



## Document Revision History

Explanation	Date	Delivery by	Approval by
Initial Delivery	23.07.2015	A. Nusret Güçlü	



## Project Data Sheet

<b>Programme Name</b>	<b>IPA 2010 National Programme for Turkey</b>
<b>Project Name</b>	<b>Technical Assistance for Improved Strategic Management Capacity</b>
<b>Contract No:</b>	<b>TR2010/0136.01-01/001</b>
<b>Reference No:</b>	EuropeAid/131858/D/SER/TR
<b>Project Duration</b>	30 months
<b>Project Start and End Date</b>	22 January 2013 - 21 July 2015
<b>Present Status</b>	End of the fifth 6-monthly period, and end of the project
<b>Reporting Period</b>	30 month period; 22 January 2013 – 21 July 2014
<b>Main direct beneficiary</b>	Ministry of Development, Department of Governance and Strategic Management
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## List of Abbreviations

CFCU	The Central Finance and Contracts Unit
CHE	The Council of Higher Education
CPI	Central Public Institution
DGSM	Department of Governance and Strategic Management (Ministry of Development)
EU	European Union
EUD	European Union Delegation
KE	Key Expert
M & E	Monitoring and Evaluation
MIS	Management Information System
MoD	Ministry of Development
MoEUAA	Ministry for EU Affairs
MoF	Ministry of Finance
Mol	Ministry of Interior
MoLSS	Ministry of Labour and Social Security
NGO	Non-governmental Organization
NKE	Non-key Expert
NWF	Nicolaas Witsen Foundation
PAO	Programme Authorising Officer
PD	Project Director
SDU	Strategy Development Unit
SM	Strategic Management
SNKE	Short Term Non Key Expert
SPO	Senior Programme Officer
TA	Technical Assistance
TAT	Technical Assistance Team
TL	Team Leader
TNA	Training Needs Analysis
ToR	Terms of Reference



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# 1 Project Synopsis

<b>Objective:</b> Efficient & effective public service and transparent & sound financial management of public funds		
<b>Purpose:</b> More effective and impactful strategic planning by central public administrations		
<b>Main Beneficiary:</b> Ministry of Development (MoD), Dept. of Governance & Strategic Management (DGSM)		
<b>Co-beneficiaries:</b> General Directorate for Local Authorities Ministry of Interior, General Directorate of Budget and Fiscal Control Ministry of Finance, The Council of Higher Education		
<b>Pilot institutions:</b> Strategy Development Unit of Ministry of Development, Strategy Development Unit of Prime Ministry, Strategy Development Unit of Ministry of Finance, Strategy Development Unit of Undersecretariat of Treasury		
Component 1- Gap assessment	Component 2- Central capacity building	Component 3- Institutional capacity building
<ol style="list-style-type: none"> <li>1. Assess general framework of SM system including legislation</li> <li>2. Assess preparation, implementation &amp; outcomes of SM in beneficiaries</li> <li>3. Produce 40-100 pp. report on gaps with recommendations</li> <li>4. Organise dissemination seminar for at least 100 participants from central public institutions</li> </ol>	<ol style="list-style-type: none"> <li>1. Conduct TNA and develop training programme for (co-) beneficiaries</li> <li>2. Train- more or equal 75 participants from co-beneficiaries</li> <li>3. Organise 3 five-day study visits (10 participants each) to OECD/EU member states and produce 3 country reports</li> <li>4. Prepare &amp; publish (2000 copies in total) 3 customised strategic planning &amp; implementation guidelines for CPIs, local administrations and universities (80-120 pp. each) and a 40-60 pp. guideline on participation</li> <li>5. Design &amp; build a web-portal for a network of public institutions to exchange information/expertise</li> <li>6. Prepare report on methodology for MoD to assess institutional strategic plans</li> <li>7. Develop methodology to ensure consistency &amp; coherence between national &amp; institutional plans</li> <li>8. Organise an awareness raising seminar for at least 100 participants from CPIs, universities, local authorities, NGOs</li> <li>9. Disseminate and Verify Strategic Planning Guidelines</li> </ol>	<ol style="list-style-type: none"> <li>1. Conduct TNA and develop training programme for central public institutions using outputs of MoD/SU project including practical examples and on-the-job training customised to needs</li> <li>2. Train 200 managers and 750 staff (participants) from CPIs</li> <li>3. Design &amp; conduct (make accessible) distance/on-line training</li> <li>4. Organise 3 five-day study visits (10 participants each) to OECD/EU member states and produce 3 country reports</li> <li>5. Design and conduct train-the-trainers programme for 50 trainers from 10 CPIs</li> <li>6. Prepare 50 trainer kits in Turkish, including materials, manuals and additional tools</li> <li>7. Prepare assessment report on consistency and coherence of institutional strategic plans with strategies in 3 selected sectors</li> <li>8. Assist 10 CPIs with stakeholder surveys, M&amp;E systems, process analysis, internal reference documents, workshops and trainings</li> <li>9. Organise conference on good governance, administrative reform, strategic management, strategic planning and project results for at least 400 participants</li> <li>10. Train 60 staff from CPIs, Universities and Local Governments on SP Guidelines</li> </ol>
<b>Expected Results</b>		
Component 1- Gap assessment	Component 2- Central capacity building	Component 3- Institutional capacity building
Current status of strategic management practice in public administration assessed and policy recommendations developed	Capacity of the central guiding and coordinating institutions (main and co-beneficiaries) improved - 1135 participants trained in Ankara totalling 186 days - Effectiveness of trainings assessed through participant questionnaires - Necessary modifications made to training modules	Strategic management capacity (with the focus on strategic planning) of central public institutions enhanced

**Expert inputs:** 3405 days, of which 1200 KEs, 1400 senior NKEs and 655 junior NKEs

**Project duration:** 22nd January 2013 – 21st July 2015



## 2 Executive Summary

### 2.1 Project overview

The EuropeAid project 'Technical Assistance for Improved Strategic Management Capacity' (SMC) was designed to strengthen the strategic management system in public administration in Turkey through a capacity-building programme that includes provision of expert advice, training, support to pilot institutions, study visits, country reports and awareness-raising events.

### 2.2 Policy and programme context

Reform changes in strategic management were introduced in Turkey in 2003 through the adoption of the Public Financial Management and Control (PFMC) Law 5018 and implemented in 2006 through further bylaws and regulations. The introduction of strategic management practice was achieved with a high level of initial compliance across government, including the development of strategic plans by those institutions mandated to produce them, the establishment of the central coordinating and guidance framework, and the associated institutional arrangements. However, the experience of implementation of strategic management reform has been mixed, with capacity varying across government institutions, and various problems and issues identified in key parts of the system, including major gaps in the 'ex post' accountability framework and associated practice.

The project has common areas of interest with two other key EuropeAid projects:

- a project with the Ministry of Finance (MoF) entitled '*Decision Making and Performance Management in the Public Sector*', which includes IT-based support to the decision-making process in financial management and resource allocation, and a change towards the activity based management, including programme budgeting and activity based cost accounting. The project also introduces various decision making models and proposed a common terminology in the form of a public financial management ontology. These outputs are important for the integration of strategic planning, performance programming and budgeting.
- a project with the Ministry of Interior (MoI) entitled '*Improving Participatory Strategic Governance at Local Level*', which focused on participatory strategic governance at local government level. This project produced guidance materials in strategic planning for local administrations, which are closely related to the guideline for local administrations produced by our (SMC) project.

The project has drawn from the outputs of previous projects, particularly for the initial analysis in the Inception Phase. This included consideration of the results of a project undertaken by Sabanci University and the Ministry of Development (MoD) in 2010, '*Management Capacity Needs Analysis and Capacity Development Programme in the Public Sector*', which researched strategic planning and management capacity. British Embassy financed project entitled '*Public Engagement in Strategic Planning and Policy Making*' (2010) generated guidance tools in participatory strategic planning, which also link to outputs of the SMC Project.

The results of this project may be able to provide inputs for a new EuropeAid project which started in late 2014 with the MoI, entitled '*Strengthening Local Investment Planning Capacity through Participation of Local Actors*'. The TAT of that project has already been in contact with our TAT to enable experience sharing within our project.

## 2.3 Achievement of outputs

Almost all of the indicators identified in the ToR have been satisfied, except for the Germany visit which was cancelled by mutual agreement with the Beneficiary:

- 1130 participants were trained, covering not only initially planned training modules, but also 3 guidelines.
- 5 study visits were performed with 50 participants registered in visits.
- 5 Guidelines were finalized, reviewed, verified and final versions submitted to the Beneficiary. 2000 USB's were provided to the Beneficiary to distribute when the guidelines are formally approved as legislation.
- The portal, together with about 160 GB of content including Moodle Learning Management System, online training material and videos was delivered to MoD on an Android system. This 160 GB of content compressed and reformatted into 4 GB of video material parallel with the online training material.
- Additional pilot studies have been carried out.
- Documents on Performance Audit, Performance Programme and Activity Reporting, SP Assessment methodology, Sectoral strategy linkage have been delivered.
- 2 seminars and one closure conference have been successfully carried out.

In addition to the activities explicitly requested in the ToR, the following have been delivered:

- New guideline for the State Owned Enterprises based on Balanced Scorecard and Public Value concepts (This ToR activity was revised to deliver a separate section for the general guideline, but re-introduced later to be a separate guideline.)
- New guideline for Monitoring and Evaluation.
- Two additional country reports for Spain and Greece.
- Comparative analysis of the delivered country reports.
- A separate document linking National Development Plan to institutional Strategic Plans, Strategic Plans to Performance Programmes, and finally to Activity Reports. (Part of this report was requested in ToR as the report on assessment of consistency and coherence between the sectoral strategies, including the strategies prepared under the sector approach of IPA, and national policy documents).
- 9 specific indicator sets for 7 central institutions, and 2 generic indicator sets, one for Universities, and another one for Municipalities. The Municipality Guidelines covered a more extensive indicator set.

Further details are presented in two tables, the first one on performed activities, and the second one on main outputs, in Chapter 4.

To be able to achieve these outputs, 1090 days of planned 1200 key expert days, 1377 days of planned 1400 senior non-key expert days, and 596 days of planned 655 junior expert days have been utilized. These experts have been supported by 1582 days of backstopping staff input.

## 2.4 Management arrangements

The Senior Programme Officer (SPO) for the project on behalf of the Beneficiary was Mr Kutluhan Taşkın, Head of the Department of Governance and Strategic Management, Ministry of Development. For the first three reporting periods, day to day co-ordination-management and liaison with all related parties was provided by the Project Co-ordinator Ms Melahat Kutlu and designated DGSM staff.

The Project was overseen by a Project Steering Committee (PSC) consisting of representatives of the Beneficiary, Co-beneficiaries, the CFCU, Ministry of EU Affairs, National Fund and the EU Delegation.

## 2.5 Impact and sustainability

Impact of the project can be investigated under the following headings:

### 1. Broader impact.

The project established the basis for better strategic management in Turkey through more specific guidelines for various types of institutions and various methods applied not only during the planning phase but also for monitoring and evaluation of the strategic management cycle, which has been a deficiency during a decade of previous experience.

Various institutions came together in training sessions, pilot workshops and study visit. This allowed for information exchange and facilitated information sharing between different institutions.

Moreover, through better linkage between the NDP and the SPs, MoD will be in a better position to monitor and evaluate the performance of the NDP.

### 2. Training and e-learning.

Through an extensive and exhaustive training programme, more than 1100 participants have been trained on various aspects of strategic management from basic level to more advanced management level. These public servants are expected to carry the know-how gained through these training sessions to their work environment, and reflect to daily work, affecting also other colleagues creating an avalanche effect.

Training the Trainers programme and E-learning platform will also facilitate further training of other staff, even after the project is closed. All training material including the rearranged online versions in a curriculum format for trainees and addnd additional modules for trainers have been delivered to MoD on a separate hardware system, and this live system could be extended without a limitation in the future to cover many more training modules.

### 3. Guidelines and methodologies.

New guidelines and methodologies have the potential of providing better guidance as they are now more specific to different types of institutions, and cover the monitoring and evaluation part as well. This depends on the ownership and commitment of managers and experts to use them for the SP preparation and related work.

The ownership by higher decision makers at the ministry is essential for the full deployment of the Guidelines. This needs to be materialised by further awareness raising activities. The final versions of all guidelines have been delivered in Turkish for the MoD for easier diffusion and training. Additional training have been provided for central, university and municipality guidelines.

The impact and sustainability also depend on the allocation of specific resources and personnel for the internal development of specific instructions within each institution to facilitate the application of the Guidelines in the network of units and organizations depending of the institution.

Sustainability will also depend on setting organizational arrangement to collect information and assess the application of the guidelines. Effective application of the tools and approaches might be facilitated by setting a team or special group to lead and coordinate the learning process for their application. This group could be chaired by a high level manager (e.g. SDU).

### 4. Support to pilot institutions.

Workshops held with the pilot institutions contributed to better understanding of the strategic planning life cycle at those institutions. The third phase especially helped the pilot institution MoLSS revise and refine their SP based on the new approach and link it with the NDP. During the extension phase, inclusion of additional pilots facilitated verification of the developed guidelines.

### 5. Study visits and country reports.

The study visits provided the awareness of EU best practices in the Member States. The sustainability has been provided through the Country Reports which have been prepared by local experts in their respective countries. Apart from the six country reports comprising five countries, namely, France, United Kingdom, Australia, the Netherlands, and Italy; and though unvisited, Germany, two other Country Reports were prepared by Key Experts on both Spain and Greece and an additional Comparative Country Report was developed and submitted to the beneficiary.

### 6. Awareness-raising activities.

By web portal, all the information regarding the project is shared during the project and will continue to be shared after the project ends. The web portal is also an effective platform for on line training and distance learning. The portal also includes additional features covering strategic planning terminology in the form of a wiki.

The awareness raising activities such as seminars, conferences make an impact on the stakeholders about the activities in the project context. It also helps obtain a positive impact on the institutions concerning the outputs of the project. It gives the chance to

gather everyone involved in the process and all those which have a say to get together and discuss the outputs and socialise at the same time. Although the organisation procedure takes a certain amount of time in terms of preparation, through experience it is a known fact that these activities provide the best results to the simple fact that they give the project team the chance to share what has been done, share the output and receive feedback on the topic(s) discussed and have the opportunity to discuss and reason, if necessary, how that very issue was carried out. Through discussion it also helps decisions to be taken in a quicker manner in order to provide better outputs as well as reports later.

## 2.6 Lessons learnt and recommendations

Lessons can be summarized under three categories; project design, project execution and follow-up activities:

- 1) Project design considerations.
  - a) Focusing more on outputs and qualitative indicators while designing activities and deliverables, such as requested in this project for training quantity and quality. Unfortunately, the proposal evaluation seemed to put more emphasis on the number of days of input from the key and non-key experts.
  - b) Validation of various deliverables at pilot institutions with different characteristics, such as including universities and municipalities as the central institutions YOK and Mol do not necessarily represent those as such.
- 2) Project execution issues.
  - a) Weekly Internal Meetings ensuring “no-surprise” deliverables.
  - b) Building common understanding of terminology and methodology at the beginning of the project through orientation sessions.
  - c) One-to-one pilot study with a representative institutions followed by joint workshops.
  - d) Focusing more on the qualitative aspects of training with more focused trainees and allowing time for the participants to carry out their daily duties during the training week.
  - e) Use more of the eLearning environment.
- 3) Follow-up activities.
  - a) Institutionalisation of regular meetings of the DGSM with SDUs with a focus on sharing information and reporting on advances.
  - b) Refreshing training; regularly updating web site, more online material for training.
  - c) Staged rollout, flexibility in strategic planning.
  - d) Gradually introducing work/cost breakdown concepts, which the central institutions proposing investment projects are already familiar with, and more systematic monitoring & evaluation procedures in line with the component 4 of this project for collecting and analysing performance and cost/expenditure data for strategic plans, allowing for close tracking of development plans.

## 3 Policy and Programme Context

### 3.1 Context for the Terms of Reference (November 2010)

Reform changes in strategic management were introduced in Turkey in 2003 through the adoption of the Public Financial Management and Control (PFMC) Law 5018 and implemented in 2006 through further bylaws and regulations. The introduction of strategic management practice was achieved with a high level of initial compliance across government, including the development of strategic plans by those institutions mandated to produce them, the establishment of the central coordinating and guidance framework, and the associated institutional arrangements. However, the experience of implementation of strategic management reform has been mixed, with capacity varying across government institutions, and various problems and issues identified in key parts of the system, including major gaps in the 'ex post' accountability framework and associated practice.

The project has common areas of interest with two other key EuropeAid projects:

- a project with the Ministry of Finance (MoF) entitled '*Decision Making and Performance Management in the Public Sector*', which includes IT-based support to the decision-making process in financial management and resource allocation, and a change to the system of Budget classifications, to introduce a new budgeting classification programme. Both outputs are important for the integration of strategic planning, performance programming and budgeting.
- a project with the Ministry of Interior (MoI) entitled '*Improving Participatory Strategic Governance at Local Level*', which focused on participatory strategic governance at local government level. This project produced guidance materials in strategic planning for local administrations, which are closely related to the guideline for local administrations produced by our (SMC) project.

The project has drawn from the outputs of previous projects, particularly for the initial analysis in the Inception Phase. This included consideration of the results of a project undertaken by Sabanci University and the Ministry of Development (MoD) in 2010, '*Management Capacity Needs Analysis and Capacity Development Programme in the Public Sector*', which researched strategic planning and management capacity. British Embassy financed project entitled '*Public Engagement in Strategic Planning and Policy Making*' (2010) generated guidance tools in participatory strategic planning, which also link to outputs of the SMC Project.

It should be noted that the project started at least 2 years after the ToR was developed, therefore situation has changed. Other projects and activities in strategic management have since been implemented and some are underway.

There has been so many training hours provided in various projects to a large number of civil servants, and the priority put on training is somewhat replaced by the priorities on performance budgeting/accounting/auditing.

The timing of the SM process and the budget preparation period in the ministries determine the activities in the pilots.



The results of this project may be able to provide inputs for a new EuropeAid project which started in late 2014 with the MoI, entitled '*Strengthening Local Investment Planning Capacity through Participation of Local Actors*'. The TAT of that project had been in contact with our TAT to enable experience sharing within our project.

## 3.2 Context during Project Inception (January 2013)

### Inception Phase

The project commenced on 22<sup>nd</sup> January 2013 with a Kick-off Meeting hosted by the Beneficiary (Ministry of Development), which was attended by representatives of all co-Beneficiaries, the CFCU, the EU Delegation, the TAT and the Contractor. In accordance with the ToR, the Draft Inception Report was submitted to the Beneficiary and CFCU on 22<sup>nd</sup> February 2013. A revised version including a detailed activity schedule and resource planning was submitted in April, and the final version was formally approved on 30th May, with project operations permitted to continue in the interim.

### First Progress Report (22.01.2013 - 31.07.2013)

The First Progress Report was submitted before completing 3 months after the starting of the project. This report included studies of Gap Assessment and Training Needs Assessment, study visit to France, organisation of the seminar, training programmes, and selection of pilot institutions.

### Second Progress Report (01.08.2013 - 31.01.2014)

Development of training programme (Activities 2.1 and 3.1) was completed and the delivery of the training programme began in this reporting period. The country report on France was submitted and approved in August 2013. Work on the preparation and organisation of the next two study visits and country reports for the central coordinating institutions was planned. A first draft of the central government guideline was scheduled. A preliminary paper outlining the methodology to evaluate strategic plans of institutions was submitted to the Beneficiary. A first study visit for the pilot institutions was organised by the project to the UK from 27-31 January 2014. Train-the-trainers programme (Activity 3.5) was conducted. The Beneficiary has approved a list of key areas for assistance and a core team of Turkish non-key experts to work on Activity 3.8: Assistance to 10 pilot institutions. Finally the project received its first Results-Oriented Monitoring (ROM) mission in September, 2013. The report was positive, with A and B ratings for all components.

### Third Progress Report (01.02.2014 - 31.07.2014)

The draft training programme which was approved during the previous reporting period was implemented during this reporting period. The Country Report regarding the study visit to United Kingdom, which took place during 27-31 January 2014, was submitted and approved by the beneficiary. The third study visit to an OECD/EU Member State took place during 05-09 May 2014 to Australia. Customised strategic planning and implementation guidelines were developed. A preliminary paper outlining the methodology for MoD to assess institutional strategic plans was drafted and submitted. The report regarding methodology to ensure consistency & coherence between national and institutional strategic plans was presented to the beneficiary. The project portal was transferred to the MoD servers with eLearning and wiki features. A team of four experts attended to pilot ministries introductory visits to discuss the upcoming pilot work and support (Ministry of Family and Social Policies,

Ministry of Justice, Ministry of Energy and Natural Resources, Ministry of Transportation, Maritime Affairs and Communications, Ministry of Environment and Urbanization). In parallel, analytic work was carried out on various ministries strategic plans to identify drawbacks and commonalities (Ministry of Family and Social Planning, Ministry of Justice, Ministry of Culture and Tourism, Ministry of Environment and Urbanization). An indicator catalogue was drafted.

#### **Fourth Progress Report (01.08.2014 - 21.01.2015)**

This period was dedicated to further pilot studies to validate the guidelines and specific training sessions for central institutions, universities and municipalities. New pilots were introduced, namely, the Parliament, Prime Ministry, Çankaya and Keçiören municipalities, METU, Hacettepe and Yıldırım Beyazıt Universities. MoLSS and MoEU continued to participate in pilot studies. Guidance was provided on strategic planning using the new guidelines for these selected pilot institutions, and further support was provided on identification of indicators and establishing monitoring and evaluation systems. All guidelines were redeveloped in Turkish, and revised a few times based on these new pilot studies. Additionally M&E Guide was translated to Turkish. Guide of Tools and Techniques was delivered as a separate guideline as an annex that can be used for all guidelines. Country report for Spain was approved on the 29<sup>th</sup> of December 2014, and country reports for Italy and Greece were approved on the 10<sup>th</sup> of April 2015. 4<sup>th</sup> Progress Report was approved on February 23. In May 5, we held the 8<sup>th</sup> and final SC meeting. Additional training was provided to central institutions on Central Institution Guidelines on the 6<sup>th</sup> and 7<sup>th</sup> of July with hands-on exercise, to public universities in Ankara on the University Guidelines on the 8<sup>th</sup> and 9<sup>th</sup> of July, and finally to municipalities in Ankara on the 13<sup>th</sup> and 14<sup>th</sup> of July, with active discussions. In line with the new strategic planning guidelines, one curriculum for trainers and one curriculum for trainees were developed on strategic management cycle, existing training material was rearranged in the form of online learning material for Moodle Learning Management System, and all of this material was delivered on a separate portable system (Ondroid) and 1 TB hard disk to the Beneficiary, with relevant administration training module and instructions.

