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## HUMAN RESOURCES DEVELOPMENT OPERATIONAL PROGRAMME

# GUIDELINE FOR THE CALL FOR OPERATIONS<sup>1</sup>

**DEADLINE: 21/01/2013– 25/02/2013**

(30/01/2013 for expression of interest; 25/02/2013 for submission of operation  
identification sheets)

**OPERATING STRUCTURE:**

**MINISTRY OF LABOUR AND SOCIAL SECURITY**

**EUROPEAN UNION COORDINATION DEPARTMENT**

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<sup>1</sup> Please note that this is a call for operations, not a call for proposals.



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## INTRODUCTION

This Call for Operations is a competitive procedure aiming to select operations to be funded under the Human Resources Development Operational Programme (HRD OP)<sup>2</sup>.

Operations comprise a full fledged project or a group of projects co-funded by the EU and national public funds, and are initiated and implemented by one or more “operation beneficiaries” allowing achievement of the goals of the HRD OP. An operation usually comprises more than one component, implemented through different procurement procedures, such as services, supplies and grants. The successful applicants, i.e. the operation beneficiaries are responsible for initiating the procurement procedures and implementing the actions in line with the EU project cycle management approach and EU procurement rules.

The selection of the operations shall be conducted by an evaluation committee established by the Operating Structure (Ministry of Labour and Social Security’s EU Coordination Department).

This call is not to be confused by a regular call for proposals where the present call has a broader scope than the latter, and that the management of the operation is based on a specific cooperation agreement between the OB and the Operating Structure.

**The working language of the proceedings of this Call for Operations is English.**

<sup>2</sup> <http://ikg.gov.tr/web/tr-tr/oppr.aspx> Applicants are strongly advised to consult the OP while preparing their offers.



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## TABLE OF CONTENTS

INTRODUCTION.....	1
TABLE OF CONTENTS .....	2
1. SCOPE OF THE CALL FOR OPERATIONS.....	4
1.1 Eligible Measures and Objectives .....	4
1.2. Location.....	6
1.3. Eligibility of Applicants .....	6
1.4 Target Groups.....	8
1.5. Eligible Actions.....	10
1.6 Indicators.....	18
1.7 Horizontal Issues of the HRD OP .....	20
1.8 Co-Financing .....	20
1.9 Budget and Duration of the Operation .....	20
2. APPLICATION PROCEDURE.....	21
2.1. Frequently Asked Questions (FAQs) and Clarifications.....	21
2.2. The Evaluation Process and Selection of Applications .....	22
3. REQUIRED DOCUMENTS.....	26



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## ABBREVIATIONS

ALMP	Active Labour Market Programmes
EU	European Union
HRD OP	Human Resources Development Operational Programme
IPA	Instrument of Pre-Accession Assistance
MPID	Multi Annual Indicative Planning Document
MoLSS	Ministry of Labour and Social Security
NGO	Non-Governmental Organisation
NLP	Neuro Linguistic Programming
NUTS	Nomenclature of Territorial Units for Statistics
OIS	Operation Identification Sheet
OS	Operating Structure
PRAG	Practical Guide to contract procedures for EU external actions



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## 1. SCOPE OF THE CALL FOR OPERATIONS

This Call for Operations is launched under the Human Resources Development Operational Programme (HRD OP) (2012-2013). The HRD OP sets out the programming basis for the use of IPA funds in the area of human resources development and is financed jointly by the European Union (85%) and Turkey (15%). It aims at addressing the main challenges Turkey faces in the fields of employment, education and training as well as social inclusion. More specifically, the overall objective of the HRD OP is “to support the transition to a knowledge-based economy capable of sustainable economic growth with more and better jobs and greater social cohesion”.

The EU Coordination Department in the Ministry of Labour and Social Security (MoLSS) is the Operating Structure (OS), which also acts as the Contracting Authority for the HRD component of IPA. Within this framework, the OS is responsible for drafting the HRD OP, selection of the operations implementing the HRD OP, contracting and financing functions, management and monitoring of implementation, as well as evaluation.

The OS has direct responsibility for the implementation of the operations under the programme, namely for all contracting arrangements and financial transactions associated thereto, and to this end, the OS is the contracting authority for the operations financed under this call. However, within the overall framework defined by the conferral of management powers, the Head of Operating Structure may delegate some or groups of tasks to specific bodies, within or outside the Operating Structure. This grouping and assignment shall respect the principles of segregation of duties imposed by the Financial Regulation.

