paper***

Regional Workgroups will be established at local level which will be responsible for evaluation of the operation activities to be realized at local level, their outputs and the evaluation of the progress. Based on their assessments and recommendations, they will prepare action reports which will be then submitted to the Policy Group for enhancing them to prepare the Strategy Paper. After the first year of the project, regional workgroups will meet on quarterly basis in each province. 24 Workgroup meetings will be organised throughout the operation and 24 reports will be prepared detailing the impacts of the project activities and achievements at local level; which will be submitted to the Policy Group.

### ***5.2 Policy Group workgroups for development of the Strategy Paper***

A Policy Group composed at least 20 people will be established with the participation of relevant stakeholders; and in the last six months of the operation, 3 meetings will be conducted in Ankara with the participation of the stakeholders from central and the local level.

As mentioned above, the action reports prepared by the regional workgroups will be submitted to the Policy Group. Findings and reports from regional workgroups at local level will be reviewed collectively during these meetings and based on the lessons learnt gained throughout the operation implementation, a Strategy Paper will be developed through the guidance of the Policy group for tradesmen and craftsmen for enabling them to receive better training and consultancy services as well as for effective functioning of the training and consultancy centres and local organizations.

Through this material, although the chambers and unions in other provinces do not possess a separate training centre, they will have a chance to learn how to support and guide tradesmen and craftsmen with an effective manner.

The Strategy Paper which will be submitted for approval of the board of directorates will cover the following issues:

- Background Information about tradesmen and craftsmen (the importance of the tradesmen and craftsmen and their standing in the economic life and employment)
- Duties, authorisations and responsibilities of the professional organisations established in the provinces
- The services provided by the professional organisations
- The outcomes and achievements of the operation
- Public institutions delivering services to the tradesmen and craftsmen
- The difficulties they encounter in adaptability; and the methods for overcoming these difficulties
- Recommendations on how to develop their adaptability capacities
- Recommendations on how to increase the capacities and qualifications of professional organisation for delivery of high qualified services to their members
- Recommendations on improvement of the networking at local level
- Recommendations on improvement of the cooperation between the universities and tradesmen and craftsmen
- Recommendations on effective usage of different funds
- New approaches for tradesmen and craftsmen about the incentive and support programmes
- Recommendations on involving tradesmen and craftsmen in clustering activities

### **5.3      *Organisation of one international workshop***

An international workshop about the findings of the operation and the strategy paper will be organised in Ankara and the outputs will be presented to the relevant stakeholders and be discussed widely. International speakers will be invited to the workshop in order to share their know-how. According to the comments received from the participants, the Strategy Paper will be revised and finalised. It will be disseminated to the stakeholders during the closure conference. To ensure widespread awareness, participants from other provinces will also be invited.

## **6. Implementation arrangements**

### **6.1 Institutional framework:**

The overall management of the Operation will be carried out by the following structures:

- Contracting Authority (CA)
- Operation Beneficiary (OB),
- Senior Representative of the Operation Beneficiary (SROB),
- Operation Coordination Unit (OCU).

This operation will be implemented under the Human Resources Development Operational Programme (HRD OP) which is managed by Ministry of Labour and Social Security (MoLSS) as the Operating Structure (OS) which also fulfils tendering and contracting tasks as the HRD Contracting Authority. The OS will be represented by Deputy Undersecretary of MoLSS as the Head of Operating Structure while the CA will be represented by the Head of EU Coordination Department as Programme Authorising Officer (PAO). Contracting Authority: The CA will be responsible for tendering, technical and financial management of contracts under the operation. It ensures that all the documents, reports submitted by contractors are duly checked /controlled/ read/ approved by the OB which cooperates with the CA in managing the operation and any other aspects with relevance to the implementation of the Operation.

Operation Beneficiary: Turkish Tradesmen and Craftsmen (TESK) as the operation beneficiary will be responsible for the implementation of this operation. To that end, TESK will assign a high level manager who will act as SROB that will be the official representative of the OB. OB will establish an OCU which is the responsible body for supervision of implementation of the operation.

Senior Representative of the Operation Beneficiary: The operation will be implemented under the authority of the SROB on the side of beneficiary. The SROB will act as the formal representative of the TESK and will assume ultimate responsibility for the successful implementation of the operation against the OS. He/she cooperates with the teams responsible to implement contracts (such as grant beneficiaries) ensuring that the tasks are performed in accordance with the pre-defined deadlines and the standards of quality required. He/she will provide preliminary approval of the reports of the contracts, or any technical and financial documents (such as approval of invoices with “read and approved” stamp) or deliverables and outputs, before final approval by the Contracting Authority.