### **3.3 Context at Project Completion (21 July 2015)**

All project indicators were achieved except for the Germany visit which was cancelled upon the request of the Beneficiary. The project concluded with the following major outputs:

- 1) 5 Guidelines: for Central Institutions, Universities, Municipalities, State Owned Enterprises, and Monitoring & Evaluation, and an annex as Guideline of Tools and Techniques.
- 2) 1130 trained experts.
- 3) 5 country visits, 8 country reports, and one comparative report for international know-how transfer.
- 4) eLearning and knowledge sharing portal.
- 5) Strategic management curriculum and Training Kit for further dissemination.



# 4 Achievement of outputs, objectives and indicators

## 4.1 Overall performance against ToR

The project plan has been modified and agreed with the Beneficiary in light of the context in which the project found itself, as described above. The basic timeline is given in the table below:

**Table 1. Major Milestones as per Revised Project Plan**

Output/Major Milestone as per Revised Project Plan	Delivery Date to the Beneficiary	Status
Strategic Planning Guidelines for Central Institutions v1	01/04/2014	Delivered
Pilot Phase 1	01/04/2014	Completed
Strategic Planning Guidelines for Local Governments v1	17/04/2014	Delivered
Document on Performance Audit	22/05/2014	Delivered
Strategic Planning Guidelines for Universities v1	27/05/2014	Delivered
Pilot Phase 2	04/07/2014	Completed
Strategic Planning Guidelines for Central Institutions v2	04/07/2014	Delivered
Strategic Planning Guidelines for Local Governments v2	04/07/2014	Completed
Document on Performance Programme and Activity Reporting v1	21/07/2014	Delivered
SP Assessment methodology v1	24/07/2014	Draft report delivered
Strategic Planning Guidelines for Central Institutions v2.3	15/08/2014	Delivered
Interim Dissemination Seminar	30/10/2014	18/12/2014
Draft Final Report	01/12/2014	21/12/2014
Pilot Phase 3	11/12/2014	Completed
SP Assessment methodology v2	29/12/2014	Delivered
eLearning with content	29/12/2014	Delivered
Spain Country Report - revised version	29/12/2014	Delivered
International Closure Conference	15/01/2015	Completed
Revised Indicators Catalogues	24/02/2015	Delivered
Greece Country Report - revised version	10/04/2015	Delivered



Output/Major Milestone as per Revised Project Plan	Delivery Date to the Beneficiary	Status
Italy Country Report - revised version	10/04/2015	Delivered
Strategic Planning Guidelines (Merkezi İdareler SP Hazırlama Rehberi v3)	24/04/2015	Delivered in Turkish
Control List for Central Guidelines	24/04/2015	Delivered
Monitoring & Evaluation Guide	24/04/2015	Delivered
Strategic Planning Guidelines (Merkezi İdareler SP Kılavuzu v11c)	04/05/2015	Delivered in Turkish based on pilot studies
Annex to Guidelines: Guideline on Tools and Techniques	04/05/2015	Delivered
Revised University Guidelines (Üniversiteler SP Rehberi)	24/05/2015	Delivered in Turkish
Revised SP Guideline for SoEs (KİT SP Hazırlama Rehberi)	12/06/2015	Delivered in Turkish
Revised Monitoring & Evaluation Guide	17/06/2015	Delivered
Training Kit	24/06/2015	Delivered
Pilot work during the extension period	24/06/2015	Completed
Training on Central Guidelines	07/07/2015	Completed
Training on University Guidelines	09/07/2015	Completed
Training on Municipality Guidelines	14/07/2015	Completed
Revised Municipality Guideline (Belediyeler için Stratejik Yönetim Rehberi v10)	14/07/2015	Delivered in Turkish
Final eLearning Kit	16/07/2015	Completed
Final Training Kit	16/07/2015	Completed
Monitoring & Evaluation Guide (İzleme ve Değerlendirme Rehberi)	21/07/2015	Delivered in Turkish
Final Report	22/07/2015	n/a

**Table 2. Status of Achievement of Indicators in the ToR**

Indicators in ToR	Specific Activities in the ToR	State of Achievement
A report on assessment of the current status and policy recommendations prepared by 3 months after the project start date	A1.3	Completed.
At least 825 staff and 200 managers trained by the end of the project	A2.2 A3.2	1302 registered participants (1118 registered staff and 184 registered managers) have been trained. 1083 trainees participated in training sessions, with 147 managers due to the availability of the managers.
At least 60 staff participated in study visits by the end of the project	A2.3 A3.4	5 study visits performed with 50 participants registered in visits. The sixth and the final visit to Germany was cancelled by the Undersecretary of the Ministry on 26/12/2014, due to "congestion on the calendar for some work to be carried out by managers"; and Mr. Taşkın's email to CFCU on the 5 <sup>th</sup> of January.
At least 50 trainers trained by the end of the project	A3.5	Completed
Above average level of satisfaction and feedback of participants of the training programs	A2.2 A3.2 A3.5	Achieved. Evaluations are presented in Annex 3.
At least 2000 copies of customized guidelines by 15 months after the project start date	A2.4	Guidelines have been finalized and delivered. Additional time is required to share the guidelines at large and receive even more feedback before issuing the decree as these will become part of the legislation. 2000 USB's were provided to the Beneficiary to distribute when the guidelines are formally approved as legislation.
An assessment methodology improvement report drafted by 15 months after the project start date	A2.6	Completed.
Establishment of fully functioning strategic management web portal by 12 months after the project start date	A2.5	Completed in the second reporting period. Site transferred to MoD in the third

Indicators in ToR	Specific Activities in the ToR	State of Achievement
		<p>reporting period.</p> <p>Site transferred again due to lack of flexibility provided by the MoD MIS Department in frequent updates.</p> <p>Will be transferred to MoD site with the closure of the project. All of the system components (Operating System, MySQL, Apaches, PHP, Moodle, Mediawiki) will be updated with the latest version available.</p> <p>Old system components, (Wordpress created system) will be removed with the closure of the project due to security precautions, demanded by the MoD MIS Department.</p> <p>Final version was delivered on a separate portable hardware platform (Ondroid + 1TB hard disk) including Moodle, Wiki, and more than 240 GB of training material.</p>
A report in 10 copies on methodology to ensure consistency and coherence between institutional strategic plans and national policy documents by 22 months after the project start date	A2.7	Submitted and approved on the 29 <sup>th</sup> of December. It is also included in revised form in the Turkish guidelines based on the pilot studies.
A report in 10 copies on methodology to ensure consistency and coherence between the sectoral strategies and institutional strategic plans for 3 selected sectors by 22 months after the project start date	A3.7	Completed the one for MoLSS & National Employment Strategies Document. The second one on Climate Change Strategy Document, covering various sectors was delivered. It is also included in revised form in the Turkish guidelines based on the pilot studies.

**Table 3. Summary of Activities**

Activities in the Terms of Reference	Outputs/Deliverables	Completion Date	Annex Number of the Output
<p>1.1. Assess general framework of SM system incl. legislation</p> <p>1.2. Assess preparation, implementation &amp; outcomes of SM in main beneficiary and co-beneficiaries</p> <p>1.3. Produce 40-100 pp.</p>	Gap Assessment Report	31/07/2013	Annex 2

Activities in the Terms of Reference	Outputs/Deliverables	Completion Date	Annex Number of the Output
report on gaps with recommendations			
2.2. Train > 75 staff in guidance and coordination of strategic plans and strategic topics 3.2. Train 200 managers and 750 staff of SDUs on strategic topics	1) Needs Assessment 2) Training Plan 3) Training Modules for each module a) Training Material, Presentations b) Participation Lists c) Evaluations	MC1- October 2013 MC2 – November 2013 FM1: December 2013 FM2: March 2013 FM3: Nov. 2013- January 2015 FM4: January 2015 AM1: January 2014 AM2: February 2014 AM3: Nov. 2013- January 2015 AM4: August – October 2014 AM5: October – November 2014 GTP1 - April 2014 GTP2 – May 2014 GTP3 - June 2014 GTP4 – June 2014 GTP5 – June 2014 ToT: September- December 2013	Annex 3
3.3. Design & conduct distance/on-line training	1) eLearning Environment & Modules 2) Technical Info 3) Templates 4) Modules	Software environment: 08/06/2014 Online material: Project closure	Annex 3
3.6. Prepare 50 trainer kits in Turkish	Training Kit	Final version was delivered on a separate portable hardware platform (Ondroid + 1TB hard disk) including Moodle, Wiki, and 160 GB of training material.	Annex 3
2.4. Prepare & publish 3 customised strategic planning & implementation guidelines for central institutions, local administrations and	1) General SP Guidelines 2) General SP Guidelines – short Cookbook 3) Municipality Guidelines 4) University Guidelines	<u>General SP Guidelines:</u> – v1.0: 31/03/2014 – v1.1: 16/04/2014 – v2.0: 29/05/2014	Annex 5

Activities in the Terms of Reference	Outputs/Deliverables	Completion Date	Annex Number of the Output
universities	5) Tools and Techniques	<ul style="list-style-type: none"> <li>- v2.1: 22/06/2014</li> <li>- v2.2: 08/07/2014</li> <li>- v2.3: 15/08/2014</li> <li>- v3 in Turkish: 24/04/2015</li> <li>- v11c in Turkish: 04/05/2015</li> <li>- Tools and Techniques: 04/05/2015</li> </ul> <p><u>Municipality Guidelines:</u></p> <ul style="list-style-type: none"> <li>- v2.0: 15/05/2014</li> <li>- v3.0: 05/07/2014</li> <li>- v10 in Turkish: 14/07/2015</li> </ul> <p><u>University Guidelines:</u></p> <ul style="list-style-type: none"> <li>- v1.0: 04/07/2014</li> <li>- v2.0 in Turkish: 24/05/2015</li> </ul>	
2.6. Prepare report on methodology to be used by MoD to assess institutional strategic plans	Evaluation Methodology	08/07/2014 Final version included as part of Central Guideline in Turkish: 24/04/2015	Annex 5
2.7. Develop methodology to ensure consistency & coherence between national policy & institutional plans	A Model Proposal for Monitoring Strategic Plans	17/04/2014 21/07/2014 Final version included as part of Central Guideline in Turkish: 24/04/2015	Annex 5
3.7. Prepare assessment report on consistency and coherence between sectoral and institutional strategies in 3 sectors	Assessment report on consistency and coherence between sectoral and institutional strategies in 3 sectors	v2: 29/12/2014 Final version included as part of Central Guideline in Turkish: 24/04/2015	Annex 5
3.8. Assist 10 (other) institutions with stakeholder surveys, M&E systems, process analysis, internal reference documents and workshops	1) Plan 2) Phase 1 workshops 3) Phase 2 Workshops 4) Phase 3 Workshops 5) Report for Phases 1 & 2 6) Results from CSGB	24/07/2014 10/09/2014	Annex 6
2.3. Organise 3 five-day	1) Country Report Template	Australia Visit: 02-	Annex 4

Activities in the Terms of Reference	Outputs/Deliverables	Completion Date	Annex Number of the Output
study visits to OECD/EU member states and produce 3 country reports	2) Australia Visit 3) Australia Country Report 4) Italy Visit 5) Italy Country Report 6) Germany Country Report	11/05/2014 Acceptance of report: 30/07/2014  Italy Visit: 09-15/11/2014 Acceptance of report: 10/04/2015  Germany country report: 20/07/2015	
3.4. Organise 3 five-day study visits to OECD/EU member states and produce 3 country reports	1) France Visit 2) France Country report 3) UK Visit 4) UK Country Report 5) Netherlands Visit 6) Netherlands Country Report	France Visit: 07-13/07/2013 Acceptance of report: 22/11/2013  UK Visit: 26.01-01.02/2014 Acceptance of report: 12/03/2014  Netherlands Visit: 17-23/08/2014 Acceptance of report: 08/10/2014	Annex 4
1.4. Organise dissemination seminar for > 100 participants from all central public institutions	1) Seminar 2) Dissemination Material 3) Participation List	02/07/2013	Annex 7
2.5. Design & build a web-portal for a network of public institutions to exchange information/expertise	1) Web Portal 2) Portal content	13/04/2014	Annex 3 Annex 7
2.8. Organise an awareness-raising seminar on guiding/coordinating institutions for 100 participants from CPIs, universities, local authorities, NGOs	1) Seminar 2) Dissemination Material 3) Participation List	18/12/2014	Annex 7
3.9. Organise conference on good governance, administrative reform, strategic planning and project results for 400	1) Conference 2) Dissemination Material 3) Visibility/promotional material	15/01/2014, 15/07/2015	

Activities in the Terms of Reference	Outputs/Deliverables	Completion Date	Annex Number of the Output
participants	4) Participation List 5) Closure Conference Report		
3.10 Train 60 staff from CPIs, Local Governments and Universities on Strategic Planning Guideline	1) Training Material 2) Participation List	6-7, 8-9, 13-14/07/2015	Annex 3
2.9 Verify and Revise the Strategic Planning Guidelines	1) Central Guideline 2) Tools & Techniques 3) University Guideline 4) Municipality Guideline 5) Meetings with Pilots and related outputs	1) 04/05/2015 2) 04/05/2015 3) 24/05/2015 4) 17/06/2015, 21/07/2015	Annex 5    Annex 6

Table 4. Summary of Additional Activities

Activities in the Terms of Reference (not directly requested but associated)	Outputs/Deliverables	Completion Date	Annex Number of the Output
2.4. Prepare & publish 3 customised strategic planning & implementation guidelines for central institutions, local administrations and universities	1) SP Guideline for State Owned Enterprises 2) Monitoring & Evaluation Guideline 3) Strategic Plan Costing 4) Performance Programme Linkage 5) External Audit Linkage	1) 12/06/2015 2) 10/12/2014, 17/06/2015, 21/07/2015 3) 10/03/2014, revised in (4) and in the final version of the guidelines 4) 21/07/2014, revised in the final version of the guidelines 5) 22/05/2014	Annex 5
2.3 & 3.4 Organise 3 five-day study visits to OECD/EU member states and produce 3 country reports	1) Country report for Spain 2) Country report for Greece 3) Comparative analysis of the delivered reports	1) 29/12/2014 2) 10/04/2015 3) 10/04/2015	Annex 4
3.8. Assist 10 (other) institutions with stakeholder surveys, M&E systems, process analysis, internal reference documents and workshops	1) Indicators Set for Ministry of Environment and Urbanization 2) Indicators Set for Ministry of Family and Social Policies 3) Indicators Set for Ministry	24/02/2015	1-9 in Annex 5 10 & 11 in Annex 6



Activities in the Terms of Reference (not directly requested but associated)	Outputs/Deliverables	Completion Date	Annex Number of the Output
	<p>of Justice</p> <p>4) Indicators Set for Ministry of Energy and Natural Resources</p> <p>5) Indicators Set for Ministry of Labour and Social Security</p> <p>6) Indicators Set for Ministry of Transport, Maritime Affairs and Communications</p> <p>7) Indicators Set for Social Security Institution</p> <p>8) Indicators Set for Universities</p> <p>9) Indicators Set for Municipalities</p> <p>10) Third phase of pilot work</p> <p>11) Outputs from Ministry of Labour and Social Security enabling validation of guideline, NDP and sectoral strategy linkages</p> <p>12) New pilots under 3<sup>rd</sup> Phase</p>		

Finally, we present the revised Logical Framework Matrix in the following table.

Table 5. Revised LogFrame

Project Description:	Indicators:	Source of Verification:	Assumptions:
<p><b>Overall objective:</b></p> <p>An efficient and effective public service and transparent and sound financial management of Public Funds.</p>	<ul style="list-style-type: none"> <li>• Better integration of policy making and resource allocation</li> <li>• Higher level of accountability and transparency</li> <li>• Better resource allocation</li> <li>• Increased strategic management capacity of public institutions</li> </ul>	<p>Reports and surveys from:</p> <ul style="list-style-type: none"> <li>• Media,</li> <li>• Universities,</li> <li>• International organisations</li> <li>• Documents from Parliament and Turkish Court of Accounts</li> <li>• Training and workshop sessions provided to the institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Political commitment</li> <li>• Ownership of institutions involved</li> </ul>
<p><b>Purpose:</b></p> <p>More effective and impactful strategic planning by Central Public Administrations.</p>		<ul style="list-style-type: none"> <li>• Publications on development and implementation of Strategic plans by the 188 public administrations</li> <li>• Publications on performance programmes</li> <li>• Activity reports of the institutions</li> <li>• Data input from the institutions to the newly developed software at the MoD under component 4</li> <li>• Documents from Parliament and Turkish Court of Accounts</li> <li>• Training material</li> <li>• Participation lists in trainings and workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Active participation of institutions involved</li> <li>• Effective co-operation among related institutions</li> </ul>
<b>Component 1: Gap Assessment</b>			
<p><b>Results:</b></p>	<ul style="list-style-type: none"> <li>• Gap Assessment presented to the</li> </ul>	<p>Published report on gap analysis</p>	<ul style="list-style-type: none"> <li>• Institutions provide necessary information</li> </ul>

Project Description:	Indicators:	Source of Verification:	Assumptions:
<ul style="list-style-type: none"> <li>Current status of strategic management practice in Turkish public administration assessed and policy recommendations developed</li> </ul>	beneficiary and approved		<ul style="list-style-type: none"> <li>Unwillingness of the institutions</li> </ul>
<b>Activities:</b> <ul style="list-style-type: none"> <li>Assess general framework of SM system including legislation</li> <li>Assess preparation, implementation and outcomes of SM in 6 pilot institutions</li> <li>Produce (40 – 100 pages) report on gaps with recommendations</li> <li>Organise dissemination seminar for at least 100 participants from all Central public institutions.</li> </ul>	<ul style="list-style-type: none"> <li>GAP Assessment produced complying with all conditions</li> <li>Dissemination Seminar organised for 100 participants</li> </ul>	<ul style="list-style-type: none"> <li>Published report on gap analysis</li> <li>project information - Internal data</li> <li>Project financial data</li> </ul>	
<b>Component 2: Central Capacity Building</b>			
<b>Results:</b> <ul style="list-style-type: none"> <li>Capacity of the central guiding and coordinating institutions improved</li> </ul>	<ul style="list-style-type: none"> <li>75 staff obtained certificates in guidance and co-ordination</li> <li>Planning and Implementation guidelines produced</li> <li>Information on web portal available</li> <li>Methodologies developed and made available</li> <li>High participation at awareness raising seminar</li> </ul>	<ul style="list-style-type: none"> <li>MoD assessment on the consistency and coherence, quality and relevance of these outputs and deliverables</li> <li>Web site</li> <li>Developed documents</li> <li>Participation lists</li> </ul>	<ul style="list-style-type: none"> <li>Active participation of institutions involved</li> <li>Capacity to absorb TA and training</li> <li>Appropriate selection of trainees</li> </ul>
<b>Activities:</b> <ul style="list-style-type: none"> <li>Develop training programme for Beneficiaries</li> <li>Train at least 75 staff in guidance and co-ordination of strategic plans and strategic topics</li> <li>Organise 3 five day study visits</li> <li>Prepare and publish customized strategic planning and implementation guidelines</li> <li>Design and build web portal</li> </ul>	<ul style="list-style-type: none"> <li>Training programme for Beneficiaries developed and approved by the beneficiary</li> <li>75 staff trained in guidance and co-ordination of strategic plans and strategic topics</li> <li>3 Study visits organised</li> <li>3 country reports delivered</li> <li>3 customized strategic planning and</li> </ul>	<ul style="list-style-type: none"> <li>Beneficiary approval communications of deliverables and activities</li> <li>Project internal information and reports on the quantity and quality of training program</li> <li>Project financial data</li> <li>Participant lists</li> <li>Guidelines in softcopy and hardcopy</li> </ul>	

Project Description:	Indicators:	Source of Verification:	Assumptions:
<ul style="list-style-type: none"> <li>Prepare report on methodology to assess institutional strategic plans</li> <li>Organise awareness raising seminar</li> <li>Dissemination and Verification of Strategic Planning Documents</li> </ul>	<ul style="list-style-type: none"> <li>implementation guidelines developed</li> <li>Web portal built, and information published</li> <li>Methodology to assess institutional SP prepared</li> <li>Awareness raising seminar organised and run</li> <li>Pilots studies carried out</li> <li>Revised guidelines (Central, University, Municipalities, Tools &amp; Techniques, Monitoring &amp; Evaluation, State Owned Enterprises) developed</li> <li>Curriculum, Training Kit and online training material developed</li> </ul>	<ul style="list-style-type: none"> <li>versions</li> <li>Accessible web site with userid list</li> <li>Participation lists in visits</li> <li>Evaluation results for training sessions and study visits</li> <li>Meeting notes</li> <li>Final versions of the revised guidelines</li> <li>Training modules on Moodle and Ondroid system</li> </ul>	
<b>Component 3: Institutional Capacity Building</b>			
<b>Results:</b> <ul style="list-style-type: none"> <li>Strategic Management capacity of central public institutions enhanced.</li> </ul>	<ul style="list-style-type: none"> <li>200 management and 750 staff obtained certificates on Strategic Management training</li> <li>On line e-learning facility often visited</li> <li>Local trainers involved in capacity building</li> <li>High participation at Good governance / strategic planning seminar</li> </ul>	<ul style="list-style-type: none"> <li>Beneficiary approval communications of deliverables and activities</li> <li>Project internal information and reports on the quantity and quality of training program</li> <li>Project financial data</li> <li>Training material</li> <li>Participant lists</li> <li>Accessible web site with userid list</li> <li>Participation lists in visits</li> <li>Evaluation results for training sessions and study visits</li> <li>Contracts with local SNKEs and JNKEs</li> </ul>	<ul style="list-style-type: none"> <li>Effective co-operation among related institutions</li> <li>Lack of capacity to absorb TA and training</li> <li>Inappropriate selection of trainees</li> </ul>