This call for operations aims at establishing a pipeline of high-quality mature projects in line with the objectives of the selected priority axes and measures of the HRD OP.

This call for operations will allow for the implementation of operations as a whole by entities other than the national public bodies.

### 1.1 Eligible Measures and Objectives

The present call for operations shall support actions pertaining to the following priority axes and measures of the HRD OP. The applicants are strongly advised to consult the HRD OP for detailed information about the detailed scope and objectives of each measure.



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**PRIORITY AXIS 1:** To attract and retain more people in employment, particularly by increasing labour force participation of women, and decrease unemployment rates, especially for young people.

**Measure 1.1:** To promote women's participation into the labour market, and increase female employment, including those formerly employed in agriculture.

**Measure 1.2:** To increase employment of young people.

**Measure 1.3:** To promote registered employment.

**PRIORITY AXIS 2:** To enhance investment in human capital by increasing the quality of education, improving the linkage between education and the labour market, and raising enrolment rates at all levels of education, especially for girls.

**Measure 2.1:** To increase enrolment rates particularly for girls with a view to developing female human resources and access to labour market.

**PRIORITY AXIS 3:** To increase adaptability of workers, enterprises and entrepreneurs, in particular by promoting lifelong learning and encouraging investment in human resources by enterprises and workers.

**Measure 3.1:** Promoting the development and implementation of coherent and comprehensive strategies for lifelong learning

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

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

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

#### IMPORTANT NOTE

- **Proposals may correspond to only one priority axis.**
- **Proposals may correspond to more than one measure under the same priority axis. In this case, the applicant should apply to the measure which is proportionally most relevant to its proposal.**



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## 1.2. Location

The funds will be allocated to the below mentioned priority regions, and the subsequent operations shall be implemented therein. Indicative allocation of funds by geographical distribution is as follows:

**Priority 1 Region** covers 12 NUTS-II level regions in line with the geographical concentration principle of the HRD OP where the GDP per capita is lower than 75% of the national average. 50% of the funds in this call is allocated to the Priority 1 Region.

TABLE-1: 12 NUTS II LEVEL REGIONS (priority 1 region)	
Region	Provinces
TR A1:	Erzurum, Bayburt, Erzincan,
TR A2:	Kars, Ağrı, Ardahan, Iğdır
TR B1:	Malatya, Elazığ, Bingöl, Tunceli
TR B2:	Van, Bitlis, Hakkari, Muş
TR C1:	Gaziantep, Adıyaman, Kilis
TR C2:	Diyarbakır, Şanlıurfa
TR C3:	Batman, Mardin, Siirt, Şırnak
TR 63:	Kahramanmaraş, Hatay, Osmaniye
TR 72:	Kayseri, Sivas, Yozgat
TR 82:	Kastamonu, Çankırı, Sinop
TR 83:	Samsun, Amasya, Çorum, Tokat
TR 90:	Trabzon, Artvin, Giresun, Gümüşhane, Ordu, Rize

**Priority 2 Region** covers the remaining 14 NUTS-II level regions. 50% of the funds in this call is allocated to Priority 2 Region.

## 1.3. Eligibility of Applicants

The following are eligible applicants within the scope of this Call for Operations:

- Higher organizations of public professional organizations (As defined in the Constitution of Republic of Turkey-Article 135),
- Organized industrial zones,
- Regional development agencies,



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- Employers' organisations organised at national level and confederations of trade unions (both in Turkey and in the EU Member States)<sup>3</sup>,
- Metropolitan municipalities,
- Universities,
- NGOs which have completed at least 1 project with a budget of at least equal to the requested fund.

**Please note that only regional development agencies may submit proposals including a call for proposals (grant) component.** The final decision concerning a call for proposals component (grant) in the eventual operation is subject to the approval of the Operating Structure through a specific accreditation process in line with Article 31 of the IPA Implementing Regulation. Hence applicants other than the regional development agencies may not include call for proposals components in their proposals.

#### IMPORTANT NOTE

- **An applicant may submit more than one application under this Call for Operations.**
- **An applicant cannot implement more than two operations under this Call for Operations.**
- **An applicant may be partner in more than one application.**

Individual commercial enterprises or groups of enterprises are not eligible applicants or partners under this Call for Operations. However, considering the crucial role they bear in achieving the objectives of the programme, applicants are strongly recommended to involve such entities as associates where relevant. Associates play a real role in the action but may not receive funding from the operation with the exception of per diem or travel costs.

Commercial enterprises involved as associates into the operations cannot apply to the subsequent tender procedures corresponding to the operation in question.

