

**INSTRUMENT FOR PRE-ACCESSION ASSISTANCE  
HUMAN RESOURCES DEVELOPMENT COMPONENT  
OPERATION IDENTIFICATION SHEET**

**1. Title of the Operation:** Promotion of Life Long Learning (LLL)

**2. Operating Structure:** Ministry of Labor and Social Security

**3. Organization Responsible for the Implementation of the Operation:**

Ministry of National Education,

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**4. Compatibility and coherence with the Operational Programme:**

**4.a Common Code for Identification (CCI) No of Operational Programme:** Human Resources Development Operational Programme – CCI No. 2007TR05IPO001

**4.b Commission decision (no and date) and the date of signing of the financing agreement for this OP:** C(2007)6030 adopted by the EC on 7 December 2007; [date of signing of the financing agreement to be inserted at a later stage]

**4.c Title of the priority axis:**

To increase adaptability of workers, enterprises and entrepreneurs, in particular by promoting LLL and encouraging investment in human resources by enterprises and workers

**4.d Title of the measure:**

Promoting the development and implementation of coherent and comprehensive strategies for LLL

**5. Description of the Operation:**

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

The operation is in line with the Operational Programme, which defines promoting the development and implementation of coherent and comprehensive strategies for LLL which in this respect highlights the need to prepare for implementation of a national LLL programme. It also reflects the priorities set in the priority axis on increasing adaptability of workers, enterprises and entrepreneurs, in particular by promoting LLL and encouraging investment in human resources by enterprises and workers, in particular the need to expand and improve the opportunities of LLL, to increase the adaptability of employees, employers in SMEs and self-employed.

**5.b Overall Objective:**

To promote the development and implementation of coherent and comprehensive strategies for lifelong learning

**5.c Operation Purpose:**

To establish an institutional framework and capacity within LLL perspectives in line with EU practices so as to support individuals' access to education for increasing employment opportunities within a system designed to value learning.

**5.d Location(s):** Turkey (Nation wide, focusing on 43 provinces in 12 NUTS II regions by means of 12 pilot provinces)

**5.e Duration:** 24 Months

**5.f Target group(s):**

The operation target group includes, teachers, students in VET institutions, illiterate adults especially unemployed women in 12 NUTS II regions, unemployed adults particularly women, staff of MoNE and VQA. The operation also focuses on unskilled and low-skilled adults, formal and non-formal education providers, VET institution managers and VOC-TEST Centres.

### **5.g Description of the Operation and background:**

The aim of this operation is to assist policy making, the building blocks for coherent and comprehensive strategies to provide basic skills and competences especially for disadvantaged persons and women, to improve quality of non-formal training in line with the LLL perspective. In this respect, facilitating fundamental reforms in the role, mission and functions of the MoNE together with the VET institutions and supporting National Qualification System (NQS) and VOC-TEST Centers by establishing dialogue among social partners at sectoral level will be focused under this operation.

This operation will cover all 12 NUTS II regions for all actions except actions regarding facilitating fundamental reforms in the role, mission and functions of the MoNE and other institutions related with LLL; as well as supporting NQS and VOC-TEST Centers. These actions will be implemented at national level. There is a capacity of LLL opportunities in all 12 NUTS II regions; however, it is important to use all existing capacity in cooperation of all partners at maximum level for increasing employability.

The actions to be undertaken in 12 NUTS II regions will cover institutional capacity building in addition to the training activities in different formal and non-formal institutions on basic skills and further development of basic skills provided by different actors especially for women.

“Partnership approach” in all actions under this measure will be used by taking into consideration contributions of social partners and private sector.

### **5.h Results with measurable indicators:**

1. The legislative structure arrangements to facilitate LLL with effective cooperation among MoNE, related institutions (MoLSS, HEC (YÖK), VQA, İŞKUR, Trade Unions and Employer Organizations), business world and VET institutions were prepared.
2. Vocational Qualifications Authority (VQA) and VOC-Test Centers will be supported in implementing a fully functional NQS complementary with European Qualifications Framework.
3. The studies on developing a comprehensive framework supporting the overall transfer of qualifications and competences started. Modular based formal and non-formal VET curricula structured in units, modules and credits developed in line with the EQF and ECVET principles.
4. Strengthening the capacity of the existing VET institutions to enable them to organize new developed VET courses in line with the LLL strategies according to the needs of the local labour market.
5. Local, regional and national networks (focus groups) are established among formal and non-formal education providers, private sector representatives, NGOs and other social partners, trade unions and employer organizations on provincial and institutional basis, i.e. network of all relevant institutes in a certain province/region and network of the similar institutions in the 12 NUTS II.
6. New methods for monitoring, evaluation and measuring LLL activities are developed, tested and implemented. The new methods are introduced to the relevant institutions and potential users.
7. Pedagogical and professional qualifications of teachers on LLL culture, vocational guidance and counseling, and the newly developed methods of monitoring, evaluation and measurement for LLL increased by training programmes. The classroom trainings will be supported with technical “on-the-job” trainings in the private sector.
8. Awareness about the LLL approach was raised.
9. The infrastructural, institutional and personnel capacity of Local LLL Coordination Centers (LLCCs) are increased to undertake the foreseen role in the LLL approach effectively.
10. Trainings on basic skills and further development of basic skills for the adults particularly for women in formal and non-formal vocational institutions in 12 NUTS II Regions provided.
11. A Grant Scheme for innovative actions to promote Life Long Learning will be launched. The duration of the Grant Scheme will be 12 month. It is expected that around 50 grants of min. Euro 50.000 and max. Euro