Project Description:	Indicators:	Source of Verification:	Assumptions:
<b>Activities:</b> <ul style="list-style-type: none"> <li>Develop training programme for Beneficiaries</li> <li>Train 200 management and 750 staff on strategic topics</li> <li>Design and make available distance on-line training facility</li> <li>Organise 3 five day study visits</li> <li>Design and conduct ToT programme for 50 participants</li> <li>Prepare 50 trainers' kits in Turkish</li> <li>Prepare assessment report on consistency and coherence</li> <li>Assist 10 institutions with stakeholder surveys, M&amp;E systems, etc.</li> <li>Organise conference on good governance</li> <li>Train 60 staff from CPIs, Universities and Local Governments on Strategic Planning Guideline</li> </ul>	<ul style="list-style-type: none"> <li>Training programme for Beneficiaries developed and approved by the beneficiary</li> <li>950 staff trained on strategic topics</li> <li>distance on-line training facility available</li> <li>3 Study visits organised</li> <li>3 country reports delivered</li> <li>50 staff trained on ToT</li> <li>50 trainers' kits in Turkish prepared</li> <li>Trainings and workshops carried out for pilot institutions</li> <li>International conference held</li> <li>3 training sessions held for central institutions, universities and municipalities on SP Guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Timesheets</li> <li>Beneficiary approval communications of deliverables and activities</li> <li>Project internal information and reports on the quantity and quality of training program</li> <li>Project financial data</li> <li>Participant lists</li> <li>Accessible web site with userid list</li> <li>Participation lists in visits</li> <li>Evaluation results for training sessions and study visits</li> <li>Feedback from pilots</li> <li>Dissemination/promotional material</li> <li>Media coverage</li> </ul>	<ul style="list-style-type: none"> <li>Effective co-operation among related institutions</li> <li>Lack of capacity to absorb TA and training</li> <li>Inappropriate selection of trainees</li> </ul>

## 4.2 Resource utilisation

**Table 6. Summary of Resource Utilization**

Role	Planned	Utilized
KE	1200	1090
SNKE	1400	1377
JNKE	655	596
Backstopping staff		1582

### Key Experts

1. TL Kathryn Ennis-Carter
2. TL Aydın Nusret Güçlü
3. KE2 Eduardo Zapico Goni
4. KE3 Marko Rillo
5. KE3 Evangelos Boudalis

### Senior Non-key Experts

1. Andrew McBride
2. Aydın Nusret Güçlü
3. Brionny Grigg
4. Çağrı Öner
5. Claire Cameron
6. Eduardo Zapico Goni
7. Egert Valmra
8. Emin Dedeoğlu
9. Emmanuel Vergne
10. Ercan Erkul
11. Erkan Erdil
12. Ferdinand Pot
13. Ferhat Emil
14. Hakkı Hakan Yılmaz
15. Harrie van Boxmeer
16. Haşmet Emre Koyuncu
17. Jane Squire
18. Jocelyne Rase
19. Laura Trofin
20. Markus W. Behne
21. Mehmet Atıl Kurttekin
22. Mehmet Barca



23. Michel Paquet
24. Mick Shadwick
25. Mustafa Kemal Topçu
26. Nathan Ducastel
27. Osvaldo Nestor Feinstein
28. Oswaldo Lorenzo Ochoa
29. Perihan Öngeloğlu
30. Safir Sümer
31. Şerif Sayın
32. Soner Yıldırım
33. Tunç Medeni
34. Umur Tosun
35. Zehra Varat

#### **Junior Non-key Experts**

1. Başak Alpan
2. Ceren Fidan
3. Dilara Tunca
4. Emre Mineoğlu
5. Erdal Akdeve
6. Lale Öztopçu
7. Mehmet Toroman
8. Özgür Avcuoğlu
9. Selim Gökçe
10. Tolga Medeni

#### **Backstopping Staff**

1. Betül Gürzel
2. Ebru Erkul
3. Gamze Okur Yağız
4. Gözde Damla Çiter
5. Hayriye Ataş
6. Kadir Deniz
7. Seda Kurt

## 4.3 Summary Tables for Activity Groups and Main Outputs

### Gap Assessment

Table 7. Activities for Gap Assessment

Activity	Description	Implementation	Date
1.1, 1.2 & 1.3	Assess general framework of SM system incl. legislation Assess preparation, implementation & outcomes of SM in main beneficiary and co-beneficiaries Produce 40-100 pp. report on gaps with recommendations	Completed in the first reporting period.	Report was submitted on 03/05/2013 after a short extension of the deadline approved by the Beneficiary and CFCU. The beneficiary accepted the report in broad terms. Based on the comments, the revised version was submitted on 31/07/2013.

Table 8. Outputs for Gap Assessment

Output	Submission Date	Means	Approval Date
Gap Assessment Report	03/05/2013	Hardcopy Softcopy	31/07/2013

### Training and e-learning

Table 9. Activities for Training

Activity	Description	Implementation	Date
2.2 & 3.2	Train 75 staff in guidance and coordination of strategic plans and strategic topics Train 200 managers and 750 staff of SDUs on strategic topics	More than 1075 participants were trained and 180 days of training were delivered.	MC1- October 2013 MC2 – November 2013 FM1: December 2013 FM2: March 2013 FM3: Nov. 2013-January 2015 FM4: January 2015 AM1: January 2014 AM2: February 2014 AM3: Nov. 2013-January 2015 AM4: August – October 2014 AM5: October – November 2014 GTP1 - April 2014 GTP2 – May 2014 GTP3 - June 2014 GTP4 – June 2014 GTP5 – June 2014 ToT: September-December 2013
3.3	Design & conduct distance/on-line training	<ul style="list-style-type: none"> <li>Moodle installed for eLearning and existing training material transferred:</li> </ul>	08/06/2014, 24/06/2015, 21/07/2015



Activity	Description	Implementation	Date
		<p>08/06/2014  <a href="http://stratejikyonetisim.org/elearning/">http://stratejikyonetisim.org/elearning/</a></p> <ul style="list-style-type: none"> <li>Hired 1 SNKE to manage guidance on concept maps and transfer of online material</li> <li>Online Content Template (in Turkish and English), video recording requirements template (in Turkish and English) were developed.</li> <li>To be able to develop concept maps, the key terms were extracted from already provided trainings.</li> <li>Specific online training material in line with the Training Kit was developed, covering the following modules in Turkish: <ol style="list-style-type: none"> <li>Kamuda Stratejik Yönetim</li> <li>Stratejik Yönetim - İleri Eğitim</li> <li>Risk, Süreç, İnsan Kaynakları ve Performans Yönetimi</li> <li>İzleme ve Değerlendirme</li> <li>İnsan Kaynakları Yönetimi ve Liderlik</li> <li>Kamu Yönetimi ve İyi Yönetişimin Temelleri</li> <li>Strateji Geliştirme</li> <li>Proje Yaşam Döngüsü Yönetimi</li> <li>Stratejik Stres ve Zaman Yönetimi</li> <li>Stratejik Plan Hazırlama</li> <li>Stratejik Plan ve Performans Yönetimi</li> <li>Stratejik Plan-Performans Programı-Faaliyet Raporu İlişkisi</li> <li>Stratejik Plan Maliyetlendirme</li> <li>Stratejik Plan Uygulaması, İzleme ve Değerlendirme</li> <li>Değişim Yönetimi</li> <li>Program Değerlendirme</li> </ol> </li> </ul>	

Activity	Description	Implementation	Date
		<p>17. Değişim Yönetimi - Eğiticiler İçin (EN)</p> <p>18. Öğrenme, Etkili Sunum, Rehberlik, Toplantı Yönetimi - Eğiticiler İçin</p> <ul style="list-style-type: none"> <li>Final version was delivered on a separate portable hardware platform (Ondroid + 1TB hard disk) including Moodle, Wiki, and 160 GB of training material.</li> </ul>	
3.6	Prepare 50 trainer kits in Turkish	<ul style="list-style-type: none"> <li>Hired a SNKE to manage the process</li> <li>Specific curriculum was developed</li> <li>Specific training material in line with the eLearning System was developed based on the existing training material, covering the following modules in Turkish: <ul style="list-style-type: none"> <li>19. Kamuda Stratejik Yönetim</li> <li>20. Stratejik Yönetim - İleri Eğitim</li> <li>21. Risk, Süreç, İnsan Kaynakları ve Performans Yönetimi</li> <li>22. İzleme ve Değerlendirme</li> <li>23. İnsan Kaynakları Yönetimi ve Liderlik</li> <li>24. Kamu Yönetimi ve İyi Yönetişimin Temelleri</li> <li>25. Strateji Geliştirme</li> <li>26. Proje Yaşam Döngüsü Yönetimi</li> <li>27. Stratejik Stres ve Zaman Yönetimi</li> <li>28. Stratejik Plan Hazırlama</li> <li>29. Stratejik Plan ve Performans Yönetimi</li> <li>30. Stratejik Plan- Performans Programı- Faaliyet Raporu İlişkisi</li> <li>31. Stratejik Plan Maliyetlendirme</li> <li>32. Stratejik Plan Uygulaması, İzleme ve Değerlendirme</li> <li>33. Değişim Yönetimi</li> </ul> </li> </ul>	24/06/2015, 21/07/2015

Activity	Description	Implementation	Date
		34. Program Değerlendirme 35. Değişim Yönetimi - Eğiticiler İçin (EN) 36. Öğrenme, Etkili Sunum, Rehberlik, Toplantı Yönetimi - Eğiticiler İçin <ul style="list-style-type: none"> <li>Final version was delivered on a separate portable hardware platform (Ondroid + 1TB hard disk) including Moodle, Wiki, and 160 GB of training material.</li> </ul>	
3.10	Train 60 staff from CPIs, Local Governments and Universities on Strategic Planning Guideline	<ul style="list-style-type: none"> <li>47 staff from CPIs, Local Governments and Universities were trained.</li> </ul>	Training for CPIs: 6-7 July 2015 Training for Universities: 8-9 July 2015 Training for Local Governments: 13-14 July 2015

Table 10. Outputs for Training

Output	Submission Date	Means	Approval Date
Training	MC1- October 2013 MC2 – November 2013 FM1: December 2013 FM2: March 2013 FM3: Nov. 2013-January 2015 FM4: January 2015 AM1: January 2014 AM2: February 2014 AM3: Nov. 2013-January 2015 AM4: August – October 2014 AM5: October – November 2014 GTP1 - April 2014 GTP2 – May 2014 GTP3 - June 2014 GTP4 – June 2014 GTP5 – June 2014 ToT: September-December 2013	Hardcopy Softcopy Classroom  Separate portable hardware platform (Ondroid + 1TB hard disk) including Moodle, Wiki, and 160 GB of training material	n/a
eLearning (Moodle)	08/06/2014 Physical installation of Ubuntu operating system, MySQL Relational Database Management System, PHP supported Apache2 application server and Moodle.	MoD stakeholders were notified via email  Separate portable	n/a



Output	Submission Date	Means	Approval Date
		hardware platform (Ondroid + 1TB hard disk) including Moodle, Wiki, and 160 GB of training material	
50 trainer kits in Turkish	24/06/2015, 21/07/2015	Separate portable hardware platform (Ondroid + 1TB hard disk) including Moodle, Wiki, and 160 GB of training material	n/a
3.10	Training for CPIs: 6-7 July 2015 Training for Universities: 8-9 July 2015 Training for Local Governments: 13-14 July 2015	Hardcopy Softcopy Classroom	n/a

## Guidelines and methodologies

Table 11. Activities for Guidelines

Activity	Description	Implementation	Date
2.4	Prepare & publish 3 customised strategic planning & implementation guidelines for central institutions, local administrations and universities	<p><b>General SP Guidelines</b> have been developed in multiple revisions based on the feedback from the beneficiary.</p> <ul style="list-style-type: none"> <li>- v1.0: 31/03/2014</li> <li>- v1.1: 16/04/2014</li> <li>- v2.0: split into 4 main documents, 29/05/2014</li> <li>- v2.1: 22/06/2014</li> <li>- v2.2: Integrated version, 08/07/2014</li> <li>- v2.3: 15/08/2014</li> </ul> <p>Beneficiary decided to work on the Turkish version as this would be the basis for the legislation. Turkish version has been revised based on the feedback from new pilot studies during the extension period.</p> <ul style="list-style-type: none"> <li>- v3 in Turkish: 24/04/2015</li> <li>- v11c in Turkish: 04/05/2015</li> <li>- Tools and Techniques: 04/05/2015</li> </ul> <p><b>Municipality Guidelines:</b></p> <ul style="list-style-type: none"> <li>- v2.0: 15/05/2014</li> <li>- v3.0: 05/07/2014</li> <li>- v10 in Turkish: 14/07/2015</li> </ul> <p><b>University Guidelines:</b></p> <ul style="list-style-type: none"> <li>- v1.0: 04/07/2014</li> <li>- v2.0 in Turkish: 24/05/2015</li> </ul>	<p><b>General SP Guidelines:</b></p> <ul style="list-style-type: none"> <li>- v1.0: 31/03/2014</li> <li>- v1.1: 16/04/2014</li> <li>- v2.0: 29/05/2014</li> <li>- v2.1: 22/06/2014</li> <li>- v2.2: 08/07/2014</li> <li>- v2.3: 15/08/2014</li> <li>- v3 in Turkish: 24/04/2015</li> <li>- v11c in Turkish: 04/05/2015</li> <li>- Tools and Techniques: 04/05/2015</li> </ul> <p><b>Municipality Guidelines:</b></p> <ul style="list-style-type: none"> <li>- v2.0: 15/05/2014</li> <li>- v3.0: 05/07/2014</li> <li>- v10 in Turkish: 14/07/2015</li> </ul> <p><b>University Guidelines:</b></p> <ul style="list-style-type: none"> <li>- v1.0: 04/07/2014</li> <li>- v2.0 in Turkish: 24/05/2015</li> </ul>
2.6	Prepare report on methodology to be used by MoD to assess institutional strategic plans	<ul style="list-style-type: none"> <li>• Draft version presented within the General SP Guidelines V 2.2. 08/07/2014</li> <li>• Final version was included as part of Central Guideline in Turkish: 24/04/2015</li> </ul>	08/07/2014 24/04/2015
2.7	Develop methodology to ensure consistency & coherence between national policy & institutional plans	<ul style="list-style-type: none"> <li>• Reports by the expert were presented but with an approach more analytical and conceptual than practical. Since it did not cover the expectations of the beneficiary (17/04/2014), it was complemented by the more pragmatic approach of the report developed by the Performance Programme expert: 21/07/2014</li> <li>• Final version was included as part of Central Guideline in Turkish: 24/04/2015</li> </ul>	17/04/2014 21/07/2014 24/04/2015

3.7	Prepare assessment report on consistency and coherence between sectoral and institutional strategies in 3 sectors	<ul style="list-style-type: none"> <li>Completed assessment of the National Employment Strategies Document and Strategic Plan of Ministry of Labour and Social Security.</li> <li>Worked on assessment of the Climate Changes Strategies Document (CCSD) and its complementary Action Plan. The Strategic Plans of Ministry of Environment and Urbanization and Ministry of Science, Industry and Technology. The Performance Programs and Annual Reports of these two ministries were also been assessed to check if they are consistent with CCSD.</li> <li>Final version included as part of Central Guideline in Turkish: 24/04/2015</li> </ul>	v2: 29/12/2014 24/04/2015
2.9	Verify and Disseminate Strategic Planning Documents	<ul style="list-style-type: none"> <li>Strategic Planning Guidelines were implemented in selected pilot institutions and based on the comments received from the pilots the guidelines were revised and finalized.</li> <li>2000 USBs were purchased and delivered to the Beneficiary in July 2015 to disseminate the guidelines ones they are officially approved as legislation</li> </ul>	General SP Guidelines & Tools and Techniques: 04/05/2015 Municipality Guidelines: 14/07/2015 University Guidelines: 24/05/2015

**Table 12. Outputs for Guidelines**

Output	Submission Date	Means	Approval Date
General SP Guidelines Tools & Techniques	v3: 24/04/2015 v11c: 04/05/2015	email	04/05/2015
Municipality Guidelines	v3.0: 05/07/2014 v10: 14/07/2015	email	14/07/2015
University Guidelines	v1.0: 04/07/2014 v2.0: 24/05/2015	email	24/05/2015
Assessment report on consistency and coherence between sectoral and institutional strategies in 3 sectors	v2: 29/12/2014 Final version included as part of Central Guideline in Turkish: 24/04/2015	n/a	24/04/2015

## Support to pilot institutions

**Table 13. Activities for Pilot Institutions**

Activity	Description	Implementation	Date
3.8.	<p>Assist 10 (other) institutions with stakeholder surveys, M&amp;E systems, process analysis, internal reference documents and workshops</p> <ul style="list-style-type: none"> <li>Ministry of Culture and Tourism</li> <li>Ministry of Energy and Natural Resources</li> <li>Ministry of Environment and Urbanization</li> <li>Ministry of Family and Social Policies</li> <li>Ministry of Justice</li> <li>Ministry of Labour and Social Security</li> <li>Ministry of National Education</li> <li>Ministry of Transport and Communications</li> <li>Social Security Agency</li> <li>State Personnel Presidency/Prime Ministry</li> <li>Undersecretariat of Treasury</li> </ul>	<ul style="list-style-type: none"> <li>Phase 2: 6 workshop &amp; 6 training sessions between April – June. Concluded at the end of June, report presented on 24/07/2014</li> <li>Hired 1SNKE and extended 1 SNKE, and started parallel work on pilots including development of common indicator catalogues</li> <li>Analysed links between NDP and SPs, SPs and PPs, and PPs and ARs of all 10 pilots</li> </ul>	<p>Report was submitted to the Beneficiary: 24/07/2014</p> <p>Based on the comments, the revised version was submitted on 10/09/2014</p>

**Table 14. Outputs for Pilot Institutions**

Output	Submission Date	Means	Approval Date
Support to 10 pilot institutions	<p>Phase 2: April – June 2014</p> <p>Report submitted: 24/07/2014</p> <p>Revised version submitted on 10/09/2014</p>	<p>Email</p> <p>Hardcopy</p>	10/09/2014

## Study tours and country reports

Table 15. Activities for Country Visits

Activity	Description	Implementation	Date
2.3	Organise 3 five-day study visits to OECD/EU member states and produce 3 country reports	<ul style="list-style-type: none"> <li>Country visit to Australia between 05-09/05/2014; 10 participants; Report developed, delivered, and accepted. 10 names received, 9 actually participated to the visit.</li> <li>Country visit to Italy between 10-14/11/2014; 10 participants; Report developed and delivered. 10 names received, 8 actually participated to the visit.</li> <li>Country visit to Germany between 05-09/01/2015; 10 names have been received, preparation was made based on 10 participants. This trip was cancelled due to the requirements of the beneficiary, however the country report was developed and submitted.</li> </ul>	<ul style="list-style-type: none"> <li>Australia Visit: 02-11/05/2014 Acceptance of report: 30/07/2014 (email by the Beneficiary) Italy Visit: 09-15/11/2014 Acceptance of report: 10/04/2015</li> <li>Germany country report: 20/07/2015 (report to be submitted)</li> </ul>
3.4	Organise 3 five-day study visits to OECD/EU member states and produce 3 country reports	<ul style="list-style-type: none"> <li>Country reports for France &amp; UK have been reformatted.</li> <li>Country visit to France between 08-12/07/2013; for 10 participants from pilot institutions; Report developed, delivered, and accepted. 10 names received for France visit, all 10 participated to the visit.</li> <li>Country visit to the UK between 27-31/01/2014; 10 participants from pilot institutions; Report developed, delivered, and accepted. 10 names received, all 10 participated to the visit.</li> <li>Country visit to the Netherlands between 18-22/08/2014; 10 participants from pilot institutions Report developed, delivered, and accepted. Visit has been realised. 10 names received, 8 actually participated to the visit.</li> </ul>	<ul style="list-style-type: none"> <li>France Visit: 07-13/07/2013 Acceptance of report: 22/11/2013 (email by the Beneficiary)</li> <li>UK Visit: 26.01-01.02/2014 Acceptance of report: 12/03/2014 (email by the Beneficiary)</li> <li>Netherlands Visit: 17-23/08/2014 Acceptance of report: 08/10/2014 (approval by the Beneficiary during the weekly meeting)</li> </ul>



**Table 16. Outputs for Country Visits**

Output	Submission Date	Means	Approval Date
Study Visit - France	France Visit: 07-13/07/2013 France Country Report: 22/11/2013	email	22/11/2013
Study Visit - UK	UK Visit: 27-31/01/2014 UK Country Report: 12/03/2014	email	12/03/2014
Study Visit - Australia	Australia Visit: 02-11/05/2014 Australia Country Report: 17/06/2014	email	30/07/2014
Study Visit - Netherlands	Netherlands Visit: 18-22/08/2014 The Netherlands Country Report: 08/10/2014	weekly meeting	08/10/2014
Study Visit - Italy	Italy Visit: 09-15/11/2014 Italy Country Report: 25/01/2015	email	10/04/2015
Study Visit - Germany	Germany Visit: cancelled Germany Country Report: 05/05/2015	email	20/07/2015

### Awareness-raising activities (web-portal, seminars, conference)

**Table 17. Activities for Dissemination**

Activity	Description	Implementation	Date
1.4	Organise dissemination seminar for 100 participants from all central public institutions	Organised at Ramada Plaza Hotel, Ankara, with the participation of 100 participants from all central public institutions.	02/07/2013
2.5	Design & build a web-portal for a network of public institutions to exchange information/expertise	<ul style="list-style-type: none"> <li>Transferred site together with data/files to MoD: 13/04/2014 stratejikyonetisim.org</li> <li>Created wiki and entered controlled vocabulary stratejikyonetisim.org/wiki</li> <li>Passwords distributed for access.</li> <li>Hired 1 JNKE for the management of web portal and transfer of online training material</li> </ul>	13/04/2014
2.8	Organise an awareness-raising seminar on guiding/coordinating institutions for 100 participants from CPIs, universities, local authorities, NGOs	To be organised at Ankara Wyndham Hotel on 18/12/2014 for 100 participants from CPI's, universities, local authorities and NGO's.	18/12/2014, Ankara Wyndham Hotel
3.9.	Organise conference on good governance, administrative reform, strategic planning and project results for 400 participants	<ul style="list-style-type: none"> <li>Organised at Ankara, J.W. Marriott Hotel on 15/01/2015 for 400 participants.</li> <li>Arranged for 4 international and 2 national participants for 2 panel sessions on Prioritization &amp; Impact Assessment of Interventions and Operational Planning and</li> </ul>	15/01/2015, Ankara J.W. Marriott Hotel



Activity	Description	Implementation	Date
		<p>Programming (as tools for governance and strategic management reform)</p> <ul style="list-style-type: none"><li>• Obtained quotes for overall planning</li><li>• Distributed promotional/visibility material</li><li>• Developed Closure Conference Report</li></ul>	