OCU is responsible for supervising the implementation of the operation which may include different types of contracts that will be managed by the CA. It will perform the following tasks (it is not an exhaustive list):

- Following operation activities and working in close cooperation with the teams responsible to implement contracts,
- Coordinate and facilitate processes between SROB, the teams responsible to implement contracts (consultant, contractor, grant beneficiary, TAT, etc. ) and the CA regarding any kind of reports, requests, documents which need approval of SROB.
- Ensuring the required coordination with other departments within the SSI or other institutions related to the implementation of the operation.

Ensuring timely delivery of all electronic and in paper reports, documents, transactions and information from grant beneficiaries as well as first level check and control of administrative, technical and financial aspects of the reports in accordance with the forms and instructions forwarded by the CA. OCU will act in line with the instructions delivered by the CA in terms of on desk and on spot checks/controls.

## **6.2 Proposed monitoring structure and methodology:**

The overall monitoring of the Operation will be performed by the following structures and tools under the daily supervision and secretariat of the OCU:

- Operation Steering Committee Meetings,

- Operation Monthly Management Meetings (and other if necessary),

Operation Steering Committee (OSC): OSC will be established to serve as a platform to share results achieved, follow-up of progress of the Operation (including different types of components/contracts) and exchange experiences, ideas etc. The SROB will initiate the establishment of a core OSC which will be composed of representatives of OCU, the teams responsible to implement contracts (consultant, contractor, grant beneficiary, Technical Assistance Team (TAT) , etc.), the CA, stakeholders such as Ministry of Science, Industry and Technology, Ministry of Customs and Trade, Ministry of Labour and Social Security, Ministry of National Education, Vocational Qualifications Authority, Ministry of Interior, Ministry of Finance, Ministry of Development, Turkish Employment Agency-ISKUR, CASGEM, High Education Board (YOK), KOSGEB, Development Agencies, TOBB, Chambers of Industry and Commerce (Ankara, Mersin, Bursa, Manisa, Gaziantep, Şanlıurfa, Ordu, Erzurum), EUD, Ministry for European Union Affairs, Ministry of EU Affairs. Contracting Authority and the European Union Delegation in Turkey (EUD) are ex officio members of the Committee. The OSC will meet on a semi-annual basis. First OSC will be organized 6 months after the first service or grant contract signed under the Operation. Organization of OSC meetings is under responsibility of the SSI which may use TAT when available. Agenda of the OSC and brief note on the issues that will be discussed in the meeting will be provided to the members of the OSC at latest 1 week before. Minutes of OSC meetings will be kept by TESK (or TAT when available) and submitted to the participants in the meetings for their approvals at latest 1 week after. Minutes, agenda and brief notes can only be sent to the participants after the approval of the CA. The OS cooperates with the Operation Beneficiary in monitoring the implementation of the contracts and any other aspects with relevance to the implementation of the Operation.

Operation Monthly Management Meetings: It will be convened in order to monitor the activities of the operation, discuss and assess the progress of the operation and provide solution to the problems arising during the implementation of the operation. These meetings will be chaired by SROB. Contracting Authority, EUD, OCU and representatives of the contracts composing the operation (such as TAT) will be participants of the monthly management meetings. Minutes of OMMM will be kept by TESK (or TAT when available) and submitted to the participants in the meetings for their approvals. OCU may organize additional meetings with the teams responsible to implement contracts if necessary.

As regards monitoring of operation on the basis of reports;

*In terms of entire operation;* TESK will submit progress reports to the CA on the overall progress of the operation. The format of the progress reports including irregularity reports will be provided by the CA. Progress reports (PR) will cover the developments (such as technical and financial progress and indicators, achievements, risks and remedial actions etc.) incurred under the operation. PR will be submitted once in a year. Exact timing of submitting PR to the CA will be defined by the OS through the Operational Agreement.

TESK will prepare Final Component Reports (FCR) when a component (service contract, supply contract, grant scheme) under the Operation is concluded. The format of the FCR including irregularity reports will be provided by the CA. FCR will cover all activities and transactions (such as technical and financial data and indicators, achievements, failures, sustainability, lessons learnt etc.) incurred under the operation. Exact timing of submitting FCR to the CA will be defined by the OS through the Operational Agreement.

*In terms of contracts;* TESK with its OCU will ensure that the responsibilities regarding delivery, check, control and approval of documents as stated in 6.a part of the OIS are duly performed. Types,

frequency and content of the documents and reports will be defined specifically in the relevant tender documents of the contracts.

TESK is aware of its responsibilities as the OB including reporting requirements which will be defined in the Operational Agreement in detail. TESK is also aware that in addition to the reports mentioned above, ad hoc reports may be requested by the Contracting Authority on various aspects or issues related to the implementation of the operation. The content and time of submission of such ad-hoc reports will be agreed between TESK and the Contracting Authority on a case-by-case basis.