150.000 will be awarded. The grant projects will be implemented in the 12 NUTS II regions with the 15 growth centre.

### **5.1 Activities:**

#### **Component 1: Activities to be undertaken at national level to build LLL philosophy coherent with the national LLL strategy**

Activity 1- Preparing the basis for the legislative structure arrangements to support the National LLL Strategy and the Action Plan, and to facilitate LLL activities specified in this ToR with effective cooperation among MoNE, related institutions, NGOs, non-formal training providers and the trade unions and employer organizations.

Activity 2: Establishment of a National LLL Coordination Unit.

Activity 3: Establishment of a LLL Management Information System (MIS).

Activity 4: Supporting VQA and VOC-TEST Centers in implementing a fully functional NQS complementary with EQF.

#### **Component 2: Activities to be undertaken at local level to build LLL philosophy coherent with the national LLL strategy**

Activity 5: Developing Regional LLL Action Plans.

Activity 6: Establishing / Supporting Local LLL Coordination Centers (LLCCs).

Activity 7: Developing Local Capacity on LLL philosophy and approach.

Activity 8: Establishing Focus Group Networks.

#### **Component 3: Raising Awareness about LLL in Turkey**

Activity 9: Organizing awareness raising activities targeting stakeholders, social partners and the public for successful implementation of LLL strategies.

#### **Component 4: Grant Scheme**

A Grant Scheme for innovative actions to promote LLL will be launched. The duration of the Grant Scheme will be 12 month. It is expected that around 50 grants of min. Euro 50.000 and max. Euro 150.000 will be awarded. The grant projects will be implemented in the 12 NUTS II regions with the 15 growth centre.

The list of example types of actions listed below is not exhaustive.

- Training on developing basic skills (especially literacy trainings) and further skill development for improvement of the human resources, especially (but not limited to) women and disadvantaged persons.
- Establishing local partnerships and networks among the actors of lifelong learning such as the governorship and municipalities, provincial directorates of public institutes (İŞKUR, KOSGEB, SGK etc), formal and non-formal education providers, representative of the business world (chambers, private sector companies, trade unions, employer associations and not-for-profit organisations) and other networks previously established (Provincial Employment Councils, Provincial Vocational Training Councils).
- Local capacity development for the LLL service providers by organising national and/or international study tours and workshops.
- Activities related with increasing the number and efficiency of VOC Test Centres in the 12 NUTS II regions.

## **6. Implementation arrangements**

### **6.a Institutional framework:**

MoNE Projects Coordination Center (PCC) will be coordination unit responsible for the implementation of the operation. PCC has minimum and optimal equipment to implement the operation activities. There are 74 staff members working in PCC and required staff will be allocated to manage and perform the operation activities. Required infrastructure (offices, rooms, meeting rooms, etc.) is also available in PCC. Major implemented and being implemented projects in PCC are Basic Education Project I and II (from World Bank loan), Secondary Education Project (from World Bank loan), Support to Basic Education Programme (from EU/MEDA grant),

Strengthening the Vocational Education and Training System Project (from EU/MEDA grant), Human Resource Development through Vocational Education and Training (from EU grant) and Project for Strengthening the Capacity of MoNE (from EU grant). As a conclusion PCC is experienced enough to implement international projects.

An Intermediate Committee will be established with the participation of representatives of technical committee with the participation of the institutions directly involved in the implementation and a Steering Committee will be established with the participation of representatives of social partners, NGOs, VQA, SPO (DPT), MoLSS, TÜRKAK, KOSGEB, HEC (YÖK) and MoIT (STB) as well as relevant unit directors of MoNE. The Intermediate Committee will come together every two months and the Steering Committee will come together twice a year.

#### Project Monthly Management Meetings (MMM)

A project monthly management meeting will be convened in order to monitor the project activities, discuss and assess the progress of the programme and solve the problems arising during implementation. These meetings will be chaired by the Beneficiary (SnPO). Representatives of social partners (MoNE, VQA, SPO (DPT), MoLSS, TÜRKAK, KOSGEB, HEC (YÖK), MoIT (STB), TOBB, TISK, TESK, HAK-İŞ, TÜRK-İŞ, DİSK, KESK, TÜSİAD, MEKSA Foundation and TOSYÖV), TAT, top managers of MONE, PCU and responsible task and contract managers from the CFCU, EU Secretariat General and EC Delegation will participate in this meeting. The TAT will prepare a draft agenda and will finalise it with the agreement of the Beneficiary. The TAT will also prepare short briefing notes and distribute to participants prior to the meeting. During the meeting, the TAT provides information about the state of play regarding implementation, as well as planned activities for the upcoming month. Administrative and budgetary issues are also discussed. The TAT is responsible for drafting minutes.