**Table 18. Outputs for Dissemination**

Output	Submission Date	Means	Approval Date
Seminar 1.4	02/07/2013	Dissemination Seminar, Ramada Plaza Hotel, Ankara	21/05/2013 (official letter from the CFCU)
stratejikyonetisim.org, wiki, controlled vocabulary	13/04/2014 Physical installation of MediaWiki for wiki system requirements and supportive PHP libraries. MoD stakeholders were notified via email	Physical installation and notification via email	n/a
Seminar 2.8	18/12/2014	Dissemination Seminar of the Guidelines, Wyndham Ankara Hotel	26/11/2014 (official letter from the CFCU)
Closure conference 3.9	15/01/2015	Project Closure Conference, JW Marriott Hotel, Ankara	n/a

## Additional Activities and Outputs

**Table 19. Additional Activities**

Related Activity	Description	Implementation	Date
2.4	Prepare & publish 3 customised strategic planning & implementation guidelines for central institutions, local administrations and universities	<ul style="list-style-type: none"> <li>It has been decided to develop an additional guideline for the State Owned Enterprises based on Balanced Scorecard and Public Value concepts</li> <li>It has been decided to have a separate guide for M&amp;E.</li> <li>Preparation of a performance programme/ activity report linkage</li> <li>Preparation of Strategic Plan Costing</li> </ul>	<ul style="list-style-type: none"> <li>02/03/2015, 12/06/2015</li> <li>First draft was submitted on 10/12/2014 and discussed with the beneficiary on 12/12/2014. Approved on 24/04/2015. Turkish version submitted on 17/06/2015.</li> <li>Delivered on 21/07/2014. Final version included in Central Guidelines: 04/05/2015.</li> <li>Final version included in Central Guidelines: 04/05/2015.</li> </ul>
2.3 & 3.4	Organise 3 five-day study visits to OECD/EU member states and produce 3 country reports	<ul style="list-style-type: none"> <li>Country report for Spain</li> </ul>	<ul style="list-style-type: none"> <li>19/12/2014 (2<sup>nd</sup> submission incorporating corrections suggested by MoD)</li> <li>10/04/2015 (2<sup>nd</sup> submission incorporating corrections)</li> </ul>



Related Activity	Description	Implementation	Date
		<ul style="list-style-type: none"> <li>Country report for Greece</li> <li>Comparative analysis of the delivered reports</li> </ul>	<p>suggested by MoD)</p> <ul style="list-style-type: none"> <li>19/12/2014 (2<sup>nd</sup> submission incorporating corrections suggested by MoD)</li> </ul>
3.8.	Assist 10 (other) institutions with stakeholder surveys, M&E systems, process analysis, internal reference documents and workshops	<ul style="list-style-type: none"> <li>Delivered specific indicators sets for 7 central institutions               <ol style="list-style-type: none"> <li>Ministry of Environment and Urbanization</li> <li>Ministry of Family and Social Policies</li> <li>Ministry of Justice</li> <li>Ministry of Energy and Natural Resources</li> <li>Ministry of Labour and Social Security</li> <li>Ministry of Transport, Maritime Affairs and Communications</li> <li>Social Security Institution</li> </ol> </li> <li>Deliver generic indicator set for Universities</li> <li>Deliver generic indicator set for Municipalities</li> <li>Third phase of pilot work; one-to-one weekly workshops with the Ministry of Labour and Social Security enabling validation of guideline, NDP and sectoral strategy linkages</li> </ul>	Third phase of Pilot

**Table 20. Additional Outputs**

Output	Submission Date	Means	Approval Date
Country Report – Greece	Submitted on 26/09/2014. Feedback received on 07/12/2014.	email	10/04/2015
Country Report – Spain	Submitted on 02/10/2014. Feedback received on 24/11/2014. 19/12/2014 (2 <sup>nd</sup> submission incorporating corrections suggested by MoD)	email	29/12/2014
Comparative Report on Country Reports	Submitted on 31/10/2014. 19/12/2014 (2 <sup>nd</sup> submission incorporating corrections suggested by MoD)	email	29/12/2014
SoE Guideline	Second version submitted after redeveloping the first version in June 2015	Email	12/06/2015
M&E Guideline	First version submitted on 10/12/2014 for discussion to receive feedback which took place on 12/12/2014. Final version was delivered in January 2015.	email	24/04/2015. Turkish version submitted on 17/06/2015.
Performance Programme & Activity Report linkage	Submitted on 21/07/2014. Will be finalized together with the guidelines.	email	24/04/2015
Strategic Plan Costing	First version was submitted on 10/03/2014. The new version in the "Performance Programme & Activity Report linkage" report will be used as the agencies are not yet mature enough to apply full costing in SPs	email	24/04/2015

## 4.4 Gap Assessment

### **Activity 1.1: Assess general framework of Strategic Management (SM) system including legislation & Activity 1.2: Assess preparation, implementation & outcomes of SM in six pilot institutions**

The TAT made an analysis and assessment of the strategic management system including the relevant legislative/regulatory framework, together with analysis and assessment of the preparation and implementation processes and outcomes of strategic management in the institutions specified in the ToR. The TAT also met with other departments within the specified central co-ordinating institutions as well as with a number of other central public institutions with sector responsibilities, to expand the analysis.

### **Activity 1.3: Produce 40-100 pp. report on gaps with recommendations (M3)**

A report of 94 pages identifying gaps in the strategic management system, together with recommendations to address the gaps was submitted on 3 May 2013, after a short extension of the deadline approved by the Beneficiary and CFCU. The analysis presented in the Gap Assessment Report was endorsed by the Beneficiary as providing an accurate diagnosis and assessment of strategic management implementation in the Turkish Administration and the recommendations offered by the project have been accepted in broad terms.

## 4.5 Training and e-learning

**Development of training programme (A 2.1. Conduct TNA and develop training programme for (co-) beneficiaries; A 3.1. Conduct TNA and develop training programme for central public institutions using outputs of MoD/SU project including practical examples and on-the-job training customised to needs) Delivery of training (A 2.2. Train > 75 participants from co-beneficiaries by M24, A3.2. Train 200 managers and 750 staff (participants) from CPIs) Delivery of training (A 2.2. Train > 75 participants from co-beneficiaries by M24, A3.2. Train 200 managers and 750 staff (participants) from CPIs); A 3.10. Train 60 staff from CPIs, Universities and Local Governments on Strategic Planning Guideline**

In this section, related activities have been combined as per the Inception Report and the previous Progress Reports.

Technical Assistance for Improved Strategic Management Capacity project is a major capacity building effort. In that it required the attendance of 1075 participants in five-day modules totalling 180 days in the limited period of two years. The training activities are specified under Components 2 and 3 of the project.

The target group of Component 2 were 75 participants from the co-ordinating institutions. Under Component 3, the target group consisted of 200 participants who are managers of Strategy Development Units and line departments, and 750 participants who are staff of Strategy Development Units.

In addition, 50 trainers were to be trained from the 10 pilot institutions in 5 key areas of strategic management. It was planned to identify these staff members at an early stage, so that they can take part in the specialised training modules and be exposed to maximum learning during the training programmes provided by project experts - prior to being specifically trained to deliver training programmes in their own institutions, focused on core strategic management competencies,

An initial assessment made during the inception period (with the assistance of staff from the Department of Governance and Strategic Management, Ministry of Development) by carrying out interviews with managers in some line ministries. This initial assessment was followed by a Training Needs Analysis made by the support of junior non-key experts.

Based on the Gap Assessment and TNA carried out during the first six month of the project, a draft training programme including an outline of the content of the proposed modules and a timetable for delivery, was submitted to the Beneficiary in August 2013. A revised training programme and timetable incorporating feed-back from the Beneficiary was approved on 5 November 2013. The training programme initially consisted of 5 five-day "Advanced Management" (AM) modules for senior civil servants, 4 five-day "Fundamental Management" (FM) modules for junior civil servants, and a number of "Master Classes" for a wider audience.

In the course of implementation, training programme was reviewed based on the lessons learnt. For example, master classes were replaced by five two-day trainings targeting ten pilot institutions. Duration of the modules, in some cases, were reduced. The delivery of training started in September 2013 and final training was delivered in July 2015.

The detailed assessment of the training programme (Activities, 2.1, 3.1, 2.2, 3.2,3.5 and 3.10) is provided in the training evaluation report, which can be found in the **Annex 3. Training** together with the training materials, training participants' lists, training photos etc.

### **Training kits (Activity 3.6)**

The preparation of trainer kits in Turkish, including course materials, training manuals and additional tools, are being prepared as each training module is completed. The training kits will be finalised in January 2015 after the last training module has been delivered.

### **Design & conduct (make accessible) distance/on-line training (A3.3)**

Web portal was finalised after the resolution of compatibility issues at the GoDaddy server where it was hosted. The website was made available at the URL: <http://stratejikyonetisim.org> and was put into operational use. The trainees of the train-the-trainer programme used the website to upload their training slides for further discussions starting from October.

The request for approval of the website was submitted to the CFCU in December 2013. The CFCU requested additional changes to be made to the portal design and content. The project has enacted these changes which need to be approved by the CFCU.

Video edits of the first training module have been finalised and the video clips approved by the Beneficiary have been uploaded to the Ministry of Development YouTube channel at: <http://www.youtube.com/user/StratejikPlanlama>. The training videos will be embedded to the project website and linked to the relevant on-line training courses at the link: <http://stratejikyonetisim.org/en/e-learning/course-list/>.

The development of the web portal for distance learning was brought forward and combined with the creation of a project website, which is another additional activity not required by the ToR. The intention is to use it also as a networking tool for the central co-ordinating institutions (Activity 2.5) and the 10 pilot organisations (Activity 3.8).

GoDaddy web server portal agreement ended at the end of March 2014. To maintain system accessibility, the content of <http://stratejikyonetisim.org> moved to the MoD servers.

On November 2014, system was temporally moved into another server with a new link, <http://stratejiyonet.com> due to MoD lack of internal network availability and security concerns.

During the extension period, all training material was revisited, a separate curriculum was developed, one for trainees and one for trainers. Trainer material is a superset of the strategic management curriculum with additional training modules and separate set of questions for trainers. Training modules were reorganized and existing video recordings, powerpoint presentations and text were merged in web pages. Training Kit and eLearning materials were synchronized to have a single training set. Final versions of all modules were delivered on a separate portable hardware platform (Ondroid + 1TB hard disk) including Learning Management System Moodle, Wiki, and more than 240 GB of training material. These include:

1. Kamuda Stratejik Yönetim
2. Stratejik Yönetim - İleri Eğitim

3. Risk, Süreç, İnsan Kaynakları ve Performans Yönetimi
4. İzleme ve Değerlendirme
5. İnsan Kaynakları Yönetimi ve Liderlik
6. Kamu Yönetimi ve İyi Yönetişimin Temelleri
7. Strateji Geliştirme
8. Proje Yaşam Döngüsü Yönetimi
9. Stratejik Stres ve Zaman Yönetimi
10. Stratejik Plan Hazırlama
11. Stratejik Plan ve Performans Yönetimi
12. Stratejik Plan-Performans Programı-Faaliyet Raporu İlişkisi
13. Stratejik Plan Maliyetlendirme
14. Stratejik Plan Uygulaması, İzleme ve Değerlendirme
15. Değişim Yönetimi
16. Program Değerlendirme
17. Değişim Yönetimi - Eğitici İçin (EN)
18. Öğrenme, Etkili Sunum, Rehberlik, Toplantı Yönetimi - Eğitici İçin

Refer to **Annex 3. Training** for details of eLearning templates, material and screen shots of the portal, eLearning system, and training material.

## 4.6 Guidelines and methodologies

**Customised strategic planning & implementation guidelines (A2.4. Prepare & publish (2000 copies in total) 3 customised strategic planning & implementation guidelines for CPIs, local administrations and universities (80-120 pp. each) and a 40-60 pp. guideline on participation (M15))**

The timing of deliverables was revised to deliver three versions, in May, July and December 2014, in order to facilitate timely feedback from the Beneficiary. During the extension phase, newer versions in Turkish were delivered based on the feedback received from the pilot institutions.

**The General Guidelines** for CPI was developed in English, and then translated to Turkish, whereas the other two, namely the guidelines for the local government and universities, were developed in Turkish and then translated to English. The General Guidelines (v.2.3) is presented in two documents: a) Document I – including a summary of the basic steps and instructions for the preparation of the SP (23 pages), and b) Document II – including the full text (138 pages, which will be reduced to 120 pages in a final editing) accompanied by an annex (56 pages). The following table offers a broad picture of the stages and actions to be followed in the preparation of the SP. These stages coincide with the chapter of the content of the Guidelines and corresponding main process questions.



**Table 21. Content summary of the Central Guidelines**

Main Question	Stages ( <u>Chapters</u> )	Main actions
How to prepare the SP?	I PRE-PREPARATORY WORK	<ul style="list-style-type: none"> <li>Assessment of the previous SP</li> <li>Ensuring ownership</li> <li>Organization of the SP preparation process</li> </ul>
Where do we want to be at the long term (about 20 years from now)?	II LONG TERM ORIENTATION	<ul style="list-style-type: none"> <li><i>Mission. Define the institution identity - reason of existence and principles guiding its work</i></li> <li><i>Vision. Write a realistic &amp; brief explanation of the desired future that is to be achieve</i></li> <li><i>Values. What are or main principles and beliefs</i></li> </ul>
Where are we?	III SITUATION ANALYSIS	<ul style="list-style-type: none"> <li><i>Policy Sector Analysis</i></li> <li><i>Legal analysis</i></li> <li><i>Considering high level and sector plans</i></li> <li><i>Stakeholder participatory Analysis</i></li> <li><i>Organizational capacity Assessment and external challenges analysis</i></li> </ul>
Where do we want to go in the next 5 years? & How to get there?	IV PROJECTING THE INSTITUTION TO THE FUTURE	<ul style="list-style-type: none"> <li><i>Define goals and outcomes indicators</i></li> <li><i>Define objectives with outputs indicators</i></li> <li><i>Chose indicators and targets.</i></li> <li><i>Designing the intervention strategies</i></li> </ul>
What will be the cost?	V ESTIMATING RESOURCE REQUIREMENTS	<ul style="list-style-type: none"> <li><i>Presenting a five year estimates of financial and non-financial resources necessary to execute the SP</i></li> </ul>
How to follow up & check success?	VI MONITORING AND EVALUATION	<ul style="list-style-type: none"> <li><i>Setting arrangement for gathering managerial information, and assessment</i></li> <li><i>Determination of performance measurement and collection methods</i></li> <li><i>Progress - comparison expected and actual results</i></li> <li><i>Evaluation of result attribution</i></li> </ul>
How to encourage usage of SM information? & how to maintain the system?	VII REPORTING, USING SM INFORMATION AND SUSTAINING THE SYSTEM	<ul style="list-style-type: none"> <li><i>Planning the framework for reporting and facilitating the use of SM information</i></li> <li><i>Follow up of the use of performance information and the implementation of recommendations</i></li> <li><i>Maintenance of institutional databases and M&amp;E systems.</i></li> <li><i>Maintaining and developing the SM System</i></li> </ul>

The Turkish version of this English version has the same chapters in the same order. Process based final version in Turkish, which covers the whole strategic management cycle, however, has some variations as follows:

## 1. GİRİŞ

- A. *Stratejik Planlamanın Önemi*
- B. *Kamuda Stratejik Planlamanın Hukuki Çerçevesi*
- C. *Kamu İdareleri İçin Stratejik Planlama Kılavuzunun Amacı ve Kapsamı*
- D. *Kamu Yararı Açısından Stratejik Planlamanın Önemi*
- E. *Stratejik Planlama Süreci*

## 2. STRATEJİK PLAN HAZIRLIK SÜRECİ

- A. *Üst Yönetici Oluru*
- B. *Stratejik Plan Hazırlık Programı*

## 3. GELECEĞE BAKIŞ

- A. *Misyon*
- B. *Vizyon*
- C. *Temel Değerler*
- D. *Temel Öncelik Alanları*
- E. *Geleceğe Bakışın Belirlenmesi Süreci*

## 4. DURUM ANALİZİ

- A. *Kurumsal Tarihçe*
- B. *Uygulanmakta Olan Stratejik Planın Değerlendirilmesi*
- C. *Yasal Yükümlülükler ve Mevzuat Analizi*
- D. *Faaliyet Alanları ile Ürün ve Hizmetlerin Belirlenmesi*
- E. *Üst Politika Belgelerinin Analizi*
- F. *Paydaş Analizi*
- G. *Kuruluş İçeri Analiz (İç Kaynak Analizi)*
  - İnsan Kaynakları Yetkinlik ve Beceri Analizi*
  - Kurum Kültürü Analizi*
  - Fiziksel Kaynakların Yeterlilik Analizi*
  - Mali Kaynak Analizi*
  - Teknolojik Yapı Analizi*
- H. *Güçlü Yönler, Zayıf Yönler, Fırsatlar, Tehditler Analizi*

*I. Politik, Ekonomik, Sosyal, Teknolojik, Hukuki ve Çevresel (PESTLE) Analiz*

*J. Durum Analizi Bulgularının Değerlendirilmesi ile Tespitler ve İhtiyaçlar*

## **5. STRATEJİ GELİŞTİRME: AMAÇLARIN, HEDEFLERİN VE UYGULAMA ARAÇLARININ BELİRLENMESİ**

*A. Amaçlar*

*B. Hedefler*

*C. Stratejik Performans Göstergeleri*

*D. Gösterge Değerleri*

*E. Hedef Riskleri*

*F. Uygulama Araçları ve Stratejiler*

*G. Hedef Maliyetleri*

## **6. İZLEME VE DEĞERLENDİRMENİN PLANLANMASI**

## **7. STRATEJİK PLANIN SUNULMASI**

## **8. STRATEJİK PLANIN UYGULANMASI**

*A. Uygulama Planları, Eylem Planları ve Performans Programı*

*B. İzleme, Değerlendirme ve Raporlama*

## **9. EKLER**

*A. Hedef Kartı Şablonu ve Örnek*

*B. Hedef Kartı Oluştururken Kullanılan Örnek Mantıksal Diyagram - 1*

*C. Hedef Kartı Oluştururken Kullanılan Örnek Mantıksal Diyagram - 2*

*D. Risk Kataloğu*

*E. Gösterge Kataloğu*

*F. Uygulama Araçları Kataloğu ve Eylem Planı*

*G. İzleme ve Değerlendirme Planı Formatı*

*H. Değerlendirme Tablosu Formatı*

*I. Örnek Bir Değerlendirme Formu*

*J. Ara Değerlendirme – İlerleme Raporu Formatı*

*K. Yıl Sonu Değerlendirme Raporu Formatı*

*L. Süreç Bazlı Kontrol Listesi*

This version has major differences from the 2006 guideline, such as:

- Linkages to national level developments plans, and priority transformation programmes
- Conceptual differences in vision and strategies
  - Public value, delivering value to the public, accountability, and reporting on the achievements and expenditure
  - Aligning strategic performance indicators with the performance audit guideline of Turkish Court of Accounts; focusing strategic performance indicators on outputs and outcomes/results rather than inputs
  - Role of top level management in giving direction to the strategic planning before situation analysis
  - Using strategy at different level of planning, from goals and objectives to implementation, based on intervention mechanism concept rather than strategies, and not limiting those to activities and projects
- Linking situation analysis results with goals and objectives through identified issues and needs
- Introducing risk associated with objectives
- Utilization of work breakdown and cost breakdown structures for costing for both linking plans to actions and to budget
- Strengthening the process approach with interrelated subprocesses on previous-next flow dimensions, rather than waterfall approach
- Control lists after each subprocess
- Strengthening monitoring and evaluation model, both on planning and execution, in line with reporting to the MoD using the software developed under component 4 of this project
- Linking Strategic Plans to Action Plans, performance programmes and budgeting

with the following principles in mind:

- Integrated strategic management; planning, programming, budgeting, reporting, auditing
- Top down approach from national plans to institutional plans
- Participation
- Ownership at the top level management level, and team work
- Transparency
- Coordination and cooperation

- Public value
- Accountability

This document also acts as the master guideline which can be referenced for universities and municipalities as well although these have specific guidelines tailored to different aspects of these institutions. The new guideline facilitate institutions to develop shorter and to-the-point strategic plans.

Tools and Techniques constitute an essential part of this and other guidelines. The guide covers 39 different techniques and tools and the content is as follows:

1. *Misyon Beyanı Çalışma Formları (MSW) Kullanarak Misyon Beyanı Geliştirilmesi*
2. *"Post-it/Yapışkanlı Not Kağıdı" Kullanarak Vizyon Beyanı ve Değerleri Belirlemek*
3. *Paydaş Katılımı Metodolojisi*
4. *Yönetim Kapasitesi Analizi*
5. *Stratejik Yönetim Kapasite Analizi*
6. *Beyin Fırtınası*
7. *PESTLE Analizi*
8. *GZFT Analizi*
9. *Sorun Analizi ve Sorun Çözme Yaklaşımı*
10. *Risk Analizi ve Yönetimi*
11. *Kuvvet Alanı Analizi*
12. *Oylama*
  - A. *Çoklu Oylama*
  - B. *Nominal Grup Tekniği*
13. *Akış Şeması*
14. *Sebeup-Sonuç Diyagramı (Balık Kılçığı Diyagramı)*
15. *Yoklama Kağıtları (Check Sheets)*
16. *Yakınlık (İlgi) Diyagramı*
17. *İlişki Diyagramı*
18. *Ağaç Diyagramı*
19. *Pareto Diyagramı*
20. *Histogram*

21. *Dağılma (Serpilme) Diagramı (Korelasyon)*
22. *Kontrol Tabloları*
23. *Mülakatlar*
  - A. *Yapılandırılmış mülakat*
  - B. *Yarı yapılandırılmış mülakat*
24. *Açık Grup Tartışmaları*
25. *Odak Grup Çalışmaları*
26. *Arama Konferansı*
27. *Delphi Yöntemi*
28. *Fayda-Maliyet Analizi*
29. *Problem (Kökeni) Analizi*
30. *Cinsiyet Etki Analizi*
31. *Analitik Hiyerarşik Proses (AHP)*
32. *Kurum Kültürü Analizi (Hofstede Kültür Metodu)*
33. *FMEA (Başarısızlık Etki Analizi / Başarısızlık Türleri ve Etkileri Analizi)*
34. *Kıyaslama*
35. *Çevre Etki Analizi (ÇEA)*
36. *İş Analizi*
37. *Eğitim İhtiyaç Analizi (EİA)*
38. *Süreç Analizi*
39. *Atölye Çalışması*

For further information please refer to **Annex 5. Guidelines and methodologies**.