<sup>3</sup> Employers' organisations organised at national level and confederations of trade unions in the EU Member States are eligible on the condition that they have at least one partner in Turkey in their proposal.



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## 1.4 Target Groups

The target groups of the relevant measures, defined in HRD OP, are provided below.

### Measure 1.1

- Unemployed women(including long term unemployed women)
- Women out of labour force
- Women who are working home-based
- Women who are working in precarious works and have the risk of being unemployed.

### Measure 1.2

- Young unemployed people as new university graduates
- Young unemployed people as secondary school graduates
- Young unemployed people with lower educational attainment
- Early school leavers and drop-outs
- Young people who are still at school
- Young unemployed women with lower educational attainment
- Young people who are working in precarious works and have the risk of being unemployed

### Measure 1.3

- Unregistered workers and their dependents
- Unregistered women workers with low level of education
- Unregistered young workers
- Staff of relevant institutions
- Social partners



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- Young people who are working in precarious works and have the risk of being unemployed
- Women who are working home-based
- Women who are working in precarious works and have the risk of being unemployed

### Measure 2.1

- Drop outs, particularly girls
- Students, particularly girls at the age of secondary education under the risk of dropping out and long term absenteeism
- Early school leavers
- Students, particularly girls who cannot access secondary education due to cultural obstacles
- Parents of girls who are not willing to send their children to school and/or cannot afford it
- Teachers, especially those providing psychological and vocational guidance to students, and other educational staff
- Local authorities, NGOs and other relevant stakeholders
- 

### Measure 3.1

- Students and teachers in VET Institutions
- Illiterate adults especially unemployed women
- Unemployed adults particularly women
- Staff of MoNE
- Staff of VQA



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### Measure.3.2

- Enterprises
- Employees and employers in SMEs
- Social partners
- Continuous training centres and research centres of universities
- Public and private VET Institutions
- NGOs
- Public bodies

### Measure 4.1

- People with disabilities,
- People who are in poverty or at risk of poverty, including those living in gecekondu areas,
- Ex- prisoners, ex- convicts, convicts and prisoners,
- Internally displaced persons (IDPs),
- Working children and their parents,
- Employers and other employees at the workplace,
- Roma citizens,
- Children at risk of poverty and children in need of protection,
- Other disadvantaged persons as appropriate (i.e. drug addicts, women suffering from domestic violence, people living in shelters, single parents, homeless people, seasonal agricultural workers and their children, elderly people, “Travellers”,etc.)

## 1.5. Eligible Actions

Below is a non-exhaustive list of activities that can be financed under this Call for Operations.



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## Measure 1.1

- Labour market analyses and surveys with a view to guide the activities to be implemented under this measure.
- A limited number of qualitative and quantitative researches to identify main challenges of women in the labour market and impact analysis for the measures aiming at women employment.
- Activities to diminish challenges of women who are working home-based.
- Activities to ensure better coordination between services aiming at women employment or relevant actors including public institutions and NGOs.
- Activities to support women who are working in precarious works with a view to promote the decent work agenda.
- Activities supporting job creation for women.
- Activities to diminish obstacles hindering women's participation into the labour market.
- Active labour market measures, including vocational trainings, primarily those with job guarantees, for women out of labour force, as well as those formerly employed in agriculture.
- Support to childcare and elderly care facilities, particularly for the target group of women taking part in above mentioned actions.
- Actions to provide child and elderly care facilities by training target group of women on such care services.
- Actions to increase the internship/apprenticeship opportunities for women.
- Actions to provide carrier guidance service to target group of women.
- Enabling women to be entrepreneurs by providing consultancy, training and assistance in terms of accessing financial support mechanisms; supporting cooperation mechanisms between the institutions relating this field.
- Actions to leverage and complement funds from other donors, other IPA components, national programmes, private funds on the basis of coordinated approach.
- Actions to complement policies/projects which improve the situation of women in the labour market and promote women's employment.
- Support to implementing national schemes such as financial incentives aiming to reduce burden of employing women.
- Developing child and elderly care facilities, for the target group of women taking part in above mentioned actions.
- Increasing institutional capacity of the relevant institutions, such as, NGOs, public institutions, local actors).

As a cross cutting matter, applicants should include empowerment activities for women in their proposals.