### **6.3 Required procedures and contracts for the implementation of the operation and their sequencing:**

Contracts	Call for Tendering	Signing contract	Contract Completion
Service Contract	QII/2012	QI/2013	QI/2015
Supply Contract	QII/2012	QIV/2012	QIV/2013

## **7. Risks and assumptions:**

### **Assumptions**

- A functioning and effective coordination between all relevant parties is provided.
- Target groups are willing to participate in the activities of the operation.
- Tradesmen and craftsmen are willing to make use of the services delivered by the professional organizations and training and consultancy centres.
- Continuation of senior level commitment of TESK is sustained during the implementation of the operation.
- Currently, reformation and restructuring of TESK Establishment Law and vocational training and education legislation is in question. The new regulation will have positive impacts on the operation activities which will be ensured by the Beneficiary.

### **Risks**

- Insufficient participation to operation activities at local level.
- Lack of coordination and cooperation among relevant institutions and organizations.
- Low enthusiasm among tradesmen and craftsmen for participating to the operation activities.
- Unwillingness of stakeholders to participate and take active role in operation activities.
- Unwillingness of stakeholders to share ideas and provide feedbacks during workshops.

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

The main expected impact of the operation on the target group, namely tradesmen and craftsmen, will be increasing their adaptability by all relevant actions.

Multiplier/spill-over effects of the operation are the following:

- Analysis of in depth training needs of the professional organizations, tradesmen and craftsmen and measure taking with a training programme in order to meet the demands for provision of high qualified training and consultancy services
- The services to be delivered within the training and consultancy centres will enhance the development of human resources capacity of tradesmen and craftsmen, increase their competitiveness, keep them in business life and lead a decrease in close down of the enterprises.

- The networking with public authorities and stakeholders at local level will create a synergy and provide an environment for professional organisations to deliver more efficient services.

The activities implemented in pilot provinces of the operation and the outcomes of the operation will be extended to the other provinces and the Strategy Paper to be developed at the end of the operation will enhance the other provinces to deliver training and consultancy services on the basis of the outcomes of this operation.

## **9. Sustainability:**

The sustainability of the Operation will be ensured by the Strategy Paper which is aimed at development of training and consultancy model which will be applied by the professional organisations throughout the country. The Strategy Paper will be prepared at the end of the operation in order to bring forward detailed information about the duties, authorisations and responsibilities of the professional organisations established in the provinces and the services provided by them. The Strategy Paper will incorporate recommendations on how to increase the capacities and qualifications of professional organisation for delivery of high qualified services to their members and how to increase the adaptability of tradesmen and craftsmen; thus it will enhance all the professional organisations and training and consultancy centres to deliver better services for their members, tradesmen and craftsmen.

Similarly, networking between tradesmen and craftsmen and stakeholders at the local level are expected to continue after the Operation is completed. Critical to the sustainability of the networking is the continuous ownership of the involved parties as well as the dissemination of their results. Stakeholders, TESK's central organization and professional organisations are expected to disseminate the results of this Operation. Trainings to be delivered within the operation targeting the organization, training and consultancy centres will enable them to deliver further trainings and consultancy services in the future. Moreover, the study visits with the participation of counterparts from EU will lead to the development of future cooperation and networking opportunities for service providers. These capacity building activities targeting permanent staff of the organization will ensure continuity and sustainability of the operation.

Tradesmen and Craftsmen Professional Organizations established by Law no 5362 on Professional Organizations of Tradesmen and Craftsmen have the characteristics of public establishment and corporate body. Main source of revenues of the professional organizations is the membership fee and they allocate %5 of their budget as training budget. A Vocational Training fund is established within TESK and training activities are supported by this fund when required. In 2010 3.356.527,20 TL and in 2011 3.886.024,68 TL expenditure incurred on the trainings. Financially, these funds serve as an important tool that will be utilized for the sustainability of the centres.

In order to ensure the strengthened sustainable collaboration between the stakeholders, cooperation protocols will be signed with the relevant institutions and organizations for the successful implementation of the training and consultancy model which will be developed in the Strategy Paper. Cooperation protocols are envisaged to be signed between KOSGEB, İSKUR, CASGEM, MoNE, COHE and MoSIT. These institutions are expected to provide their support for the services delivered by the professional organizations after the end of the operation.