### **University Guidelines**

The first version of the University Guidelines focused on four major strategic axes, namely education management, research management, social responsibility management and entrepreneurship management, which could be called the mission elements/components. The mission elements were also the main functional areas of the universities. Strategic Plan Development Model was defined as follows:

1. Projecting the university to the future
  - 1.1. Mission
  - 1.2. Vision
  - 1.3. Work philosophy & principles

2. Situation analysis
  - 2.1. External environment
    - 2.1.1. Sectoral tendencies
    - 2.1.2. Services provided
  - 2.2. Internal environment
    - 2.2.1. Institutional capacity & capability
3. Key strategic preferences
  - 3.1. Sectoral environment
    - 3.1.1. Positioning
    - 3.1.2. Domain of success
    - 3.1.3. Value delivery
  - 3.2. Institutional environment
    - 3.2.1. Key capabilities
    - 3.2.2. Business model & organisational design
    - 3.2.3. Organizational culture & leadership
4. Periodic Plan
  - 4.1. Services
    - 4.1.1. Education
    - 4.1.2. Research
    - 4.1.3. Social responsibility
    - 4.1.4. Entrepreneurship
  - 4.2. Institutional capacity & capability
    - 4.2.1. Financial
    - 4.2.2. Organisational identity
    - 4.2.3. Operational processes
    - 4.2.4. Human resources
    - 4.2.5. Infrastructure & superstructure
5. Monitoring & Evaluation
  - 5.1. Monitoring
    - 5.1.1. Feedback
    - 5.1.2. Ad hoc feedback
    - 5.1.3. Forward feedback
  - 5.2. Evaluation
    - 5.2.1. Intermediate evaluation
    - 5.2.2. Final evaluation

Reporting format was recommended to be:

*Message of the president*

*Executive summary*

*Contents*

*Tables*

*Section I – Strategic Plan Development Process and Model*

*Process*

*Model*

*Section II – Projecting to the Future*

*Mission*

*Vision*

*Work philosophy & principles*

*Section III - Situation analysis*

*External environment*

*Internal environment*

*Section IV – Key strategic preferences*

*Sectoral environment*

*Institutional environment*

*Section V - Periodic Plan*

*Services*

*Institutional capacity & capability*

*Section VI - Monitoring & Evaluation*

*Monitoring*

*Evaluation*

The second version is more in line with the central guidelines as described above. For further information please refer to **Annex 5. Guidelines and methodologies**.

### **Municipality Guidelines**

Municipality Guidelines takes a similar but at the same time a unique approach, starting with the “city vision” which is as longer term vision, which should not change after each local election. Municipality Strategic Plan then becomes a supporting planning tool for this city vision developed through citizen participation.

In other words, municipalities use two main tools to provide future orientation for the province: i) development planning which ensures the placement and distribution of residences, industrial facilities, transportation facilities, green and recreational space on the land, and ii) strategic planning which determines priorities for resource use in the framework of power, duty and responsibility of the municipality. These two planning processes do not have a hierarchical connection between each other but when combined they constitute the road maps to create the desired future for the province with their spatial, institutional and social dimensions.

Two other major contributions are the usage of Programme Based Budgeting and Common Assessment Framework for municipalities for both designing and monitoring and evaluation of interventions.



The final version omits the concept of programme and replaces that with goals and objectives as follows:

## *KISIM 1: BELEDİYE VE STRATEJİK YÖNETİM*

### *1.1. Belediyenin stratejik işlevi*

### *1.2. Belediyenin Strateji Modeli*

### *1.3. Stratejik Planlama Nedir, Neye Yarar?*

#### *1.3.1. Stratejik Planlamayı Tanımlayan Temel İlkeler*

#### *1.3.2. Stratejik Planlama için Nasıl Bir Yönetim Kültürü Olmalıdır?*

### *1.4. Stratejik Planlamada Temel Belgeler*

#### *Belediye Stratejik Planı*

#### *Performans Programı*

#### *Faaliyet raporu*

## *KISIM 2: STRATEJİK PLANLAMA*

### *2.1. Stratejik Planlamaya Hazırlanmak*

#### *Geçmiş plan döneminin değerlendirilmesi*

#### *Sorumlulukların Belirlenmesi*

#### *Katılımcılığın Nasıl Sağlanacağıının Belirlenmesi*

#### *İhtiyaçların tespiti*

### *2.2. Durum Analizi*

#### *Rol ve Sorumlulukların Analizi*

#### *Çevre Analizi*

#### *Yaşam Kalitesi Göstergeleri*

#### *GZFT Analizi*

#### *Paydaş Analizi*

#### *Vatandaşlar*

#### *Kurumsal Paydaşlar*

#### *Çalışanlar*

### *2.3. Şehir Vizyonu*

### *2.4. Kurumsal Değerler ve Misyon*

## *Değerler*

### *Misyon Bildirimi*

#### *2.5. Stratejik Amaçların Belirlenmesi*

##### *Stratejik bir Amaç Nasıl Oluşur?*

##### *Stratejik Amaçlarla Bütçenin Tam Uyumu Nasıl Sağlanır?*

### *KISIM 3: İZLEME VE DEĞERLENDİRME*

#### *3.1. İzleme ve Değerlendirme Nedir, Neleri Kapsar*

#### *3.2. Performans Göstergelerinin Seçimi*

##### *Temel Performans Göstergelerinin Özellikleri*

#### *3.3. Performans Programı Hazırlama Süreci*

#### *3.4. İzleme Değerlendirme için Adımlar*

### *EK 1: ÖRNEK STRATEJİK AMAÇ KURGUSU*

### *EK 2: KENTSEL GÖSTERGELER*

## **Supporting Documents**

*Strategic Plan Costing Document* was delivered by the SNKE, however it was decided that the Strategic Plans should not include full costing exercise.

*Performance Programme and Activity Reporting Document* focuses on separation of projects and activities designed to support the strategic objectives from those required to sustain the agency routine operations based on the mission given by legislation.

Other reports on: National Development Plan and sector plans – Strategic Plan link; State Owned Enterprises; Performance Audit; Evaluation methodology; and SP Assessment checklist are presented as separate documents.

It has been decided to develop a separate *Guideline for the State Owned Enterprises* based on Balanced Scorecard and Public Value concepts, which was developed and submitted. This was removed during the Inception phase, however reintroduced during the fourth reporting period.

The content of SoE Guideline is as follows:

## *1. GİRİŞ*

### *A. Stratejik Planlamanın Önemi*

### *B. Kamuda ve KİT’lerde Stratejik Planlamanın Hukuki Çerçevesi*

### *C. KİT’ler İçin Stratejik Planlama Kılavuzunun Amacı ve Kapsamı*

### *D. Kamu Yararı Açısından Stratejik Planlamanın Önemi*

- E. Kamu İşletmeleri için Stratejik Anlayış, Yaklaşım ve Uygulama*
- F. Kamu İşletmelerinin Farkı ve Stratejik Yönetim ve Planlamaya Etkisi*
- G. Stratejik Planlama Süreci*
- 2. STRATEJİK PLAN HAZIRLIK SÜRECİ**
  - A. Genel Müdür (Üst Yönetici) Oluru*
  - B. Stratejik Plan Hazırlık Programı*
- 3. GELECEĞE BAKIŞ**
  - A. Misyon*
  - B. Vizyon*
  - C. Temel Değerler*
  - D. Temel Öncelik Alanları*
  - E. Geleceğe Bakışın Belirlenmesi Süreci*
- 4. DURUM ANALİZİ**
  - A. Kurumsal Tarihçe*
  - B. Uygulanmakta Olan Stratejik Planın Değerlendirilmesi*
  - C. Yasal Yükümlülükler ve Mevzuat Analizi*
  - D. Faaliyet Alanları ile Ürün ve Hizmetlerin Analizi*
    - 1) Faaliyet Alanları ile Ürün ve Hizmetlerin Belirlenmesi*
    - 2) Ürün ve Hizmetlerin Satış Hacimleri ile Bunlardan Sağlanan Gelirlerin Analizi*
    - 3) Ürün ve Hizmetlerin Standartlara Uyumunun Analizi*
    - 4) Ürün ve Hizmetlerin Performans Kıyaslanması*
  - E. Üst Politika Belgelerinin Analizi*
  - F. Paydaş Analizi*
  - G. Kuruluş İçi Analiz (İç Kaynak Analizi)*
    - 1) İnsan Kaynakları Yetkinlik ve Beceri Analizi*
    - 2) Kurum Kültürü Analizi*
    - 3) Fiziksel Kaynakların Yeterlilik Analizi*
    - 4) Mali Kaynak Analizi*
    - 5) Teknolojik Yapı Analizi*

*H. Güçlü Yönler, Zayıf Yönler, Fırsatlar, Tehditler Analizi*

*İ. Politik, Ekonomik, Sosyal, Teknolojik, Hukuki ve Çevresel (PESTLE) Analiz*

*J. Finansal analiz*

*K. Sektör analizleri*

- 1) *Üretim Kapasitesi*
- 2) *Sektördeki büyüme hızı*
- 3) *Sektörün Türkiye'deki Durumu*
- 4) *Sektörün Dünya ve Türkiye Ekonomisinde Durumu*
- 5) *Talep yapısı*
- 6) *Yasal koşulların sektörel açıdan değerlendirilmesi ve devlet politikaları*
- 7) *İstihdam*
- 8) *Firma sayısı (yabancı ve yerli)*
- 9) *Teknolojik olanaklar*
- 10) *Sektörün GZFT Analizi*
- 11) *Girdi/Çıktı Analizi*

*L. Pazar analizleri*

- 1) *Pazar Araştırması*
- 2) *Boşluk Analizi*
- 3) *Pazarın Çekiciliği*
- 4) *Rekabet Analizi*
- 5) *Rakip Analizi*
- 6) *Tüketici Analizi*
- 7) *Talep Tahmini*
- 8) *Yararlanıcı / Müşteri Anket ve Analizleri*

*M. Portföy Analizi*

- 1) *Boston Danışma Grubu(BCG) Büyüme/Pazar Payı Matrisi Analizi*
- 2) *McKinsey Matrisi*
- 3) *Ürün Yaşam Eğrisi*
- 4) *Karlılık ve PIMS Analizi*

- N. Uluslararası anlaşmalar ve protokoller
- O. Kaynak ve Kabiliyet Analizi
- P. Stratejik İşbirlikleri
- Q. Durum Analizi Bulgularının Değerlendirilmesi ile Tespitler ve İhtiyaçlar

## 5. STRATEJİ GELİŞTİRME: AMAÇLARIN, HEDEFLERİN VE UYGULAMA ARAÇLARININ BELİRLENMESİ

- A. Strateji Geliştirme için Strateji Haritası ve Kurumsal Başarı Karnesi
  - 1) Vatandaşlar (Yararlanıcılar) / Müşteriler
  - 2) Kurumsal İç Süreçler
  - 3) Öğrenme ve Büyüme (İnsan Kaynakları)
  - 4) Finansal (Gelir / Kar Artışı / Finansal Sürdürülebilirlik)
- B. Strateji Haritası ve Kurumsal Başarı Karnesi Boyutları Arasındaki İlişki
- C. Temel Öncelikli Alanlar, Amaçlar ve Hedefler ile KBK İlişkileri
- D. Amaçlar
- E. Hedefler
- F. Stratejik Performans Göstergeleri
- G. Gösterge Değerleri
- H. Hedef Riskleri
- İ. Uygulama Araçları ve Stratejiler
- J. Hedef Maliyetleri

## 6. İZLEME VE DEĞERLENDİRMENİN PLANLANMASI

## 7. STRATEJİK PLANIN SUNULMASI

## 8. STRATEJİK PLANIN UYGULANMASI

- A. Uygulama Planları, Eylem Planları ve Performans Programı
- B. İzleme, Değerlendirme ve Raporlama

## 9. EKLER

- A. Hedef Kartı Şablonu ve Örnek
- B. Hedef Kartı Oluştururken Kullanılan Örnek Mantıksal Diyagram - 1
- C. Hedef Kartı Oluştururken Kullanılan Örnek Mantıksal Diyagram - 2

- D. Risk Kataloğu*
- E. Gösterge Kataloğu*
- F. Uygulama Araçları Kataloğu ve Eylem Planı*
- G. İzleme ve Değerlendirme Planı Formatı*
- H. Değerlendirme Tablosu Formatı*
- İ. Örnek Bir Değerlendirme Formu*
- J. Ara Değerlendirme – İlerleme Raporu Formatı*
- K. Yıl Sonu Değerlendirme Raporu Formatı*
- L. Süreç Bazlı Kontrol Listesi*
- M. Mevcut Durum Analizi Aşaması – Analiz Detayları*
  - 1) Kurumsal Tarihçe*
  - 2) Uygulanmakta Olan Stratejik Planın Değerlendirilmesi*
  - 3) Yasal Yükümlülükler ve Mevzuat Analizi*
  - 4) Faaliyet Alanları ile Ürün ve Hizmetlerin Analizi*
  - 5) Üst Politika Belgelerinin Analizi*
  - 6) Paydaş Analizi*
  - 7) Kuruluş İçi Analiz (İç Kaynak Analizi)*
  - 8) Güçlü Yönler, Zayıf Yönler, Fırsatlar, Tehditler Analizi*
  - 9) Politik, Ekonomik, Sosyal, Teknolojik, Hukuki ve Çevresel (PESTLE) Analiz*
  - 10) Finansal analiz*
  - 11) Sektör analizleri*
  - 12) Pazar analizleri*
  - 13) Portföy Analizi*
  - 14) Uluslararası anlaşmalar ve protokoller*
  - 15) Kaynak ve Kabiliyet Analizi*
  - 16) Stratejik İşbirlikleri*

Similarly, it has been decided to have a separate guide for *Monitoring & Evaluation*, for which the summary is a section within the central guideline. Table of contents is provided below. Please note that the chapters were first developed in English and then translated to Turkish

## *Chapter 1. Introduction*

## *Chapter 2. Why monitoring and evaluation*

### *2.1. Importance and purposes of monitoring and evaluation*

### *2.2. Relationship between monitoring, evaluation, audit and control*

## *Chapter 3. Monitoring & evaluation and strategic planning*

### *3.1. National context for M&E under strategic management*

### *3.2. Logic of intervention as stepping stone for monitoring and evaluation*

## *Chapter 4. Monitoring*

### *4.1. What is monitoring?*

### *4.2. Purpose and benefits of monitoring*

### *4.3. Monitoring questions and the logic of intervention*

### *4.4. Types of monitoring*

### *4.5. Monitoring tools*

### *4.6. Frequency of monitoring*

## *Chapter 5. Evaluation*

### *5.1. What is evaluation?*

### *5.2. Evaluation criteria and evaluation questions*

### *5.3. Types of evaluation*

### *5.4. Evaluation techniques*

### *5.5. Evaluation design*

## *Chapter 6. Indicators*

### *6.1. The notion of indicator and its different types*

### *6.2. What constitutes a good indicator?*

### *6.3. Main uses of indicators within M&E system*

### *6.4. Types of data*

### *6.5. Data collection*

### *6.6. Data analysis*

### *6.7. Management information system (MIS)*

### *6.8. Reporting as a monitoring tool which uses indicators/data*

## *Chapter 7. Managing the monitoring and evaluation system*

### *7.1. Monitoring and evaluation plan*

### *7.2. Institutional arrangements for monitoring and evaluation*

### *7.3. M&E resources*

## *REFERENCES AND BIBLIOGRAPHY*

*Annex 1- Logic of intervention Evaluation Examples*

*Annex 2- Characteristics of good monitoring*

*Annex 3- Template for a comprehensive progress report*

*Annex 4- Template for an annual activity report with annotations*

*Annex 5- How to elaborate good evaluation questions*

*Annex 6- Types of evaluation*

*Annex 7- Main evaluation techniques: key points*

*Annex 8- Evaluation Matrix Template*

*Annex 9- Evaluation Examples*

*Annex 10- Setting up baselines and targets for indicators*

*Annex 11- Indicator fiche*

*Annex 12- Other types of indicators*

*Annex 13- Grid for assessing the quality of the indicators*

*Annex 14- Details and template of an M&E Plan*

*Annex 15- Structure and example of table with evaluations in evaluation plan*

*Specific Indicator Catalogues* have been developed for 7 institutions, namely Ministry of Environment Urbanization, Ministry of Family and Social Policies, Ministry of Justice, Ministry of Energy and Natural Resources, Ministry of Labour and Social Security, Ministry of Transport, Maritime Affairs and Communications, and Social Security Institution; as well as more generic indicator sets, one for Universities and the other one for Municipalities have been developed and delivered.

Based on the delivered guidelines, MoD may further review and modify the documents before publishing them as part of the legislation.



### **Prepare report on methodology for MoD to assess institutional strategic plans (A2.6)**

This work was conducted in conjunction with the work on the guideline for central administration. The methodology is presented both within the Central Guidelines and in a separate document.

A preliminary paper outlining the methodology was drafted and submitted to the Beneficiary for feedback. The methodology provides the tools and means for assessing the SP document with two perspectives:

1. The first part of the assessment focuses on the achievements of the interventions included in the SP. This evaluation methodology aims to facilitate the assessment of the content and quality of the SP policies and initiatives presented and executed in the SM cycle.
2. The second part focuses on the structure of the SP document, the quality of performance and financial information presented and its liaison to high level plans, sector policy plans, performance programs and budgets. The scope of this assessment is to assure compliance with the legal framework and with good practices of strategic management and to make SP evaluable. This part is mainly recommended for institutions with short or insufficient experience in the preparation of Strategic Plans.

Based on the received feedback, a revised version was also submitted at the end of 2014. Controls lists are then used in the final versions of the guidelines.

### **Develop methodology to ensure consistency & coherence between national development plan and sector plans with institutional strategic plans (A2.7)**

The first report presented to the beneficiary was considered more analytical and conceptual than instruction or practice oriented. This was redirected and complemented by extending the effort towards a more pragmatic approach developed by the Performance Programme expert. This extension is presented in a separate document. Currently, the institutions take into account various macro plans and programmes, which are sometimes not linked as expected. As correctly depicted in the Performance Programme deliverable, it was recommended that the MoD issues a single catalogue linking all these plans and programmes, preferably within the Medium Term Programme. Developed approach is also reflected in the final versions of the guidelines.

### Activity 3.7: Prepare assessment report on consistency and coherence between sectoral and institutional strategies in 3 sectors

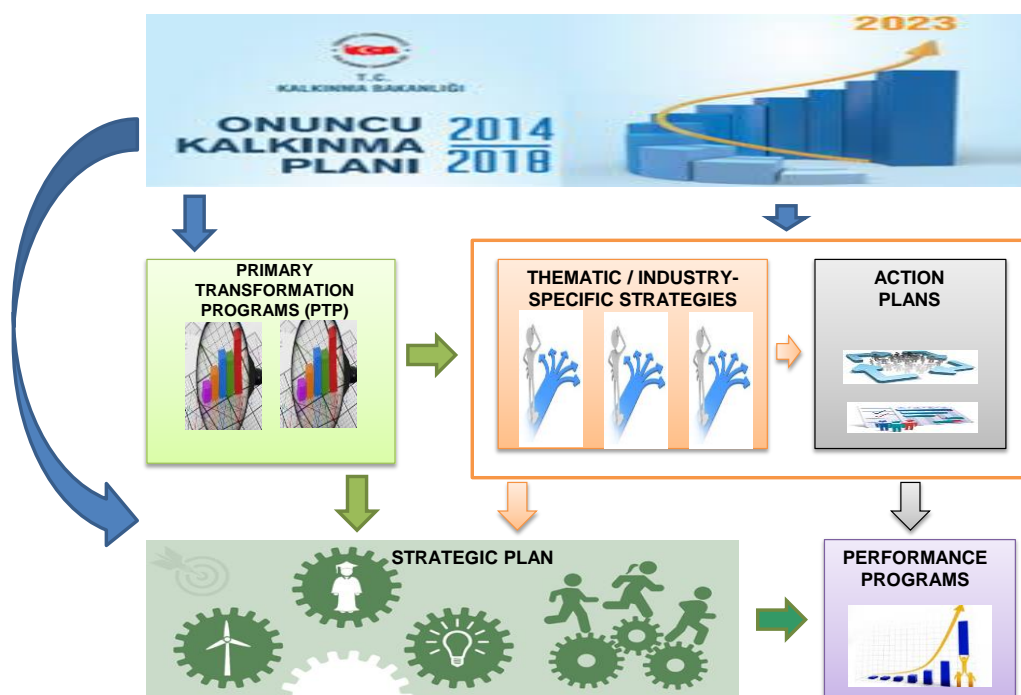


Figure 1. Sectoral and Institutional Strategies Assessment Methodology

Prior to assessment of the related documents, a methodology has been developed to be used while assessing consistency and coherence between sectoral and institutional strategies. The following is the representative figure of the developed methodology.

The National Development Plan and Primary Transformation Plans have also been considered within the methodology to ensure Strategic Plans coherence and correspondence with these national plans and programs as well as sectoral strategies. It has been proposed to take into consideration the action plans belonging to strategy documents while developing Institutional Strategic Plans and Performance Programs since the activity plans define the details of activities like interventions, responsibilities and due dates,

The difference among the time-periods of National Development Plan, Strategy Documents, Action Plans and Institutional Strategic Plans raise risks against their coherence and correspondence.

The strategy documents are mainly two types as Thematic Strategy Documents and Sectoral (industry-specific) Strategy Documents. Thematic Strategy Documents like National Employment Strategies and Climate Change Strategies have unique strategies for particular sectors / industries as well as common strategies. Both of them have action plans for common and sectoral / industry-specific strategies. In other words, it is hard to find a comprehensive sectoral strategy document for a particular sector.

The sectors included National Employment Strategies Document are informatics, finance, construction, tourism, health, agriculture and textile and apparel sectors. The ones included

in Climate Change Strategies Document are energy, transportation, industry, waste and land use, agriculture and forestry sectors.

The responsible and coordination institutions have been defined for each activity. One institution has many assignments from different strategy documents and action plans. It is probably hard for them to consolidate and plan all assignments properly. There are a lot of actors responsible to implement the strategies. It is not clear how to monitor and evaluate the progress and effectiveness of the actions. It is proposed to use technology to facilitate integration, monitoring and evaluation of strategies, action plans, strategic plans and performance programs to reduce the risks of inconsistency among them and to reduce manual efforts / effort usage spent. The numbers of responsible institutions are 13 and 24 (excluding local authorities, NGO's and universities) of National Employment Strategies and Climate Change Strategies respectively. These numbers do not include coordination institutions and activities have usually have more than one coordination institution while rarely having more than one responsible institution.