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## Measure 1.2

- Labour market analyses and surveys with a view to guide the operations to be implemented under this measure.
- A limited number of qualitative and quantitative research to identify main challenges of youth in the labour market and impact analysis for the measures aiming at youth employment.
- Activities to ensure better coordination between services aiming at youth employment
- Activities to support young people who are working in precarious works with a view to promote the decent work agenda.
- Support for establishing/improving centers to increase social and self-improvement of young people to increase their generic skills with an employment focus.
- Enhancing the young employability, for instance, in cooperation with SMEs for early determination of competence and skill needs.
- Implementing vocational trainings, including counselling and career guidance services within ALMPs, primarily the employment oriented ones, according to the needs of labour market.
- Training young people to become entrepreneurs, developing systems to monitor periodically the results of these trainings, to improve their entrepreneurship skills, assisting them to reach financial means.
- Promoting internships and on the job trainings especially for the students and by developing mechanisms for enterprises through providing incentives and assistance to improve the working environment.
- Developing career guidance services for students/ young unemployed in order to ease their transition from school to work.
- Activities aiming at easing transition from school to work. Actions to leverage and complement funds from other donors such as other IPA components, national programmes, private funds on the basis of coordinated approach.
- Actions to complement policies/projects which improve young employment.
- Promoting entrepreneurship and innovation culture by organising entrepreneurship and innovation competitions.
- Increasing institutional capacity of the relevant institutions, such as, NGOs, public institutions, local actors).

## Measure 1.3

- Field study/labour market analyses on unregistered employment including a description of its structure with a view to guide the operations to be implemented under this measure.
- Follow-up and assessment of activities previously implemented in the field of registered employment.
- Establishing local employment partnerships to jointly promote registered employment with the involvement of social partners.



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- Trainings for the Social Security Institution and MoLSS staff as well as social partners and other relevant institutions on the ways of combating unregistered employment and to improve awareness on the importance of registered employment and occupational health and safety.
- Strengthening inspection capacity of central/local offices of the Social Security Institution and other relevant institutions.
- Measures for small retailers and SMEs to promote registered employment.
- Increasing awareness of both employees and employers on registered employment and occupational health and safety.
- Providing trainings including vocational trainings for unregistered workers.
- Organizing training activities in terms of occupational health and safety for employees and employers.
- Raising awareness at national and local level, by making local administrations, NGOs and the media feel more responsible on registered employment and social security as well as occupational health and safety.
- Development and operationalization of a new common database for cross institutional use, increasing coordination between the existing databases including for monitoring purposes.
- Activities targeting at raising awareness on decent work including occupational health and safety culture as well as the negative aspects of unregistered and precarious work.
- Activities to encourage voluntary compliance by the firms with the labour regulations.
- Increasing institutional capacity of the relevant institutions, such as, NGOs, public institutions, local actors).

### IMPORTANT NOTE

**Under this measure, the applicants should consider the following :**

**-To opt for a sectoral focus by taking into account the investment climate and potential of the regions.**

**- To aim to achieve eventual job placement in case of operations including skills development.**

**Furthermore it is recommended that actions contain empowerment activities such as information of the target on labour and trade union rights, health and safety at work, social security/protection issues, where applicable.**



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## Measure 2.1

- Introducing detection and monitoring services for students particularly for girls under the risk of dropping out or who already have dropped out.
- Analyses and surveys and/or sectors with a view to guide the operations to be implemented under this measure.
- Providing distance-education opportunities.
- Promoting incentives for families and students particularly for girls to return to school
- Increasing the quality and quantity of vocational guidance services at schools.
- Developing training programmes and awareness raising campaigns for parents, NGOs and educational staff to promote education, organizing awareness raising campaigns, inter alia, through roles models and media campaigns.
- Promoting cooperated activities with public institutions, social partners, municipalities, local authorities, educational institutions, universities and NGOs for supporting education of girls with a view to developing female human resources and access to labour market.
- Improving the quality of psychological and guidance services and providing better education conditions especially at boarding schools.
- Implementing projects for making local administrations, NGOs and the media feel more responsible on enrolment to education especially for girls.
- Implementing trainings for the vocational guidance and counseling service providers in schools with a view to eliminating drop-out and absenteeism of girls.
- Developing innovative ways and mechanisms to detect and prevent early school leaving/ dropping- out such as early warning and identification systems.
- Developing special curricula for those who are early school leavers or drop outs.
- Supporting the second chance schools and catch up education for those who are early school leavers or drop outs.
- Providing compensation courses and establishing centers to provide courses for children of seasonal workers.
- Promoting transportation facilities to ease access to school, promoting “bussed education”.
- Conducting surveys/ questionnaires targeting, inter alia, families, educational staff, students, early school leavers, drop outs, local authorities, NGOs.
- Increasing institutional capacity of the relevant institutions, such as, NGOs, public institutions, local actors)

## Measure 3.1

- Providing trainings on basic skills and further development of basic skills for the adults particularly for women in formal and non-formal vocational institutions.