#### Steering Committee (SC)

The Senior Programme Officer will establish a Steering Committee which will convene twice a year. The SC will advise on implementation strategy, establish linkages between the project activities and overall national strategies, oversee coherence between activities and goals, and provide guidance to MONE on issues that arise. The members of the Steering Committee are representatives of social partners, TAT, top managers of MONE, PCU and responsible task and contract managers from the CFCU, EU Secretariat General and EC Delegation. The logistical arrangements for the meetings of the SC will be undertaken by TAT in consultation with MONE.

#### 6.b Proposed monitoring structure and methodology:

A quad structure will be set up to monitor the operation;

1. Operation Team + Technical Assistance Team (weekly monitoring)
2. Operation Monitoring Team (monthly monitoring)
3. Operation Intermediate Committee (once in two months)
4. Operation Steering Committee (once in 6 months)

All the responsibility in terms of Operation including Grant Schemes belongs to the Operating Structure. Accordingly, the OS cooperates with the beneficiary in monitoring the implementation of the contract, forming a project monitoring or steering committee; Ensures that the beneficiary/grant beneficiary submit to the OS and the CFCU simultaneously, the progress reports on the implementation of projects in accordance with the form forwarded by the CFCU, as well as monthly, quarterly and final reports where applicable for grant beneficiaries, and any other information about the implementation of Projects under the Operational Programmes.

#### 6.c Required procedures and contracts for the implementation of the operation and their sequencing:

The CFCU will be Implementing Agency and responsible for all procedural aspects of the tendering process, contracting matters and financial management, including payment of operation activities.

Contracts	Call for Tendering	Signing contract	Contract Completion
Service Contract	QR4 2008	QR1 2009	QR1 2011
Supply Contract	QR4 2008	QR1 2009	QR2 2010
Grant Contract	QR1 2009	QR1 2009	QR2 2010

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

### **Risks:**

- Related NGOs unwilling to participate in the operation.
- Political factors change
- Influential stakeholders request additional needs to serve their own purposes
- Local administrations pose objections
- Losing critical staff at crucial point of the operation

### **Assumptions:**

- Social partners, NGOs, VQA, SPO (DPT), MoLSS, TÜRKAK, KOSGEB, HEC (YÖK) and MoIT (STB) are willing to share ideas and data and able to collaborate
- MoNE continues to be commitment to capacity building in LLL approach nation-wide
- Central and local administrators are willing and able to collaborate
- Local administrations continue to be supportive of LLL approach
- VQA completes institutional building and starts to implement activities in line with its establishment targets
- Turkish Education System adopts ECVET principles
- Target group adopts LLL culture

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

The impact of the operation on the target group can be much more feasible and beneficial as regards to target group's active participation in LLL activities. 5000 Participants will be certified and tested in terms of vocational knowledge and skills in 10 VOC-TEST centers, moreover 1800 people will participate in employability courses. This will also have a positive impact on target group's willingness and ability to participate in economic activities leading to economic growth of the Turkish economy.

The impact of integrating LLL in education and economy can be measured in improved employability, high level income and personal qualifications and satisfaction. Approximately 15000 will be certified on basic skills. The operation also brings engagement of disadvantaged persons, especially women into economic activities.

## **9. Sustainability:**

Sustainability will be ensured by making legislative regulations related to the LLL approach. NGOs, formal and non-formal educational institutions, local administrations and other related institutions in the 12 NUTS II regions will also contribute to the sustainability of the operation through Grant Schemes. By the implementation of grants, the target groups and all participants will see and adopt LLL approach as a life style. Vocational Test Centers (VOC-TEST) also will go on their activities after the operation. By the end of the operation, General Directorate of Apprenticeship and Non-formal Training and Directorate General for Vocational Training under the Ministry of Education will be responsible for the sustainability of the operation nationwide.

## **10. Horizontal Issues:**

One of the objectives of the LLL in the field of training and employment is to guarantee equal opportunities. The principle of ensuring equal access to services for men and women will be established as one of the main criteria in the selection of beneficiaries of LLL which is one of the added values of this operation. All persons irrespective of gender enjoy equal opportunities when applying for training or work. Appropriate professional qualifications and experience will be the factors for personnel recruitment and evaluation within the implementation of the operation. When recruiting personnel for this operation, there will be made no distinction based on sex, race, or religion.

The operation will take care of environmental safety in all activities.

This operation has no negative impact on vulnerable persons.

## **11. Links with other IPA component measures: İKMEP, MVET, SVET NQS**

**Total Budget of the Operation:** 15.000.000 €