The National Employment Strategies Document has formally been released after last Strategic Plan of Ministry of Labour and Social Security (MoLSS). MoLSS is one of the pilot institutions within the project scope. A working group has been established within Strategy Development Department to work on drafting the new strategic plan based on the methodology developed within SMC project. This working group has been facilitated by SMC project team. The goals, objectives, performance indicators and interventions have been defined in accordance with 10<sup>th</sup> National Development Plan, Primary Transformation Programs (8 and 19), Basic and Professional Skills Development Program Action Plan, Labour Market Development Program Action Plan and National Employment Strategies. This approach was also reviewed by MoLSS management team in a meeting held in late December 2014.

Documents of two institutions (Ministry of Environment and Urbanization [Strategic Plan, 2013 Performance Program, 2013 Annual Report] and Ministry of Science, Industry and Technology [Strategic Plan, 2013 Performance Program]) among 24 responsible institutions have been assessed based on Climate Change Strategy Document and Climate Change Action Plan. First impression is that their Strategic Plans are coherent and consistent with strategies and related actions.

The details of the methodology, further findings, and recommendations was presented both as a separate report, and the developed approach in the final version of the guidelines.

### **Activity 2.9: Dissemination and Verification of Strategic Planning Documents**

During the final implementation period of the project, pilot institutions which were selected by the Beneficiary were visited and the produced guidelines were verified through practical implementation. Based on the comments received from the pilot institutions, the strategic planning guidelines were revised and finalized. 2000 USB memory cards were produced and delivered to the Beneficiary for dissemination of officially approved guidelines as legislation.

## 4.7 Support to pilot institutions

### Assistance to ten selected pilot institutions (A3.8. Assist 10 CPIs with stakeholder surveys, M&E systems, process analysis, internal reference documents, workshops and trainings)

A team of four experts attended to pilot ministries introductory visits to discuss the upcoming pilot work and support (Ministry of Family and Social Policies, Ministry of Justice, Ministry of Energy and Natural Resources, Ministry of Transportation, Maritime Affairs and Communications, Ministry of Environment and Urbanization).

In parallel, analytic work was carried out on various ministries strategic plans to identify drawbacks and commonalities (Ministry of Family and Social Planning, Ministry of Justice, Ministry of Culture and Tourism, Ministry of Environment and Urbanization).

The team participated on focused one-to-one pilot meetings where concrete advice is provided to Ministries' technical staff specifically on performance indicators and their coherence with the Strategic plan and Ministry's core functions (Ministry of Energy and Natural Resources, Ministry of Environment and Urbanization also provided concrete advice on possible performance indicators and the coherence of the plans). The SNKEs working on this activity has prepared a draft report to describe the main activities and suggestions for further improvement.

SNKE on indicators, drafted indicator catalogues (name, rationale, definition, disaggregation and comparison levels, attributes of measurement such as cost, quality, amount, equity and access) while taking into consideration the following issues:

- Analysis of pilot ministries core functions
- International references
- Country cases
- Findings from one-to-one meetings with the pilot ministries
- Outputs of exercises carried out during March 2014 training on Strategy Development
- Statistical Yearbooks of the Ministries
- Results Chain
- Critical Success Factors for the pilot ministries

Within the third phase of pilot support, 2 experts worked on one-to-one basis with the Ministry of Labour and Social Security, which requested further guidance on redeveloping their Strategic Plan based on the National Development Plan. As a result of this study, 8 goals have been reduced down to 3, and 43 objectives down to 13. This study also served for the validation purpose of the recommend approach to present the objectives, and the general structure for a goal is as follows:

#### GOAL

##### OBJECTIVE

*Explanation, description*

*Need (why do we have this objective)*

*Key Goal Indicators*

*Other performance indicators*

*Intervention*

*Legislation*

*Incentives, grants*

*Programmes, projects*

...

*Indicators Table (baseline + targets for 5 years)*

*Cost estimate table (estimates for 5 years)*

*Risks (table with risk / explanation / mitigation columns)*

## 4.8 Study tours and country reports

### **Study visits (A2.3. Organise 3 five-day study visits (10 participants each) to OECD/EU member states and produce 3 country reports, A 3.4. Organise 3 five-day study visits (10 participants each) to OECD/EU member states and produce 3 country reports)**

The selection of the 6 OECD countries to be visited took place in close consultation with the Beneficiary. The final selection consisted of: France, the UK, Australia, the Netherlands, Italy and Germany. For each study tour, the Contractor sought the assistance of a national training or policy advice institute to assist with the organisation of the programme and the selection of the speakers. The programme for each country was developed in close consultation with the Beneficiary, paying attention to the specific wishes of the participants in each case. Prior to each study tour, the participants received information about the country and the organisations to be visited. At the request of the Beneficiary, the host organisations received information about the Turkish system and a list of questions to be answered during the visit. The feedback on each study tour was incorporated in the final version of the country reports.

The first study visit to an OECD/EU Member State took place during 7-13 July 2013 to France for participants from the central coordinating institutions. A high-level programme was organised with important government organisations which was most appreciated by the Beneficiary. The corresponding country report was submitted in August and approved two weeks later.

The second study visit to the UK took place between 27-31 January 2014 for the central coordinating institutions. The programme included sessions on all key aspects of strategic management in the UK. The original visit was scheduled for early December, but was postponed when only 3 of the 10 participants received their visas on time. The Contractor succeeded in reorganising the visit with the entire programme together with the speakers and host organisations and made all necessary changes to the logistical arrangements. The positive evaluation of the study tour by the participants indicates that all the objectives were met.

The third study visit to an OECD/EU Member State took place between 05-09 May 2014 to Australia. The attendees were from the central coordinating institutions. At the request of the Beneficiary, the participants visited Sydney, and speakers were invited from Canberra. Feedback on these sessions was positive. Due to a last-minute cancellation, only 9 civil

servants were able to participate in this study tour. The final version of the country report was submitted to the beneficiary on 17/06/2014 and approved on 30th July, 2014.

The fourth study visit took place to the Netherlands for eight participants from pilot institutions, between 17-23 August 2014. Two participants cancelled at short notice and could not be replaced. The final version of the country report was approved on 8 October, 2014.

The fifth study visit to Italy took place between 09-15 November 2014 for eight participants from pilot institutions. Two participants cancelled at too short notice to be replaced. The country report for Italy has been prepared for approval.

The sixth study visit was planned from 04-10 January 2015 to Germany. Ten participants were confirmed by the Beneficiary. However "because of congestion on the calendar for some work to be carried out by managers", Mr. Undersecretary of the Ministry of Development gave instructions to postpone Germany study visit, on 26/12/2014. After that, the Beneficiary decided to cancel the Germany visit. Country report on Germany was prepared, delivered, reviewed by the MoD and revised.

At the request of the Beneficiary, two key experts prepared two additional country reports on their own countries, Greece and Spain, and additional comparative report of these investigated countries. These additional outputs are discussed below.

## 4.9 Awareness-raising activities (web-portal, seminars, conference)

**Web-portal, distance learning, communication and visibility activities (A2.5. Design & build a web-portal for a network of public institutions to exchange information/expertise, A3.3. Design & conduct (make accessible) distance/on-line training)**

The request for approval of the website was submitted to the CFCU in December 2013. The CFCU requested additional changes to be made to the portal design and content. The project has enacted these changes which need to be approved by the CFCU.

Video edits of the first training module have been finalised and the video clips approved by the Beneficiary have been uploaded to the Ministry of Development YouTube channel at: <http://www.youtube.com/user/StratejikPlanlama>. The training videos will be embedded to the project website and linked to the relevant on-line training courses at the link: <http://stratejikyonetisim.org/en/e-learning/course-list/>. (Currently <http://stratejiyonet.com/en/e-learning/course-list/> is active)

The development of the web portal for distance learning was combined with the creation of a project website – another additional activity not required by the ToR. The intention is to use it also as a networking tool for the central co-ordinating institutions (Activity 2.5) and the 10 pilot organisations (Activity 3.8)

The current web site user interface design updated based on ministry's main page with respect to demands of the ministry. The final content is prepared in Turkish.



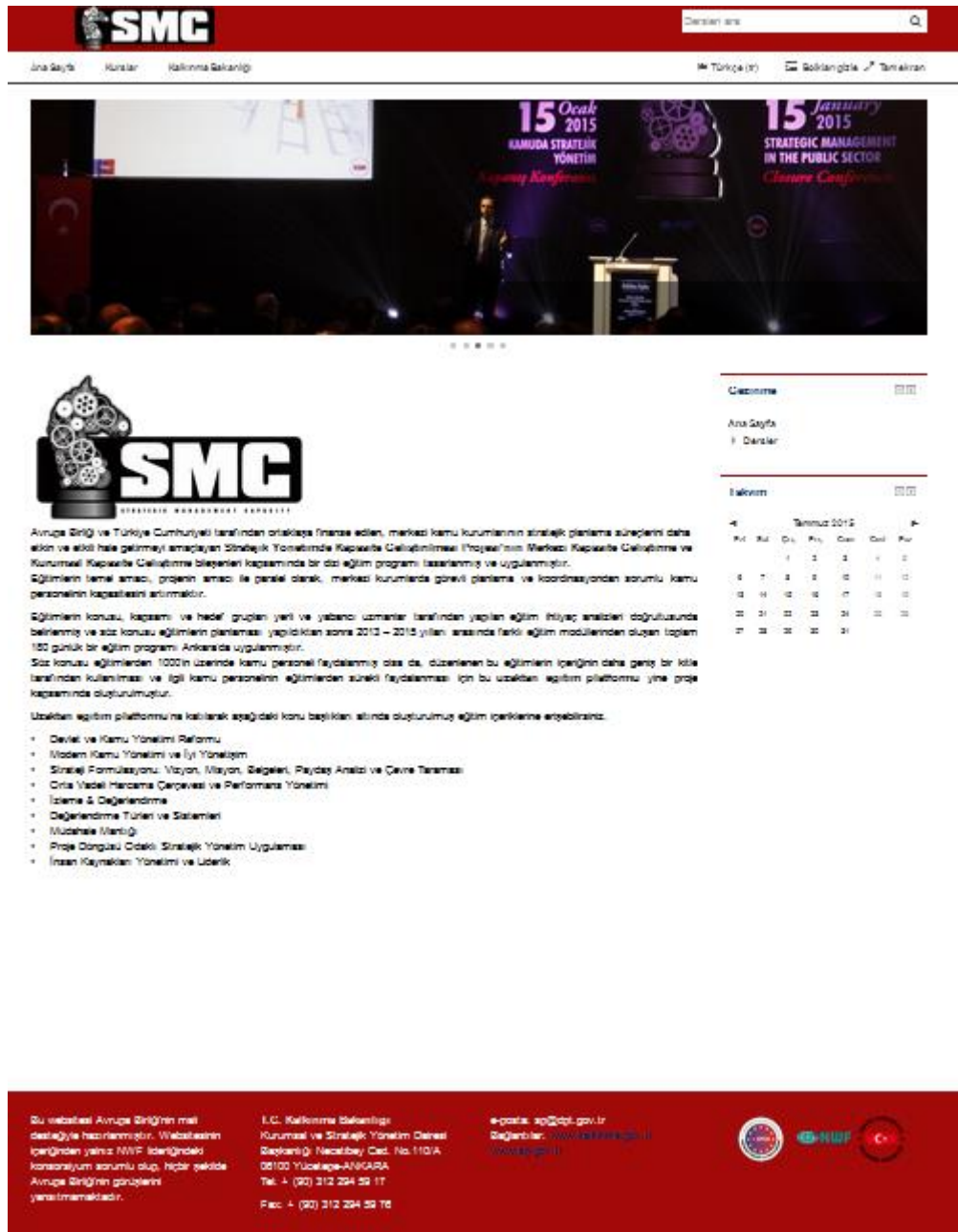


Figure 2. Updated Main Page of stratejiyonet.com

Three roles were identified for the users of the system; system administrator, trainers and trainees.

## System Administrator

System administrator is responsible for the management of the system. The related system user interfaces are in the "Yönetim" sub menu.

## Yönetim

- ▼ Ön sayfa ayarları
  - Düzenlemeyi aç
  - Ayarları düzenle
  - Kullanıcılar
  - Filtreler
  - Raporlar
  - Yedekle
  - Geri yükle
  - Soru bankası
- ▼ Site yönetimi
  - Bildirimler
  - Kayıt
  - Gelişmiş özellikler
  - Kullanıcılar
  - Dersler
  - Notlar
  - Nişanlar
  - Bölge
  - Dil
  - Eklentiler
  - Güvenlik
  - Görünüm

Figure 3. System Administrator Management Menu

The main duties of this role are management of the courses (Dersler), management of the users (users) and management of the moodle.

Site yönetimi Dersler Dersleri ve kategorileri düzenle Eğitim Materyali

### Kurs ve kategori yönetimi

Görüntüleniyor: Kurs kategorileri ve kurslar

#### Kurs Kategorileri

Yeni kategori oluştur

<input type="checkbox"/> Eğitim Materyali	EM	12
<input type="checkbox"/> Sistem Kullanım Kılavuzu	SKK	2

Sıralama

Seçili kategoriler

Kategori adı göre sırala, artan

Dersin tam adı göre sırala, artan

Sırala

Seçili kategorileri şuraya taşı

Seçiniz...

Taşı

#### Eğitim Materyali

Yeni ders oluştur | Dersleri sırala | Sayfa başına: Tümü

<input type="checkbox"/> Yetişkin Eğitimi	12
<input type="checkbox"/> 1. Devlet ve Kamu Yönetimi Reformu	12
<input type="checkbox"/> 2. Modern Kamu Yönetimi ve İyi Yönetişim	12
<input type="checkbox"/> 3. Strateji Formülasyonu: Vizyon, Misyon Belgeleri, Paydaş Analizi ve Çevre Taraması	12
<input type="checkbox"/> 4. Orta Vadeli Harcama Çerçevesi ve Performans Yönetimi	12
<input type="checkbox"/> 5. İzleme ve Değerlendirme	12
<input type="checkbox"/> 6. Değerlendirme Türleri ve Sistemleri	12
<input type="checkbox"/> 7. Müdahale Mantığı	12
<input type="checkbox"/> 8. Proje Döngüsü Odaklı Stratejik Yönetimin Uygulanması	12
<input type="checkbox"/> 9. İnsan Kaynakları Yönetimi-Liderlik	12
<input type="checkbox"/> Ekler	12
<input type="checkbox"/> Ekler	12

Tüm 12 ders görüntüleniyor

Seçili dersleri taşı:

Seçiniz...

Taşı

Figure 4. System Admin Sample Course Management Menu



Site yönetimi > Kullanıcılar > Hesaplar > Kullanıcılara gözət

## 18 Kullanıcılar

Yeni filtre

Kullanıcının tam adı

İçerirse

Filtre ekle

Show more...

Ad / Soyad / Adı - fonetik / Soyadı - fonetik / İkinci ad / Alternatif İsim	E-posta adresi	Şehir	Ülke	Son erişim	Düzenle
Betul Gurzel	betulgurzel@gmail.com				X E S
Dilek Ceylan Çalışkan	Dilek.Ceylan@cfcu.gov.tr				X E S
Duygu Demir	duygu.demir@kalkinma.gov.tr				X E S
eğitimci eğitimci	e1@e1.com				X E S
erkan erdil	e@e.com				X E S
Harrie Boxmeer	harrievanb@gmail.com				X E S
Kadir Deniz	kadir.deniz@stratejikyonesim.org				X E S
Kadir Deniz	k@k.com				S
Katilimci_1 Katilimci_1	k@k.c				X E S
Kutluhan Taşkın	k@kb.gov.tr				X E S
Laura Trofin	aura.trofin@qures.ro				X E S
Melahat Kutlu	m@kb.gov.tr				X E S
Nusret Güçlü	nusretguclu@gmail.com				X E S

Figure 5. System Admin Sample User Management Menu

Site yönetimi > Görünüm > Temalar > BCU > Üstbilgi

## Üstbilgi

Bu tema başlığı özelleştirebilirsiniz.

Display alert boxes to warn users of actions, or provide notices to all users. Control the navbars that appear on the site.

Site başlığı

theme\_bou | sitedite

Varsayılan: Hayır

Site başlığını Göster/Gizle

Logo

theme\_bou | logo

Yeni dosyalar için azami büyüklük: Limitsiz, azami ek: 1

AB+SMC\_logo\_web2

Varsayılan: Boş

Change the logo of this theme by entering the URL to a new one (i.e., http://www.somesite/animimage.png). A transparent .png will work best.

Üst Uyarı Kutusu

theme\_bou | alertbox

Icons: List, Bold, Italic, Bulleted List, Numbered List, Link, Unlink, Image

Figure 6. System Admin Sample System Management Menu

## Trainers

Trainers can access full content of the training kits and related materials. Especially “the adult education” (*yetişkin eğitimi* in the following figure) and all the training materials in appendix (*ekler* in the following figure) are only accessible to the trainers.

Eğitim Materyali

Search courses

Go

Yetişkin Eğitimi

1. Devlet ve Kamu Yönetimi Reformu

2. Modern Kamu Yönetimi ve İyi Yönetişim

3. Strateji Formülasyonu: Vizyon, Misyon Belgeleri, Paydaş Analizi ve Çevre Taraması

4. Orta Vadeli Harcama Çerçevesi ve Performans Yönetimi

5. İzleme ve Değerlendirme

6. Değerlendirme Türleri ve Sistemleri

7. Müdahale Mantığı

8. Proje Döngüsü Odaklı Stratejik Yönetimin Uygulanması

9. İnsan Kaynakları Yönetimi-Liderlik

Ekler

Figure 7. Trainer Courses

Eğitim Materyali

Ekler

Verilen Eğitimlerin Dokümanları

Tüm Eğitim Materyalleri

Tüm Eğitim Materyalleri

Bu bölümde klasör yapısı altında verilen eğitimlerin materyalleri yer almaktadır.

Kamuda Stratejik Yönetim

Tüm Eğitim Materyali (2.4 MB)  
Kamuda Stratejik Yönetim (EN)

Eğitim Programı  
Müdahalenin Hedefleri  
Güney Afrika Bütçesi  
Victoria Bütçesi

Kamuda Stratejik Yönetim (TR)

Müdahalenin Hedefleri  
Müdahalenin Mantığı  
Dünya Bankası Raporu

Stratejik Yönetim - İleri Eğitim

Tüm Eğitim Materyali (21.3 MB)  
Stratejik Yönetim - İleri Eğitim (EN)

Stratejik Yönetim Araç ve Metodları  
Kritik Düşünme  
Strateji Tasarımı  
Senaryo Analizi, Fayda-Maliyet Analizi  
Durumsallık Temelli Yaklaşım

Stratejik Yönetim - İleri Eğitim (TR)

Strateji Geliştirmede Araç ve Yöntemler  
Çalıştay 1.1 Stratejik seçimler ve kritik yönleri

Figure 8. List of Trainer Materials in the Learning Management System-1

		Çalıştay 1.2 Stratejik karar sürecinin analizi
		Çalıştay 2.1 Kritik bir düşünme aracı olarak kök neden analizi
		Çalıştay 2.2 Ekonomik ve Teknolojik etkenleri analizi
		Çalıştay 3.1 Kaynak temelli bakış ve GZFT analizi
		Çalıştay 4.1 Senaryo analizi
		Çalıştay 5.1 Stratejik yönetimde bir olasılık etkeni olarak değişimin hızı
		Çalıştay 5.2 Akılcı ve Geçişken strateji uygulamalarının tasarlanması
Risk, Süreç, İnsan Kaynakları ve Performans Yönetimi	Tüm Eğitim Materyali (14.9 MB)	
	Risk Yönetimi	Risk Yönetimi (PDF) Risk Yönetimi (PPT)
	Süreç Yönetimi	Gün 1 (PDF) Gün 1 (PPT) Gün 2 (PDF) Gün 2 (PPT)
	İnsan Kaynakları ve Performans Yönetimi	İnsan Kaynakları Yönetimi Performans Yönetimi
İzleme ve Değerlendirme	Tüm Eğitim Materyali (14.5 MB)	
	Stratejik İzleme ve Değerlendirme	
	Stratejik İzleme ve Değerlendirme-2	
	Stratejik İzleme ve Değerlendirme (EN)	Gün 1 Gün 2 Gün 3 Gün 4

Figure 9. List of Trainer Materials the Learning Management System-2

Stratejik İzleme ve Değerlendirme (TR)	Gün 5	
	Gün 1 Gün 2 Gün 3 Gün 4 Gün 5	
Grup Çalışmaları		
	Başbakanlık 2011-2015 SP Başbakanlık 2011-2015 SP (TR) Pamuk Prenses Değerlendirme Aile ve Sosyal Politikalar Bakanlığı Aile ve Sosyal Politikalar Bakanlığı (TR) MEB Stratejik Hedef 10 Enerji ve Tabii Kaynaklar Bakanlığı 2010-2014 SP Enerji ve Tabii Kaynaklar Bakanlığı 2010-2014 SP (TR) Çalışma ve Sosyal Güvenlik Bakanlığı 2009-2013 SP Çalışma ve Sosyal Güvenlik Bakanlığı 2009-2013 SP (TR) Adalet Bakanlığı 2010-2014 SP (TR) Milli Eğitim Bakanlığı 2010-2014 SP (TR)	
İnsan Kaynakları Yönetimi ve Liderlik	Tüm Eğitim Materyali (19.7 MB) İnsan Kaynakları Yönetimi ve Liderlik (EN)	
	Eğitim Sunum Materyali (EN)	Anket1 Anket2 Öz Değerlendirme Çalışan Değerlendirmesi Yetkilendirme Duygusal Zeka Öz Değerlendirme Anket 3 BOCA Yaklaşımı

