



INSTRUMENT FOR PRE-ACCESSION ASSISTANCE (IPA II) 2014-2020

TURKEY

Jean Monnet Scholarship Programme

Action Summary

The aim of the Jean Monnet Scholarship Programme is to develop Turkey's human resources capacity in fields related to EU *acquis* related fields by granting scholarships for academic studies in EU Member States. The objective is to broaden participants' perspectives about the European integration process, enrich their knowledge about the EU and enhance dialogue between Turkish professionals and their EU counterparts.

Under this Action, grants will be provided to at least 320 Turkish citizens for postgraduate studies in the EU over two academic years.

Action Identification			
Action Programme Title	Annual Action Programme for Turkey (2020)		
Action Title	Jean Monnet Scholarship Programme		
Action ID	IPA/2020/042-385/2/Turkey/Jean Monnet Scholarship Programme		
Sector Information			
IPA II Sector	Democracy and Governance		
DAC Sector	11420 - Higher education		
Budget			
Total cost	EUR 12 000 000		
EU contribution	EUR 12 000 000		
Budget line(s)	22.020301		
Management and implementation			
Method of implementation	Indirect management		
National authority or other entrusted entity	Central Finance and Contracts Unit (CFCU)		
Implementation responsibilities	Ministry of Foreign Affairs Directorate for European Union Affairs		
Location			
Zone benefiting from the action	Turkey		
Specific implementation area(s)	Turkey		
Timeline			
Final date for concluding Financing Agreement(s) with IPA II beneficiary	At the latest by 31 December 2021		
Final date for concluding contribution/delegation agreements, procurement and grant contracts	3 years following the date of conclusion of the Financing Agreement, with the exception of cases listed under Article 114(2) of the Financial Regulation		
Indicative operational implementation period	6 years following the conclusion of the financing agreement		
Final date for implementing the Financing Agreement (date by which this programme should be de-committed and closed)	12 years following the conclusion of the financing agreement		
Policy objectives / Markers (DAC form)			
General policy objective	Not targeted	Significant objective	Main objective
Participation development/good governance	☐	☐	✓

Aid to environment	✓		☐
Gender equality (including Women in Development)	☐	✓	☐
Trade Development	✓	☐	☐
Reproductive, Maternal, New born and child health	✓	☐	☐
RIO Convention markers	Not targeted	Significant objective	Main objective
Biological diversity	✓	☐	☐
Combat desertification	✓	☐	☐
Climate change mitigation	✓	☐	☐
Climate change adaptation	✓	☐	☐
Internal Markers	Not targeted	Significant objective	Main objective
Digitalisation	✓	☐	☐
COVID Response	✓	☐	☐

1. RATIONALE

PROBLEM AND STAKEHOLDER ANALYSIS

There are multiple aspects involved in strengthening a country's administrative capacity to implement and enforce EU *acquis*. One of the main aspects of administrative capacity building is to develop the human resource capacity in all areas covered by EU *acquis*. Since EU *acquis* covers a wide spectrum of fields, well-equipped professionals are needed in several disciplines and sectors. Higher education is one of the tools for investing in people and thus boosting administrative capacity. In this context, the Jean Monnet Scholarship Programme (the Programme) provides opportunities for Turkish professionals to undertake academic studies at a university (or an equivalent institution) in one of the EU Member States. The aim is to build solid support for Turkey's accession to the EU, raise awareness about Turkey's accession process and develop a workforce in the relevant disciplines.

Given the objective of increasing the number of experts on EU *acquis* -related subjects, the main stakeholders of the Scholarship Programme are people currently involved in Turkey's active workforce or senior undergraduate or graduate students who are suitable candidates as future employees. Following this reasoning, public employees constitute the first target group of the Programme due to their crucial role in implementing and enforcing EU *acquis*. The scholarship is open to all civil servants who meet the application criteria and are willing to carry out an academic study on key issues of EU affairs, in particular EU *acquis*. Senior undergraduate, master or doctoral students, as well as university academic and administrative staff, constitute another important target group due to their pioneering role in the country's development. Private-sector employees - including employees of Civil Society Organisations (CSOs) - are the third interest group that may participate in the Programme. For each academic year, 50% of all scholarships are planned to be allocated to the public sector, 30% to the university sector, and 20% to the private sector (including CSOs)¹.

OUTLINE OF IPA II ASSISTANCE

Under the Programme, scholarships will be granted to people actively involved or to be involved in professional life so that they can deepen and enrich their knowledge on areas of EU *acquis* related field by following an academic study programme in an EU Member State. Therefore, the first most important and tangible result of the Action will be the increase in academic knowledge of EU *acquis* among Turkish professionals. This is expected to enhance the human resource capacity that Turkey needs as a candidate country. Better mutual understanding and dialogue between the Turkish and EU citizens is the second main expected result.