As a legal obligation, the professional organizations are required to enter their annual training plans to the database of tradesmen and craftsmen enclosed within Ministry of Customs and Trade. They are also required to enter the impact assessments of these trainings after a year. TESK is the responsible organization for making the annual training plans in accordance with the given data by the professional organisations. The targeted outcomes within this project will have an effect for the

regulation of this legal obligation. The training plans designed for each year will be beneficial for the dissemination and sustainability of the operation and will contribute to the training and consultancy model that is aimed to be developed throughout the operation.

## 10. Horizontal Issues:

The operation will take into consideration of the horizontal issues referred in HRD OP. As regards *equal opportunities*, the principle of ensuring equal opportunities and equal treatment for men and women and combating any form of discrimination on the grounds of gender will be established as one of the main criteria in the selection of beneficiaries of the operation which is one of the added values of this operation. In fact, women are one of the main target groups of this operation. Considering the little share of women within the tradesmen and craftsmen portion in terms of numerical aspects, delivering effective services for women to increase their adaptability while promoting their participation to the project activities will be the utmost objective of the operation. Not only all the workers and employers irrespective of gender will enjoy equal opportunities for taking part in activities presumed in the Operation, but also the participation of women will be encouraged and obstacles will be removed particularly in the trainings and capacity building activities. Gender related aspects will be taken into consideration during the operation activities, namely time and location of the trainings will be organized in line with the needs of women to ensure high level of participation of women and work-family balance, sectors will be given priority in which women work more intensively etc. The statistics of the Ministry of Customs and Trade<sup>13</sup> show that percentage of female craftsmen and tradesmen is low in pilot provinces. However, as it is mentioned above all necessary measures will be taken to achieve that at least 30% of the participants in the total activities of this operation will be women. Besides, women's representation in the operation's management structures where possible is another issue which will be considered during the operation. When it comes to recruiting personnel for this operation, there will be no discrimination based on sex, race, or religion and objective selection criteria will be used in this process.

As regards to *youth*; the young people as the entrepreneurs of the future who are working as apprentice or qualified workman near with tradesmen and craftsmen to learn the profession are the another prior target group of the operation. The services to be delivered for young people by the training and consultancy services include but not limited to career planning support, increasing their employment through vocational education, entrepreneurship support for sailing into work-life after graduating etc.

As regards to *social inclusion and decrease in poverty*, increased number of tradesmen and craftsmen enterprises and their improvement lead to more equal incomes in the provinces and even throughout countries, decrease in the income differences; decrease in the uneven regional development and thus enhanced social and economic justice.

As regards *participation of civil society*, partnership approach is the basic approach both in envisaging and implementing the main activities in the Operation. Active cooperation with civil society will be stimulated during the operation to come up with tailor-made policies. During the implementation phase, central and local organizations of TESK will be in charge to ensure the coordination among the relevant partners at the local level and work in close cooperation with the central TESK staff.

As regards *geographical, sectoral and thematic concentration*, the thematic focus of this operation will be ensured by delivering trainings and capacity building activities to increase adaptability of the workers and employers. The sectoral concentration will also be achieved by setting sectoral priorities

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<sup>13</sup> The percentage of female craftsmen and tradesmen is 10.3% in Ankara, 13% in Bursa, 3.5% in Erzurum, 4.2% in Gaziantep, 11.9% in Manisa, 11% in Mersin, 8.50% in Ordu and 3.2% in Zonguldak.

for each training and consultancy centre and each centre will become specialized in specific fields. This approach will make the centres more attractive for other enterprises other than tradesmen and craftsmen.

The participation of *disadvantaged persons* will be encouraged and obstacles will be removed in all activities envisaged under this Operation. The training modules that are developed throughout the operation will be converted into online training modules and will be linked to the online database system. These online training modules that are accessible from the electronic environment will enhance the employability of disadvantage people through improving their skills and abilities. Besides, for the easy access of disadvantaged persons, special ramps will be established in training and consultancy centres.

As regards *good governance*, that issue will be a permanent concern of the Operation at all stages and levels. All administrative procedures concerned with the award of contracts will strictly follow the EC standardized rules and procedures, namely those prescribed under the relevant PRAG. Lastly, but not least transparency of procedures and results will be sought at all times. In addition, during the programming and implementation period of the operation participation of relevant stakeholders will be ensured.

#### **11. Links with other IPA component measures:**

This operation is linked with IPA component III on “Regional Competitiveness OP (RCOP)” and particularly with the measure M.2.1 of the RCOP which is “Providing Basic Information and Consultancy Support for Enterprises”. With this measure, RCOP aims to provide consultancy to enterprises on entrepreneurial skills and investment. On the other hand, this operation aims to provide services in order to guide the employee and employers to cope with the challenges in the economy. In this respect, it is expected that activities of this operation will be complementary to the activities of RCOP.

**Total Budget of the Operation: €7.100.000**