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- To facilitate fundamental reforms in the role, mission functions and capacity of MoNE, including significant decentralization to the level of provinces and schools in line with the NQS.
- Supporting Vocational Qualifications Authority (VQA) and VOC-TEST Centres /Authorised Bodies by VQA in implementing a fully functional NQS complementary with European Qualifications Framework, establishing a system for measuring/evaluating the competencies that are comparable with international standards.
- Supporting establishment and/or development of training accreditation institutions and accredited education and training institutions in line with NQS
- Continuing developing modular programs in VET institutions on needed and demanded subjects and implementing on the job trainings for instructors.
- Establishing networks among formal and non-formal education providers, business life, NGOs and social partners providing courses for employability in line with LLL strategies.
- Establishing a comprehensive framework supporting the overall transfer of qualifications and competencies, either between the levels of formal and non-formal education and training or across institutional and sectoral borders based on EQF and ECVET.
- Providing sectoral dialogue among social partners and relevant public bodies for the recognition of national qualifications.
- Developing and adopting new methods of monitoring, evaluation and measurement for LLL and; training teachers to apply these new methods.
- Developing methods and mechanisms for recognition of prior learning.
- Developing a model to enable teachers to get technical training in the sector in order to disseminate LLL culture in the country and supporting the implementation of that culture.
- Enhancing the guidance and career counseling system in the educational and employment areas including private employment agencies.
- Increasing cooperation and coordination between relevant stakeholders to develop life-learning capacity.
- Improving the capacity and functionality of the public education centres.
- Increasing institutional capacity of the relevant institutions, such as, NGOs, public institutions, local actors).

### Measure 3.2

- Carrying out complementary surveys of employees and employers for the specification of training demands in determined sectors.
- Making analysis of local labour market demand and supply in sectors and assessing the training needs.
- Developing continuous trainings for employees in SMEs by providing incentives to the employers.



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- Developing trainings for employers on the designation of innovative and sustainable forms of work organisations.
- Developing and organizing modernised training programmes for employers and employees who are working in agricultural- related sector.
- Developing sustainable networks, such as databases, protocols between SMEs and continuous training centres and research centres of universities, public and private VET Institutions, NGOs, social partners, public bodies and enterprises.
- Providing support for increasing training and consultancy capacity of social partners, universities, public and private VET Institutions, chambers of commerce and industry, NGOs, public bodies and enterprises.
- Promoting activities for employers to invest more in human capital.
- Supporting establishment of human resource department and R&D departments in companies.
- Developing online based trainings for employees and employers.
- Supporting institutionalization of family based companies.
- Supporting innovation and improving the capacity of enterprises, employees and employers to increase their adaptability to global changes.
- Developing various support mechanisms for enterprises to increase their investments into human capital (i.e. support for enterprises that invest in human capital).
- Enhancing university-business interaction to increase the R&D capacity of business community and to constitute better cooperation among academic, research and economic spheres.
- Developing and adapting new methods of monitoring, evaluation and measurement of the level of adaptability of employers and employees.
- Improving sectoral dialogue for developing sectoral guidelines in order to raise the adaptability of employers and employees.
- Facilitating know-how transfer between enterprises, employers and employees.
- Supporting financial engineering instruments for enterprises.
- Increasing institutional capacity of the relevant institutions, such as, NGOs, public institutions, local actors).

#### Measure 4.1

- Conducting qualitative and quantitative research on disadvantaged persons including mapping activities with a view to guide the operations to be implemented under this measure.
- Implementing facilities and activities for increasing the adaptability of the disadvantaged persons that will increase their integration to the labour market.
- Personalized ALMPs for all groups of disadvantaged persons aiming at increasing their employability.
- Rehabilitation programmes for disadvantaged persons with a view to facilitating their access to labour market.



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- Awareness raising actions for elimination of prejudices and discrimination against disadvantaged persons.
- Awareness and consciousness raising actions for informing disadvantaged persons about means to access public services.
- Provision of education, personalised guidance, counseling and job matching services for disadvantaged persons.
- Limited online trainings for disadvantaged persons with an employment perspective.
- Supporting establishment of training centers especially in “*gecekondu*” areas that will contribute to the employability and labour market integration of disadvantaged persons.
- Training the staff of regional and central institutions in answering the specific needs of disadvantaged persons especially in labour market.
- Supporting entrepreneurship activities.
- Increasing institutional capacity of the relevant institutions, such as, NGOs, public institutions, local actors).