Figure 10. List of Trainer Materials the Learning Management System-3

Eğitim Destek Materyali (EN)	Rehberlik Rehberlik Soruları Kişilik Testi
	İK Yönetim Rehberi Liderlik
Sunumlar (EN)	Çatışma Yönetimi İK - Giriş Öz Farkındalık Yetkilendirme ve Delegasyon Ekip Olarak Çalışma Çatışma Çözümü ve Rehberlik Grup Çalışması
İnsan Kaynakları Yönetimi ve Liderlik (TR)	Eğitim Sunum Materyali (TR)
	BOCA Yaklaşımı Anket 1 Anket 2 Öz Değerlendirme Çalışan Değerlendirmesi Yetkilendirme Duygusal Zeka Öz Değerlendirme Anket 3 5 Adımda Zor Görüşme Yaklaşımı Rehberlik Becerileri Testi Kişilik Testi Rehberlik Soruları Ekip Çalış(ama)ması Değerlendirmesi
Eğitim Materyali (TR)	Eğitim Tanıtımı (DOC) Eğitim Tanıtımı (PDF) Kurum, Yönetim, Liderlik (DOC) Kurum, Yönetim, Liderlik (PDF) Eğitim Materyali

Figure 11. List of Trainer Materials the Learning Management System-4



Kamu Yönetimi ve İyi Yönetişimin Temelleri		İK Rehberi (PDF)
Tüm Eğitim Materyali (17.6 MB)		
Giriş, Reform		Giriş Devlet ve Kamu Yönetimi reformu Türkiye Reform Süreci
Hesap Verme, Katılım, Koordinasyon, Şeffaflık, Yerelleşme, Yolsuzluk, Yönetişim İzleme		Hesap Verme Sorumluluğu Katılım Koordinasyon Şeffaflık Yerelleşme Yolsuzlukla Mücadele Yönetişim İzleme Mekanizmaları
Performans Yönetimi		ABD Performans Yönetimi Kore OVHÇ Reformu Kore Performans Bütçe OECD'de Performans Temelli Bütçeleme Orta Vadeli Harcama Çerçevesi (OVP+OVMP) Program Değerlendirme
Araçlar		Dengeli Kurum Karnesi Ortak Değerlendirme Çerçevesi Düzenleyici Etki Analizi Düzenleyici Politika
Raporlar		10. Kalkınma Planı Kamuda Stratejik Yönetim Hanehalkı Gözünden

Figure 12. List of Trainer Materials the Learning Management System-5

		Kamu Yönetimi
Strateji Geliştirme	Tüm Eğitim Materyali (10.0 MB) Strateji Geliştirme Sunumlar (EN)	Gün 1
		Gün 2
		Gün 3
		Gün 4
		Gün 5
	Strateji Geliştirme Sunumlar (TR)	Gün 1
		Gün 2
		Gün 3
		Gün 4
		Gün 5
	Grup Çalışmaları	Gün 1
		Gün 2
		Gün 3
		Gün 4
		Gün 5
Proje Yaşam Döngüsü Yönetimi	Tüm Eğitim Materyali (10.9 MB) Eğitim Materyali (EN)	Mantıksal Çerçeve
		QUAD
		Risk Değerlendirme
		Paydaş Analizi
		Gün 1
	Eğitim Materyali (TR)	Gün 2
		Gün 3
		PCM
		Tanıtım
		Mantıksal Çerçeve
		QUAD

Figure 13. List of Trainer Materials the Learning Management System-6



		Risk Değerlendirme Paydaş Analizi Gün 1 Gün 2 Gün 3 PCM
	Eğitim Materyali (TR)	Tanıtım Mantıksal Çerçeve QUAD Risk Değerlendirme Paydaş Analizi PCM Grup Çalışması PCM
Stratejik Stres ve Zaman Yönetimi	Stratejik Stres ve Zaman Yönetimi	
Stratejik Plan Hazırlama	Tüm Eğitim Materyali (0.4 MB) Stratejik Plan Hazırlama 1 Stratejik Plan Hazırlama 2	
Stratejik Plan ve Performans Yönetimi	Tüm Eğitim Materyali (0.4 MB) Stratejik Plan-Performans Programı İlişkisi Performans Göstergeleri	
Stratejik Plan-Performans Programı-Faaliyet Raporu İlişkisi	Stratejik Plan-Performans Programı, Bütçe ve Faaliyet	
Stratejik Plan Maliyetlendirme	Maliyetlendirme Çalışmayı	
Stratejik Plan Uygulaması, İzleme ve Değerlendirme	Tüm Eğitim Materyali (0.6 MB) İzleme ve Değerlendirme Stratejik Plan Uygulamasında İzleme ve Değerlendirme	

Figure 14. List of Trainer Materials the Learning Management System-7

Ulke Uygulama Orneđi	
Deđişim Yönetimi	<p>Tüm Eđitim Materyali (8.0 MB)</p> <p>Vaka Çalıřmaları</p> <p>Vaka Çalıřmaları (EN)</p> <p>Vaka Çalıřmaları (TR)</p> <p>Sunumlar</p> <p>Deđişim Yönetimi (EN)</p> <p>Deđişim Yönetimi (TR PDF)</p> <p>Deđişim Yönetimi (TR PPT)</p>
Program Deđerlendirme	<p>Tüm Eđitim Materyali (1.8 MB)</p> <p>Eđitim Materyali (EN)</p> <p>Eđitim Materyali (TR)</p> <p>Vaka Çalıřması</p> <p>Gün 1</p> <p>Gün 2</p> <p>Vaka Çalıřması</p> <p>Gün 1</p> <p>Gün 2</p>
Deđişim Yönetimi - Eđitciler İin (EN)	<p>Tüm Eđitim Materyali (17.2 MB)</p> <p>Deđişim Yönetimi Dađıtım Materyali</p> <p>Gün 1</p> <p>Gün 2</p> <p>Gün 3</p> <p>Gün 4</p> <p>Gün 5</p> <p>Çevreyi Algılama</p>

Figure 15. List of Trainer Materials the Learning Management System-8

Öğrenme, Etkili Sunum, Rehberlik, Toplantı Yönetimi - Eđitciler İin	<p>RASIX</p> <p>Kolaylařtırıcı</p> <p>Çatıřma Çözümü</p> <p>Çatıřma Çözümü Anketi</p> <p>Ekip Yönetimi</p> <p>Ekip Yönetimi Anketi</p> <p>Eđitim İeriđi</p> <p>Tüm Eđitim Materyali (20.7 MB)</p> <p>Gün 1: Öğrenme</p> <p>Gün 2: Etkili Sunum</p> <p>Gün 3: Rehberlik</p> <p>Gün 4: Toplantı Yönetimi</p> <p>Gün 5: Pratik Çalıřma</p> <p>İerik</p> <p>Öz Deđerlendirme</p> <p>Öncesi ve Sonrası Test</p> <p>Kalabalıđa Hitap Geribildirim Formu</p> <p>Rehberlik Yolu</p> <p>İř Sunum Becerileri</p> <p>Etkili Sunum ve Toplantı Rehberi</p> <p>Kalabalıđa Hitap - Gaynresmi Toplantı</p> <p>Kalabalıđa Hitap Geribildirim Formu</p>
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Son deđiřtirme: 26 Mayıs 2015, Salı, 21:48

Figure 16. List of Trainer Materials the Learning Management System-9



## Trainees

Trainees can access full content of the training kits and related materials except “the adult education”, which is only accessible by the trainers. Also the content of the appendix is different. From the list given in Figures 8 to 16, they do not have permission to access “Öğrenme, Etkili Sunum, Rehberlik, Toplantı Yönetimi-Eğiticiler İçin” title, because this title was prepared only for the trainers.

## System Help Videos

These videos are prepared for the system admin and other users to show basic system capabilities.

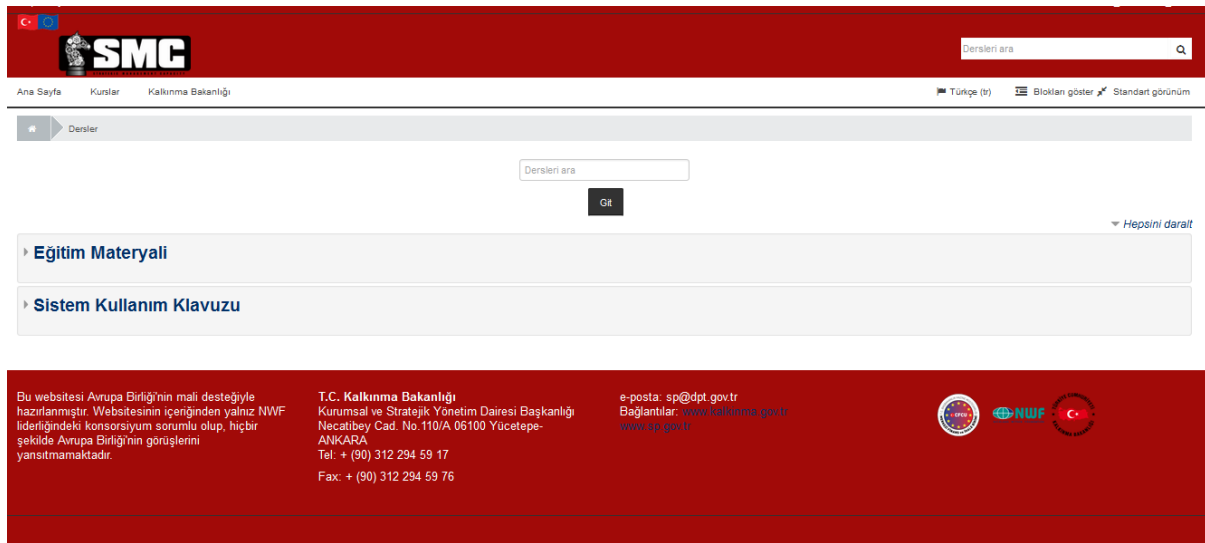


Figure 17. Training Kits (Eğitim Materyali) and System Help Videos (Sistem Kullanım Klavuzu)

Trainers and Trainees can only access System Login (Sisteme Giriş in the following figure), System Navigation (Sistemde Gezinme in the following figure) and System Logout (Sistemden Çıkış in the following) videos.

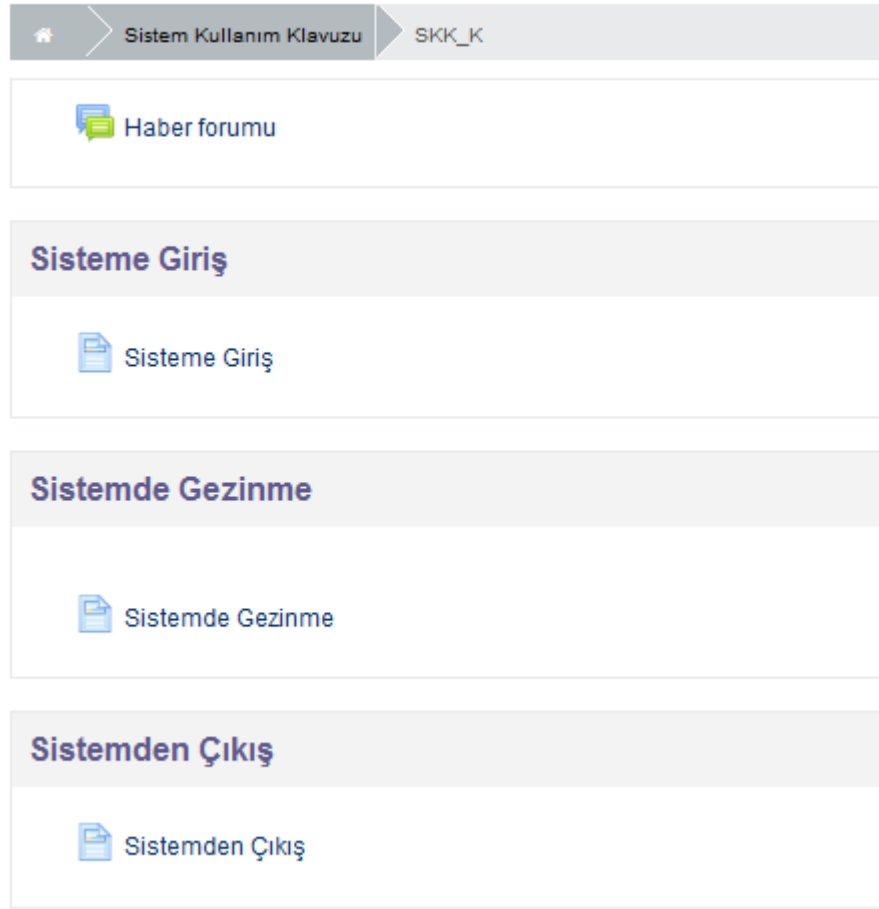


Figure 18. Trainers and Trainees videos

Additionally, System Administrators can access “System Admin Login” (Sisteme Giriş in the following figure) and Admin Tasks (Yönetici Görevleri) videos.

Ana Sayfa

Kurslar

Kalkınma Bakanlığı



Dersler

Sistem Kullanım Klavuzu

YKYK



Haber forumu

## Sisteme Giriş



Sisteme Giriş



Sistemde Gezinme



Sistemden Çıkış

## Yönetici Görevleri

Bu bölümde yönetici kullanıcısının yapabileceği;

- o Kullanıcı işlemleri

- o Ders işlemleri

Verilmiştir.



Kullanıcı İşlemleri



Ders İşlemleri

Figure 19. System Admin help videos

#### **Activity 1.4: Organise dissemination seminar for > 100 participants from all central public institutions (M5)**

The Gap Assessment seminar for 100 participants, to disseminate the results of the gap assessment, was held on 2 July 2013. The evaluation of the participants met the target in the ToR for 'above average level of satisfaction and feedback of participants'.

#### **Activity 2.8: Organise an awareness-raising seminar on guiding/coordinating institutions for 100 participants from CPIs, universities, local authorities, NGOs**

Activity 2.8 of Project Terms of Reference defines the organization on the roles of the guiding and coordinating institutions and the studies done in order to raise awareness of central public institutions, universities, local authorities, related NGOs for at least 100 participants.

In order to disseminate the knowledge gained through the activities done during the lifetime of the project a seminar was organized on 18<sup>th</sup> December 2014, with the participation of central public institutions, local governments, universities and NGOS. In total 95 participants attended the seminar. During the dissemination seminar, general scope of the project, guidelines prepared for CPIs, Local Governments and Universities together with main methodologies were presented by the experts working respective fields. A session was devoted to the invited institutions to share their experience about the project.

Throughout the meeting, participants expressed their positive opinions about the activities that have been carried out since the beginning of the project. Participants from the Local Governments and Universities suggested that inclusion of these sectors would have resulted in a better implementation of the produced guidelines.

At the end of the seminar participants were requested to fill in an evaluation questionnaire. Based on the evaluation carried out, the satisfaction of the participants is measured as above average. The detailed results of the evaluation, programme and list of participants of the seminar can be found in the annexes.



**Picture 1. Presentation of the overall scope of the project during the Dissemination Seminar**

### **Activity 3.9: Organise conference on good governance, administrative reform, strategic planning and project results for 400 participants**

Closure conference was realized on 15/01/2015, at J.W. Marriott Hotel, Ankara, due to the request of the Minister.

In addition to regular speeches and presentations, a panel session on Prioritization & Impact Assessment of Interventions and Operational Planning and Programming (as tools for governance and strategic management reform) has been planned for. This panel was managed by the SPO, Mr. Kutluhan Taşkın.

Visibility and promotional materials were produced and distributed during the Conference. 562 participants from CPIs, Universities, Local Governments, NGOs and SOEs were invited by the Ministry of Development, 271 of which attended to the Conference. Detailed description and evaluation of the Conference can be found in **Annex 7**.

## **4.10 Additional outputs**

- It has been decided to have a separate guide for Monitoring & Evaluation, for which the summary is a section within the central guideline.
- Two additional country reports were prepared and presented for Greece (27/10/2014) and Spain (12/12/2014). These reports were based on TAT desk work. No Turkish officials study visits were organised to these two countries.
- A comparative assessment of six country reports (Australia, France, United Kingdom, Greece, Netherlands and Spain) was also prepared and presented (02/12/2014).

# 5 Resource Utilisation

## 1<sup>st</sup> Reporting Period

- KE1 Kathryn Ennis-Carter: 122 working days (30.5% of the total 400)
- KE2 Eduardo Zapico: 95 working days (23.8% of the total 400, starting 22<sup>nd</sup> February)
- KE3 Marko Rillo: 124.5 working days (31.1% of the total 400)

As indicated in the previous section, only a limited number of NKEs were approved for work during the first six months of the project, specifically:

- Senior non-key experts: 28 working days (2% of the total 1250 days)
- Junior non-key experts: 58.5 working days (6% of the total 995 days).

## 2<sup>nd</sup> Reporting Period

The key experts have worked almost full-time since the beginning of the project, as indicated below:

- KE1 Kathryn Ennis-Carter: 95 working days during the 2<sup>nd</sup> reporting period, cumulatively starting from the beginning of the project 217 working days (54,4% of the total 400 working days)
- KE2 Eduardo Zapico: 113 working days during the 2<sup>nd</sup> reporting period, cumulatively starting from the beginning of the project 191 working days (47,8% of the total 400 working days)
- KE3 Marko Rillo: 94 working days during the 2<sup>nd</sup> reporting period, cumulatively starting from the beginning of the project 219 working days (54.8% of the total 400 working days).

A number of NKEs were mobilised during the period:

- Senior non-key experts: 297 working days during the 2<sup>nd</sup> reporting period, bringing the total to 343 working days from the beginning of the project (24.4% of the total 1250 working days available)
- Junior non-key experts: 101 working days during the 2<sup>nd</sup> reporting period, bringing the total to 160 working days from the beginning of the project (16% of the total of 995 working days).

KE1 resigned at the end of the 2nd Reporting Period, and KE3 resigned at the beginning of the 3rd Reporting Period for personal reasons. A number of c.v.'s of candidates with equal or higher qualifications and experience were put forward by the Consultant to replace these experts, but were eventually not approved by the Beneficiary, the CFCU or the EUD for various reasons until the end of the 3rd reporting period and the beginning of the 4th reporting period.

### 3<sup>rd</sup> Reporting Period

- KE1 Aydın Nusret Güçlü: 32 working days during the 3<sup>rd</sup> implementation period, cumulatively starting from the beginning of the project 32 working days (17.77 % of the total 180 working days). This new team leader was approved at the end of the 2<sup>nd</sup> Reporting Period.
- KE2 Eduardo Zapico Goni: 112.5 working days during the 3<sup>rd</sup> implementation period, cumulatively starting from the beginning of the project 303 working days (75.75 % of the total 400 working days).
- KE3 Marko Rillo: 15 working days during the 3<sup>rd</sup> implementation period, cumulatively starting from the beginning of the project 233 working days (58.25 % of the total 400 working days). Mr. Marko Rillo has resigned on 28.02.2014 and since then the approval of the identified replacement has been pending.
- Senior non-key experts: 379 working days during the 3<sup>rd</sup> reporting period, bringing the total to 738 working days from the beginning of the project (59.04 % of the total 1250 working days available). The following is the list of contributed/approved SNKE during the reporting period:
  - Briony Grigg, Australia Country Report
  - Emre Koyuncu, Municipality Guidelines
  - Ercan Erkul, NDP-SP Linkage
  - Erkan Erdil, Training
  - Ferhat Emil, Pilot Works
  - Hakan Yılmaz, Pilot Works
  - Harrie van Boxmeer, Project Director
  - Jane Squire, UK Country Report
  - Laura Trofin, Training on M&E
  - Mehmet Barca, University Guidelines, State Owned Enterprises
  - Mick Shadwick, Australia
  - Nusret Güçlü, Planning
  - Perihan Öngeoğlu, Pilot Works
  - Safir Sümer, Pilots Works, Indicators
  - Soner Yıldırım, eLearning
  - Umur Tosun, Performance Programme
  - SNKE on Performance Audit (expected to be appointed in the next period)
- Junior non-key experts: 127 working days during the 3<sup>rd</sup> reporting period, bringing the total to 286.5 working days from the beginning of the project (30 % of the total 955 working days available). The following is the list of approved JNKEs during the reporting period:
  - Dilara Tunca, Pilot Works
  - Emre Mineoğlu, Training
  - Erdal Akdeve, University Guidelines
  - Selim Gökçe, State Owned Enterprises
  - Tolga Medeni, IT and eLearning



#### 4<sup>th</sup> Reporting Period

- KE1 Aydın Nusret Güçlü: 103 working days during the 4th implementation period, cumulatively starting from the beginning of the project 135 working days (76 % of the total 180 working days).
- KE2 Eduardo Zapico Goni: 90,5 working days during the 4th implementation period, cumulatively starting from the beginning of the project 393,5 working days (98.38 % of the total 400 working days).
- KE3 Evangelos Bountalis: 64 working days during the 4th implementation period, cumulatively starting from the beginning of the project 64 working days (37.65 % of the total 170 working days). Mr. Evangelos started working on September the 3<sup>rd</sup>, 2014 replacing Mr. Marko Rillo who has resigned on 28.02.2014 and utilized 233 working days during the 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> implementation periods.
- Senior non-key experts: 493 working days during the 4<sup>th</sup> reporting period, bringing the total to 1231 working days from the beginning of the project (98,48 % of the total 1250 working days available). The following is the list of contributed/approved SNKE during the reporting period:
  - Altuğ Tosun, Visibility Design
  - Defne Tosun, Media
  - Emre Koyuncu, Municipality Guidelines
  - Erkan Erdil, Training
  - Ferdinand Pot, Performance Audit
  - Harrie van Boxmeer, Project Director
  - Laura Trofin, Training on M&E and M&E Report
  - Markus W. Behne, Germany Country Report
  - Mehmet Atıl Kurttekin, Graphic Design
  - Mehmet Barca, University Guidelines, State Owned Enterprises
  - Paolo Rosso, Italy Country Report
  - Perihan Öngeoğlu, Pilot Works, Methodologies and Training
  - Sait Aşgın, Training
  - Safir Sümer, Pilots Works, Indicators and Guidelines
  - Soner Yıldırım, eLearning
  - Şaban Küçük, Guidelines
  - Umur Tosun, Performance Programme
  - Zehra Varat, Training
- Junior non-key experts: 203,5 working days during the 4<sup>th</sup> reporting period, bringing the total to 490 working days from the beginning of the project (51,30 % of the total 955 working days available). The following is the list of approved JNKEs during the reporting period:
  - Dilara Tunca, Pilot Works
  - Emre Mineoğlu, Training
  - Erdal Akdeve, University Guidelines
  - Lale Öztöpcü, Pilot Works
  - Sarp Sönmez, Visibility Materials



- Selim Gökçe, State Owned Enterprises and Training
- Tolga Medeni, IT and eLearning

### 5<sup>th</sup> and Final Reporting Period

During the 5<sup>th</sup> Implementation Period project resource utilization plan has been amended. Based on this revision, revised number of working days for KE1 is 183, for SNKEs is 1400 and for JNKEs is 655.