The activities listed above under each measure can be realised via operations including service, supply<sup>4</sup> and grant contracts<sup>5</sup>. The Operations should ideally be a combination of different types of activities.

Operations should also aim to diminish labour market segmentation based on gender, precarious/secure jobs, formal/informal sectors. Traditional sectors, such as handcrafts, home based food products will not be funded.

Each and every operation should take into account the gender dimension. Activities to develop/implement services aiming to harmonise work and private life should target both men and women from a gender mainstreaming perspective for all measures.

The vocational trainings under the Operations should be in line with the national qualifications system, if possible, the target group should be provided with a valid and recognized certificate. Furthermore it is highly recommended that the entrepreneurship trainings result in a valid certificate, such as by KOSGEB.

<sup>4</sup> As a rule defined in the HRD OP, only 15 percent of the funds allocated for each measure can be used for supply contracts. Supply components should be well justified and should be part of a larger operation.

<sup>5</sup> Only by the regional development agencies.



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The below elements will be considered as asset in the evaluation of proposals:

- The operations which have links and complementary activities with other IPA Components (for instance IPARD, Regional Competitiveness OP), actions supported by the Regional Development Agencies, national programs or any other donor supported programme. Such links should be clearly demonstrated in the application, including contacts with the relevant actors where appropriate.
- The operations in which partnership is established particularly with NGOs, universities, relevant counterparts both in Turkey and the EU Member States. The roles of the partners should be explained in a clear way in the relevant sections of the application. Demonstration of the sustainability of such partnerships is a key in the evaluation process.
- The operations in which the private sector is involved. Such cooperation needs to be demonstrated in detail in the proposal.
- The operations which take into account the labour market needs, as well as the expanding sectors and new investments, such as tourism, health, social business, garment and textile, civil aviation, environment, renewable energy, telecommunications, automotive, organic agriculture food, design, forest products industry, and machinery, durable goods Manufacturing, electronics<sup>6</sup>.

## 1.6 Indicators

The operations to be implemented should contribute to the achievement of the following indicators of the HRD OP. Each proposal should address **minimum two** indicators as below.

### Priority Axis 1:

#### Measure 1.1:

Number of women who participated in entrepreneurship courses for women: 650  
Number of women who benefited from internship/apprenticeship programs: 100  
Number of women who participated in employment oriented courses and guidance and counseling services: 25.000

#### Measure 1.2:

Number of young people who participated in entrepreneurship courses: 700  
Number of young people who participated in employment oriented courses: 3.700  
Number of young people who participated in internship and apprenticeship programs: 2.500  
Number of young people having benefited from guidance and counseling services, including career guidance services: 3.200

<sup>6</sup> Please take into consideration that these sectors are not exhaustive.



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### **Measure 1.3:**

Number of established local partnerships between SSI and social partners: 5

Number of bilateral projects on promoting registered employment between relevant partners:  
3

Number of people participated in various trainings for supporting registered employment:  
1.100

### **Priority Axis 2:**

#### **Measure 2.1:**

Number of parents who are given trainings: 3.000

Number of families individually visited to persuade to send their daughters to school: 6.000

Schools and dormitories equipped: 6

### **Priority Axis 3:**

#### **Measure 3.1:**

Number of participants certified and tested in terms of vocational knowledge and skills: 750

Number of Cumulative Occupational Standards and Qualifications endorsed by authorised  
bodies: 125

Number of accredited education and training institutions: 5

Number of teachers trained on new methods of monitoring (including developing indicators),  
evaluation and measurement for LLL: 1.000

#### **Measure 3.2:**

Number of employees who participated in trainings on work organizations following  
training needs analysis : 1.250

Number of employers who participated in trainings organized following a training needs  
analysis: 875

Number of institutions which benefited from consultancy services on the improvement of  
adaptability: 50

### **Priority Axis 4:**

#### **Measure.4.1:**

Number of disadvantaged people having participated or directed to public employment,  
guidance, counseling and rehabilitation services: 2.500

Number of actions for elimination of stereotypes and prejudices against disadvantaged  
persons: 15

Number of awareness raising activities for informing disadvantaged people about means to  
access public services: 15



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## 1.7 Horizontal Issues of the HRD OP

Applicants should provide information as to how the following elements will be taken on board/mainstreamed during the implementation of the operations.

- equal opportunities,
- sustainable development,
- environmental protection,
- participation of civil society,
- geographic, sectoral and thematic concentration,
- concerns of disadvantaged persons, good governance

## 1.8 Co-Financing

85% of the funds available for this call shall be provided as the EU contribution, and 15 % of the funds shall be provided by the Ministry of Labour and Social Security except for those operations implemented by national public bodies. If the applicant is a national public body, co-financing shall be ensured through own resources.

## 1.9 Budget and Duration of the Operation

The total allocated budget for this Call for Operations is Euro144 million <sup>7</sup>:

**Priority Axis 1 (Measure 1.1, Measure 1.2, Measure 1.3) : Euro 63 million**

**Priority Axis 2 (Measure 2.1): Euro 28 million**

**Priority Axis 3 (Measure 3.1, Measure 3.2): Euro 33 million**

**Priority Axis 4 (Measure 4.1): Euro 20 million**

The OS reserves the right not to award all available funds.

The budget of the proposed **“service”** components of the operations financed under this Call for Operations shall be between Euro 2 million and Euro 5 million, indicatively.

The duration of the operations financed under this Call can be at most 24 months.

<sup>7</sup> The OS reserves the right to transfer funds from one measure to another .



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## 2. APPLICATION PROCEDURE

The applicants should present their expression of interest by filling the form in the website of İKG PRO until **30 January 2013**. These entities who have presented an expression of interest will be invited for an information session at the premises of the OS. Subsequent trainings and help desk facilities will be announced at the website of the OS [www.ikg.gov.tr](http://www.ikg.gov.tr). Please note that submission of an "expression of interest" is not a pre-condition for submitting a full proposal.

The applicants should fill in an Operation Identification Sheet (OIS) (Annex-I) in preparing their proposals, to be submitted in three copies in English, Financial and Operational Capacity Tables (Annex-II) in three copies with an officially signed letter by a legal representative accompanies the application. Any error or major discrepancy related to the points listed in the instructions on the OIS template may lead to the rejection of the application. Hand-written OIS will not be accepted.

Applicants shall submit their OIS to the Operating Structure in a sealed envelope by registered mail, private courier service or by hand-delivery together with a cover letter signed by a legal representative of the applicant at the latest on **25 February 2013** at **16:00** to the following address:

### Çalışma ve Sosyal Güvenlik Bakanlığı

**AB Koordinasyon Dairesi Başkanlığı**  
**Yıldızevler Mahallesi Turan Güneş Bulvarı**  
**713. Sokak No:4**  
**Çankaya / Ankara**

Applications should be submitted in a closed envelope in three printed copies and electronic copy. The envelope should clearly indicate the title of this call, the title of the proposed operation and the name of applicant. Applications submitted after the deadline will be rejected by the OS.

### 2.1. Frequently Asked Questions (FAQs) and Clarifications

Please contact the Operating Structure for any queries concerning to this call at [cfo@ikg.gov.tr](mailto:cfo@ikg.gov.tr). Questions may be submitted to the OS **10 days before** the deadline of the Call at the latest. The OS has no obligation to provide further clarifications after this date.



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Questions that may be relevant to other applicants, together with the answers as well as other important notices to applicants during the course of the evaluation procedure will be published on the internet at the OS web site <http://www.ikg.gov.tr>. The applicants should regularly consult the abovementioned website.

Questions directed by phone will not be answered.

## 2.2. The Evaluation Process and Selection of Applications

The OS will establish a Selection Committee which will analyse and score the proposals and recommend to the OS as appropriate. The final decision to award the operations lies with the OS, subject to the agreement of the European Commission.

The OS has the right to request supporting documents or clarifications from the applications during the evaluation process.

### ADMINISTRATIVE CHECK

#	CONTROL POINTS	Control	Note Ref.
1.	The submission deadline been respected	<input type="checkbox"/>	
2.	The application been submitted in a closed envelope	<input type="checkbox"/>	
3.	The application been submitted electronically and three hard-copies?	<input type="checkbox"/>	
4.	The standard OIS template been used as application form and completed in English?	<input type="checkbox"/>	
5.	An officially signed letter by a legal representative accompanies the application	<input type="checkbox"/>	

Only the applications that are administratively compliant will pass to the next stage of evaluation.