- KE1 Aydın Nusret Güçlü: 48 working days during the 5<sup>th</sup> implementation period, cumulatively starting from the beginning of the project 183 working days (100 % of the total 183 working days).
- Senior non-key experts: 146 working days during the 5<sup>th</sup> reporting period, bringing the total to 1377 working days from the beginning of the project (98,35 % of the total 1400 working days available). The following is the list of contributed/approved SNKE during the reporting period:
  - Emre Koyuncu, Municipality Guidelines and Training
  - Perihan Öngöçlü, Pilot Works, Methodologies and Training
  - Safir Sümer, Pilots Works, Indicators and Guidelines
  - Umur Tosun, Guidelines and Universities and Training
  - Tunç Medeni, Guidelines
- Junior non-key experts: 106 working days during the 5<sup>th</sup> reporting period, bringing the total to 596 working days from the beginning of the project (90,92% of the total 655 working days available). The following is the list of approved JNKEs during the reporting period:
  - Lale Öztopcu, Pilot Implementation
  - Mehmet Toroman, Pilot Implementation
  - Selim Gökçe, State Owned Enterprises and Pilot Implementation

## 6 Management Arrangements

The Senior Programme Officer (SPO) for the project on behalf of the Beneficiary is Mr Kutluhan Taşkın, Head of the Department of Governance and Strategic Management, Ministry of Development. Day to day co-ordination-management and liaison with all related parties is provided by the Project Co-ordinator Ms. Melahat Kutlu. During the reporting period, the DGSM also confirmed designated roles for staff of the DGSM assigned to the project, to assist the SPO and project Co-ordinator. These include senior expert Mr. Ali Karagöz for training, senior expert Mrs. Duygu Demir for study visits, senior expert Mr. Erhan Karacan for methodologies and guidelines, and senior expert Mr. Fatih Yildirim for work with pilot institutions.

The Project is overseen by a Project Steering Committee (PSC) consisting of representatives of the Beneficiary, Co-beneficiaries, the CFCU, Ministry of EU Affairs, National Fund and the EU Delegation. The PSC is scheduled to meet every three months and met on 12<sup>th</sup> March 2013, 24<sup>th</sup> July 2013, 8<sup>th</sup> November 2013, 13<sup>th</sup> February.2014 and 22<sup>nd</sup> May 2014, 14 August 2014, 20 November 2014 and 5 May 2015 respectively.

At the end of the first year of project implementation, the Team Leader (KE1), Mrs Kathryn Ennis-Carter resigned for health reasons. After extensive consultations with the Beneficiary, the CFCU and the EU Delegation she was replaced in June, 2014, by Dr. A. Nusret Güçlü . The Strategic Management Expert, Mr Eduardo Zapico (KE2) kept on working full-time. The Training Expert, Mr Marko Rillo (KE3) resigned for personal reasons in March, 2014. His replacement, Mr. Evangelos Bountalis, was approved in September 2014.

On behalf of the Contractor, the project was managed during the first year by Ms. Karin Plokker, Director of the Nicolaas Witsen Foundation, and during the second year by Mr. Harrie van Boxmeer, Deputy Director. The other companies in the consortium are GDSI from Ireland and LDK from Greece.

As required in the terms of reference, the project office was supported throughout implementation by two project assistants, Ms. Betül Gürzel and Mr. Kadir Deniz, and two interpreters English-Turkish and Turkish-English, primarily for the training activities.

The Team leader meets weekly with the Beneficiary to review progress and plans and resolve any outstanding issues.

The list of official meetings within the reporting period is as follows, and the minutes are presented in the annexes:

- **Project Kick-off Meeting:** 22 January 2013
- **Project Steering Committee Meeting:** 12 March 2013, 24 July 2013, 08 November 2013, 13 February 2014, 22 May 2014, 14 August 2014,20 November 2014, and 05 May 2015.
- **Meeting with the CFCU:** 08 January 2014, 14 February 2014, 14 March 2014, 20 June 2014, 15 August 2014, and 12 November 2014.
- **Meeting with the EUD:** 24 June 2014
- **Weekly Internal Steering Committee Meetings** 24 March 2014, 14 May 2014, 26 May



2014, 02 June 2014, 10 June 2014, 16 June 2014, 24 June 2014, 02 July 2014, 14 July 2014, 21 July 2014, 12 August 2014, 02 September 2014, 08 September 2014, 15 September 2014, 22 September 2014, 10 October 2014, 21 October 2014, 17 November 2014, 24 November 2014, 8 December 2014, 19 March 2015, 3 April 2015 13 July 2015.

- **Meeting on the Pilots:** 18 March 2014, 25 March 2014, 01 April 2014, 08 April 2014, 22 April 2014, 24 June 2014, 09 September 2014, 12 September 2014, 16 September 2014, 19 September 2014.
- **Meeting on the Guidelines:** 16 May 2014, 03 June 2014, 11 June 2014, 02 July 2014, 28 November 2014.
- **Meeting on study visits:** 22 April 2014, 22 July 2014
- **Component 4:** 23 May 2014

# 7 Impact and Sustainability

## 7.1 Broader impact of the project on strategic management in Turkey

The project established the basis for better strategic management in Turkey through more specific guidelines for various types of institutions and various methods applied not only during the planning phase but also for monitoring and evaluation of the strategic management cycle, which has been a deficiency during a decade of previous experience.

Various institutions came together in training sessions, pilot workshops and study visit. This allowed for information exchange and facilitated information sharing between different institutions.

Moreover, through better linkage between the NDP and the SPs, MoD will be in a better position to monitor and evaluate the performance of the NDP.

## 7.2 Impact and sustainability of training and e-learning

Training of trainers is a proven methodology for ensuring the sustainability of training activities. By Training the Trainers programme sustainability will be provided regarding strategic management training after the closing of the project.

E-learning platform which will be fully functional at the end of the project will be designed in such a way that once the main beneficiary will take over the control of the eLearning platform it will be a living system where new training materials will be uploaded easily.

## 7.3 Impact and sustainability of guidelines and methodologies

The impact and sustainability of the Guidelines and other methodologies will depend on the ownership and commitment of managers and experts to use them for the SP preparation and related work. This requires managers and professionals at all levels of the institution to be able to understand the Guidelines and Methodologies (G&M).

The ownership by higher decision makers at the ministry is essential for the full deployment of the G&M. This needs to be materialised by awareness rising activities. Furthermore systematic testing and adaptation of G&M to pilots, and diffusion and training in their application is also essential.

The impact and sustainability also depend on the allocation of specific resources and personnel for the internal development of specific instructions within each institution to facilitate the application of the G&M in the network of units and organizations depending of the institution (schools, delegations, districts, etc...).

Sustainability will also depend on setting organizational arrangement to collect information and assess the application of the G&M. Effective application of the G&M tools and approaches might be facilitated by setting a team or special group to lead and coordinate the learning process for their application. This group could be chaired by a high level manager (e.g. SDU).

## 7.4 Impact and sustainability of support to pilot institutions

Workshops held with the pilot institutions contributed to better understanding of the strategic planning life cycle at those institutions. These workshops also had the added benefit of supporting training.

Additionally planned third phase especially helped the pilot institution MoLSS revise and refine their SP based on the new approach and link it with the NDP. This study introduced and validate new concepts such as “needs” linking the objectives to NDP, sectoral strategies, situation analysis, etc.; “intervention” and “instruments” rather than the strategy being limited to the third level after the goals and objectives, hence confined to activities, and “risk management”. It also allowed the institution to refine their existing SP, and reduce the number of goals from 8 to 3, and the number of objectives from 43 to 13.

This same generic approach has been fed into the guideline and now approach could be used for all institutions.

## 7.5 Impact and sustainability of study tours and country reports

The study tours provide the awareness of EU best practices in the Member States. The sustainability has been provided through the Country Reports which have been prepared by local experts in their respective countries. Apart from the six country reports of the six countries, France, United Kingdom, Australia, the Netherlands, Italy and Germany which have been visited, two other Country Reports have been prepared by Key Experts on both Spain and Greece and an additional Comparative Country Report has been prepared and submitted to the beneficiary for their comments.

## 7.6 Impact and sustainability of awareness-raising activities

By web portal, all the information regarding the project is shared during the project and will continue to be shared after the project ends. The web portal is also an effective platform for on line training and distance learning.

The awareness raising activities such as seminars, conferences make an impact on the stakeholders about the activities in the project context. It also helps obtain a positive impact on the institutions concerning the outputs of the project. It gives the chance to gather everyone involved in the process and all those which have a say to get together and discuss the outputs and socialise at the same time. Although the organisation procedure takes a certain amount of time in terms of preparation, through experience it is a known fact that these activities provide the best results to the simple fact that they give the project team the chance to share what has been done, share the output and receive feedback on the topic(s) discussed and have the opportunity to discuss and reason, if necessary, how that very issue was carried out. Through discussion it also helps decisions to be taken in a quicker manner in order to provide better outputs as well as reports later.

On March 2014, the previous structure was transferred into the MoD's MIS's servers without Moodle and MediaWiki system modules. Moodle and MediaWiki platforms requires same configuration as Wordpress. To be able to build a solid e-Learning platform, Moodle was installed and MoD users notified by email. Previous Wordpress content also transferred under this structure. (<http://stratejkyonetisim.org/elearning>, currently <http://stratejiyonet.com/elearning/> is active) However due-to pre-installed 3<sup>rd</sup> party plug-ins,

this old version was removed from the system. In the current version the Moodle is fully operational and it is accessible from <http://stratejikyonet.com/>. The previous links <http://stratejikyonetisim.org/elearning> and <http://stratejinyonet.com/elearning/> are no longer active.

Controlled vocabulary built based on Wiki structure over MediaWiki application. (currently <http://stratejinyonet.com/wiki/> is active)

On November 2014, system temporary transferred from <http://strajikyonetisim.org> to <http://stratejinyonet.com> due to lack of flexibility of the MoD and security concerns of the MoD's MIS department. The new link stays active until the end of September 2015. With the closure of the project, system will again transferred into the MoD's servers with the mini-server Odroid Machine.

The current installation was structured as follows;

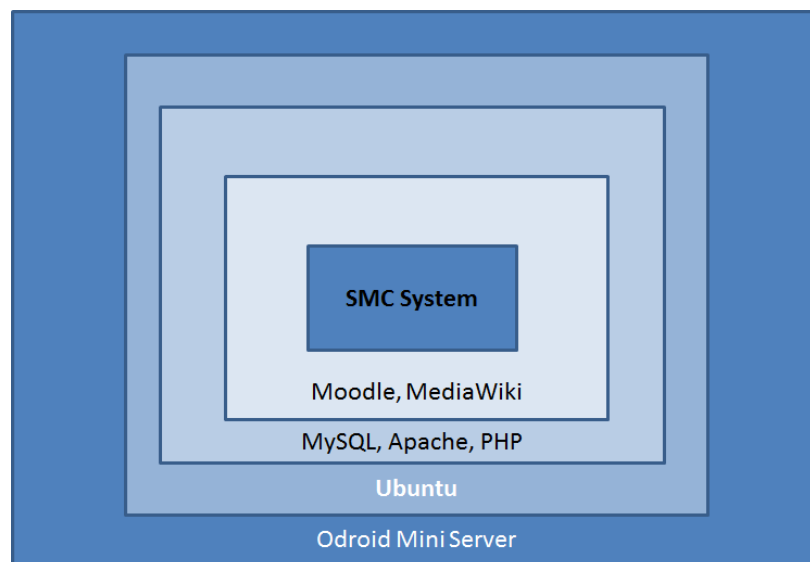


Figure 20. Webportal, SMC Architecture

The system details can be given as follows;

**Hardware Structure:** All the software infrastructure and portal and training kit and materials installed into Odroid C1 Mini Server,

- \* Amlogic ARM® Cortex®-A5(ARMv7) 1.5Ghz quad core CPUs
- \* Mali™-450 MP2 GPU (OpenGL ES 2.0/1.1 enabled for Linux and Android)
- \* 1Gbyte DDR3 SDRAM
- \* Gigabit Ethernet
- \* eMMC4.5 HS200 Flash Storage slot / UHS-1 SDR50 MicroSD Card slot
- \* USB 2.0 Host x 4, USB OTG x 1,

**Software Structure:**

- \* Operating System: Ubuntu 14.04 32 bit
- \* Database Server: MySQL 5.5
- \* Application Server Apache: 2.4
- \* Script Language Library: 5.5
- \* Learning Management System: Moodle 2.9



\* Wiki: MediaWiki 1.24

Operating System is depended on Odroid C1; Script Language Library, Application Server and Database Management Server are depended on Operating System; Learning Management System, Wiki depended on Script Language Library, Application Server and Database Management Server and SMC is depended on Moodle and MediaWiki.

## 8 Lessons Learned and Recommendations

Project design and execution have an important effect on impact, as illustrated below. We have organised this section on lessons learnt and recommendations according to these first two stages.

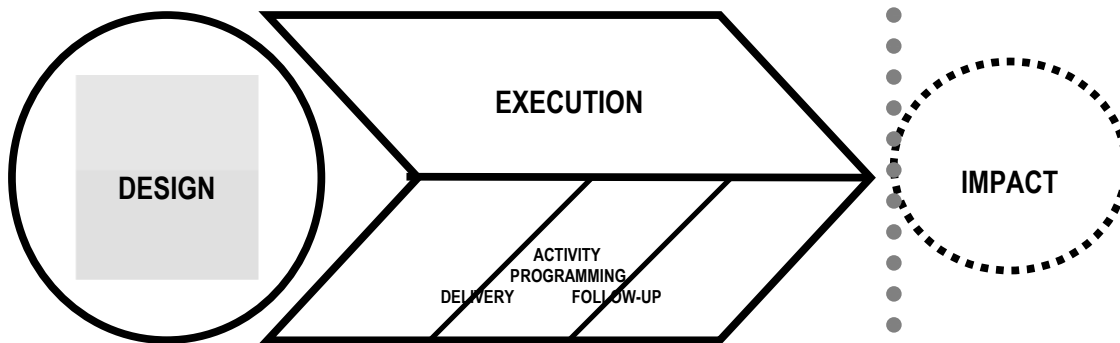


Figure 21. Project Impact Process

### Project design

#### *Design and revision*

There is generally a big time difference between the project design and the commencement of the project, in which the requirements may change, though not considerably. Hence, Inception phase has to be seen as a crucial phase in the project, in which the Beneficiary and the Contractor should agree on some changes in deliverables and approaches for implementation. Some flexibility has been provided in this project to change the ToR after contract signature to adapt to current situation and Beneficiary's new or revised wishes.

#### *Focusing more on qualitative indicators*

Although it provides some value to specify number of inputs, more emphasis should be put on the qualitative indicators. This project focused more on outputs and qualitative indicators such as number of training days and trainees, and satisfaction with trainings.

Using the same approach, gathering more detailed feedback from pilots that project inputs were useful and met their expectations would provide more value compared to quantitative indicators, such as the number of pages in reports and the 4-star hotels required for study tours.

Unfortunately, the proposal evaluation seemed to put more emphasis on the number of days of input from the key and non-key experts.

#### *Training design*

The requirements laid down for the training group of activities in the terms of reference were highly challenging in terms of the number of trainees (1075 civil servants including managers and trainers) and to be trained and number of training days (180) to be provided in the



course of the project. An ambitious programme of training was designed to achieve these numerical targets, involving the replication training modules to address more participants from various institutions.

Although the project was successful in achieving the training requirements specified, there is therefore an argument for reducing output requirements in favour of qualitative requirements in future projects.

5-day training sessions is a long period of time for any civil servant not to perform his/her daily duties. It has been also obvious from the participation that, a part time training approach, for example providing training in the mornings and leaving the afternoon for the daily routine tasks of the participants, could be adopted in future projects.

#### *Impact of distance learning*

For distance learning, the problem was solved by hiring non-key experts from universities, specialised in both eLearning material development and technical aspects of this issue. One recommendation for a future project is therefore to adapt the five training modules developed by the project into distance learning courses.

### **Project execution**

#### *Project management arrangements*

As noted above, project management arrangements were effective throughout the duration of the project, with no significant difficulties in implementation except for the second reporting period. The project progress was more than satisfactory due to a number of factors, including:

- an experienced and enthusiastic Turkish-speaking team leader with knowledge of the subject
- a good selection of senior and junior non-key experts
- excellent backstopping staff

Equally important for the labour-intensive organisation of the numerous training programmes, workshops, seminars, study tours and conference was the excellent cooperation on logistical, administrative and financial matters between the experienced professional support staff of the Nicolaas Witsen Foundation in the Netherlands and the backstopping staff in Turkey and in Netherlands.

Because the Contractor is a not-for-profit organisation, some of the unpaid activities can be accommodated from its research fund, but for commercial companies this is likely to provide a major constraint.

#### *Weekly Internal Meetings*

The TAT has seen many advantages of joint planning and evaluation of project activities through weekly meetings. In addition to the steering committee meetings every three months and reporting the results every six months, it would be an advisable approach to have regular meetings with the Beneficiary to ensure “no-surprise” deliverables.

### *Inception*

Each project should build its own terminology and set of methods in advance. Relevance of building awareness on communication difficulties, i.e. not just linguistic but also those due to diversity of SMC terminology used by different professions, poses additional problems during the project execution.

In addition to the flexibility mentioned above, orientation sessions could be provided at the beginning of each project to share project implementation and reach a common understanding on the approaches, models, methods, methodologies within the scope of project activities and outputs.

### *Guidelines and methodologies*

To validate the developed guidelines and methodologies, at least 3 or 4 pilots (with different characteristics: investment oriented; service delivery oriented; regulation oriented; transfer oriented) for each deliverable (guidelines, methodologies, etc.) could have been introduced during the implementation, rather than focusing on one group of pilots. It is also recommended that one-to-one pilot study with a representative institutions followed by joint workshops should be included in the projects.

### **Follow-up activities**

Follow-up activities for the effective implementation and use of project outputs are essential for the continuation of the strategic management reform. This could include institutionalisation of regular meetings of the DGSM with SDUs with a focus on sharing information and reporting on advances made in the actual application of: corresponding guidelines and methodologies; web page of the project; training material; etc.

Further sustainability could be provided through maintaining efforts to keep the value of some project outputs: refreshing training; regularly updating web site, which is to be owned and operated by the beneficiary, not by the TAT. Similarly, more online material could be added to the established system to create an enhanced curriculum.

Optimistic or simplistic expectations should be avoided with regard to the timing and the ready applicability of the strategic management reform as a mere technical problem (e.g. exact definition of aims, proper performance measurement, precise targeting, objective analysis and costing, impartial application of rules and instructions, etc...). The effects of Guidelines, methodologies and other technics with complementary efforts could be reinforced to encourage effective collaboration among main SM reform stakeholders. This is possible through proper planning and management by results. However, this might be a source of generating more bureaucracy if understood and applied in a rigid and formalistic manner.

More pilots could be introduced to validate the guidelines for universities and municipalities after the closure of the project before making the guidelines part of the legislation.

The Beneficiary has a strong understanding of avoiding uniformity (one size fits all). This approach could further be extended as central guidance and coordination Ministries have diverse characteristics which should be taken into account when applying instructions, methodologies and tools, not only for planning but also for monitoring and evaluation. Too much standardization may be an obstacle to SM in some special institutions. Strategic management is about innovation and requires some degrees of freedom in planning and management procedures.

## **9 Annexes**

### **9.1 Annex 1. Work Plans**

**Inception Report (in the CD)**

**SMC Revised Mindmap and Revised Project Plan (in the CD)**

**Resource Utilisation Table (in the CD)**

**Extension Correspondence, Plans and Approvals (in the CD)**

### **9.2 Annex 2. Gap Assessment (in the CD)**

### **9.3 Annex 3. Training**

**Needs Assessment (in the CD)**

**Training Plan (in the CD)**

**Training Kit and eLearning (in the CD)**

**Training Evaluation Report (in the CD)**

**Training for Guidelines (in the CD and hard copy)**

### **9.4 Annex 4. Study Visits and Country reports**

**Country Report Template (in the CD)**

**Countries – Australia (in the CD)**

**Countries – France (in the CD)**

**Countries – Germany (in the CD and hard copy)**

**Countries – Greece (in the CD)**

**Countries – Italy (in the CD and hard copy)**

**Countries – Netherlands (in the CD)**

**Countries – Spain (in the CD)**

**Countries – United Kingdom (in the CD)**

## **Comparative Report (in the CD)**

### **9.5 Annex 5. Guidelines and Methodologies**

**Central Institutions (in the CD)**

**Local Administration (in the CD)**

**University (in the CD)**

**Monitoring and Evaluation (in the CD)**

**State Owned Enterprise (in the CD)**

**Indicators Catalogues (in the CD)**

**Final Versions of the Guidelines (in the CD and hard copy)**

### **9.6 Annex 6. Pilot Work**

**Plan (in the CD)**

**Work (in the CD)**

**Report (in the CD)**

**Third Phase (in the CD)**

### **9.7 Annex 7. Awareness-raising Activities**

**Gap Assessment Dissemination Seminar (in the CD)**

**Interim Dissemination Seminar (in the CD)**

**Closure Conference (in the CD and hard copy)**

### **9.8 Annex 8. Meeting Minutes**

**Project Steering Committee Meeting 1 (in the CD)**

**Project Steering Committee Meeting 2 (in the CD)**

**Project Steering Committee Meeting 3 (in the CD)**

**Project Steering Committee Meeting 4 (in the CD)**

**Project Steering Committee Meeting 5 (in the CD)**

### **Project Steering Committee Meeting 6 (in the CD)**

### **Project Steering Committee Meeting 7 (in the CD)**

### **Project Steering Committee Meeting 8 (in the CD and hard copy)**

### **Weekly Internal Meetings (in the CD)**

Annexes of this report, in electronic format, together with an electronic version of this Final Report, are included in a CD due to the large size of the files that could not be included as hard copy in the Final Report. Similarly, documents which were submitted in hard copy in the previous progress reports are included only as softcopy in the CD.

Softcopy materials include: training presentations, photos of meetings and trainings, training evaluations, several project reports. The CD is arranged into 8 subfolders, namely

- Annex 1. Work plans
- Annex 2. Gap Assessment
- Annex 3. Training
- Annex 4. Study Visits and Country Reports
- Annex 5. Guidelines and methodologies
- Annex 6. Pilot Work
- Annex 7. Awareness-raising activities
- Annex 8. Meeting Minutes

all of which includes relevant subfolders and documents.