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<b>SELECTION CRITERIA*</b>	<b>Relevant point in OIS</b>	<b>Max. score</b>	<b>YES/NO</b>
<b>Financial and Operational capacity of the Applicant</b>		<b>25</b>	
1. Do the applicant and, if applicable, partners have sufficient management capacity? (including staff, equipment and ability to handle the budget for the action)?	<b>6. and Annex-II</b>	<b>10</b>	
2. Do the staff of the OB and partners (if any) which is to implement the operation have the necessary project experience ?	<b>6. and Annex-II</b>	<b>10</b>	
3. Does the applicant have stable and sufficient sources of finance?	<b>6. and Annex-II</b>	<b>5</b>	



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<b>AWARD CRITERIA</b>	<b>Relevant point in OIS</b>	<b>Max. score</b>	<b>Score</b>
<b>1. Relevance of the Operation</b>		<b>20</b>	
1.1 How relevant is the proposal to the objectives, measures and priorities of the Call for Operations?	5.1	5	
1.2 Is the information regarding description of the operation and background adequate to justify the need for the proposed operation?	5.1 and 5.7	5	
1.3 How relevant is the proposal to the particular needs and constraints of the target region(s) of the operation?	5.4 and 5.7	5	
1.4. How relevant is the proposal to the particular needs and constraints of the target group(s) of the operation?	5.6 and 5.7	5	
<b>2. Design of the Operation</b>		<b>55</b>	
2.1 Are the overall objective(s) and purpose(s) of the operation designed clearly and chosen in line with the relevant measures of Guideline?	5.2 and 5.3	5	
2.2 Are the target group(s) of the operation clearly defined and chosen in line with the eligible target group(s) for the measure?	5.6	5	
2.3 Are the activities of the operation clearly described and chosen in line with the eligible actions for the measure?	5.9	5*2	
2.4 Are the actions feasible and consistent in relation to the objectives and expected results?	5.9 5.8 and 5.2, 5.3	5	
2.5 How coherent is the overall design of the operation? In particular, do the planned actions reflect the analysis of the problems involved and take into account external factors and relevant stakeholders?	5.7 and 5.9	5	
2.6 Are the output and result indicators chosen appropriately so that they contribute to the relevant indicators of the measure as indicated in OP at an acceptable and appropriate quantity/rate?	5.8	5	
2.7 How realistic is the assessment of the potential risks/assumptions/spill over effects related to the operation?	7. and 8.	5	
2.10 How appropriately does the operation address horizontal issues, especially gender equality?	10.	5	
2.10. Are the expected results of the proposed action sustainable?	9.	5	
2.11 Is the budget realistic, within limits and ensure cost effectiveness?	12.,13,14 and budget estimates	5	
<b>TOTAL SCORE</b>		<b>100</b>	



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\* Note on Section 1. Financial and operational capacity

If the score is less than 15 points for section 1, the application will be rejected.

**In addition to the above mentioned criteria, the assets will be scored as follows:**

ASSETS	Relevant point in OIS	Min. and max. amount of score	Score
How clearly the links and complementary established with other IPA Components, (for instance IPARD, Regional Competitiveness OP), actions supported by the Regional Development Agencies, national programs or any other donor supported programme?	5.7 and 11	0-5*2	
Whether partnership is established particularly with NGOs , universities, relevant counterparts both in Turkey and the EU Member States?	5.7 and 5.9	0-5	
Whether private sector is involved in the operations?	5.7 and 5.9	0-5	
To what extent, the proposal takes into account of the labour market needs, as well as the expanding sectors and new investments ?	5.9 and 5.7	0-5	
<b>TOTAL SCORE</b>		<b>0-25</b>	

**TOTAL SCORE:  
MAX.125**

Only the OIS which have been given a score of a minimum of 70 points out of 125 will be selected. The selected OISs will be developed further in consultation with the OS.

The evaluation process will be completed within at most 60 days after the deadline of the Call.

OS will inform all the applicants via e-mail regarding the result of the evaluation. The results will also be announced on the website of the OS.

**Please note:**

After the selection of successful applications, the operation beneficiaries will sign an Operational Agreement with the OS. A guidance note on the functions and responsibilities of the Operation Beneficiary is stated in Annex-III. Article 27 of the FA shall be fully reflected under the operational agreements with the OS.



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### 3. REQUIRED DOCUMENTS

Applicants can access all the relevant documents from <http://www.ikg.gov.tr> web-page.

**ANNEX I:** Operation Identification Sheet (OIS)

**ANNEX-II:** Financial and Operational Capacity Tables

**ANNEX-III:** Guidance on the Functions and Responsibilities of an Operation Beneficiary

**ANNEX-IV:** Guidance on Implementation Structure (this document should be used in implementation structure-Section 6- of the OIS)

**ANNEX-V:** Guidance on ineligible expenditures

**ANNEX-VI :** Guidance on Co-delegation