The direct beneficiaries of the Programme are public and private-sector employees as well as university students and academics in Turkey. The social and academic network established as a result of the Action will be beneficial for both Turkish and EU society.

RELEVANCE WITH THE IPA II STRATEGY PAPER AND OTHER KEY REFERENCES

The Action addresses two of the four specific objectives of the IPA II Regulation: '*support for political reforms*' and '*strengthening the ability of the beneficiaries to fulfil the (future) obligations stemming from EU membership by supporting progressive alignment with the Union Acquis*'.

IPA II beneficiaries are expected to progressively adopt and implement EU *acquis*. The Programme will give general support to sector policies and reforms by enhancing human resource capacity in fields relevant to the body of EU *acquis*. Enhancing the skills of Turkish professionals with sufficient theoretical knowledge and academic training in Member States where the *Acquis* is already implemented will eventually contribute to the harmonisation process in Turkey. The Action also contributes to Turkey's efforts to develop its ability to implement EU *acquis*, as noted in the EU Enlargement Strategy.

¹ The quotas allocated to the sectors could be shifted with the aim of drawing maximum benefit from the number of scholarships available. Similarly, the number of scholarships to be awarded could be increased depending on the available budget of the Programme and any potential savings due to the administrative context (e.g. Brexit, etc.). Similarly, unused scholarship places could be reallocated to other components within the scope of this action document to ensure the effective and optimal use of the funds.

The Action contributes to the objectives of the revised IPA II Indicative Strategy Paper (ISP) for Turkey (2014-2020) under the Democracy and Governance sector. The objectives are to support improvements in creating an efficient, responsible and accountable public administration, facilitating regulatory reform for alignment, and indirectly supporting progress on negotiation chapter benchmarks by enhancing the human resources capacity of public institutions.

The Action also addresses the aspect of civil society dialogue and inter-cultural exchange under the sub-sector of civil society. The mobility of Turkish scholars to a broad range of EU Member States will foster inter-personal and inter-cultural dialogue.

Lastly, the Action contributes indirectly to the objectives of the ISP under the heading Education and Human Resources Development by improving educational attainment and skills through investing in people. As regards links to other relevant actions, one of the most notable scholarship opportunities in higher education is the Joint Master Degree option under the Erasmus+ Programme as a follow-up to the Erasmus Mundus Programme. The beneficiaries of the Programme are awarded either a joint degree or multiple degrees from universities in the EU and receive financial support throughout their academic studies. The Member States run several other scholarships schemes (such as in Germany, scholarships by the German Academic Exchange Services (DAAD) and in France, scholarships under the Eiffel Scholarship Programme). However, the Programme is the first and leading institutionalised scholarship programme in Turkey to provide fellowships for academic studies on subjects related to EU *acquis*. In addition, the Republic of Turkey offers scholarships for public-sector employees under the framework of the ‘Legislation Concerning the Public Officials to Be Sent Abroad for Training Purposes’. However, both the range of studies and the eligible countries supported within the scope of this scholarship is extremely wide, whilst this Programme focuses only on EU *acquis* in the EU Member States.

LESSONS LEARNED AND LINK TO PREVIOUS FINANCIAL ASSISTANCE

The Programme was launched by an agreement signed between Turkey and the European Commission in 1989. In the first phase from 1990 to 2001, 442 scholars received funding under this financial programme. At that time, the main goal was to *expand the knowledge about the EU*. In the second phase from 2002 to 2006, the focus of the Programme shifted because Turkey had become a candidate country for EU accession at the 1999 Helsinki Summit. Therefore, the objective evolved to *intensifying specific knowledge on EU Acquis in Turkey*. 489 people received funding under the Programme between 2002 and 2006.

The third phase was launched following the decision to finance the Programme under the Pre-Accession Financial Assistance for Turkey. In this period, the Programme became an EU-funded project, whose beneficiary was the Directorate for EU Affairs (DEUA) in the Turkish Ministry of Foreign Affairs. The 2005 and 2006 projects entitled ‘Continuation of the JMSP’ were programmed and financed under the Pre-Accession Financial Assistance for Turkey. Under the 2005 and 2006 projects, 181 scholars received funding for their studies.

Under IPA 2007-2013, ‘Continuation of the JMSP’ projects were financed under IPA 2007, 2009, 2011 and 2012 programmes. Implementing the grant component of the 2011 project covers the 2013-2014 and 2014-2015 academic years and the 2012 project covers the 2015-2016 academic year. Around 950 scholars received IPA funds over this period.

The uneven distribution of scholars throughout the EU Member States posed a challenge in the past. Thanks to changes made to the placement process, a balanced distribution of scholars has been achieved since the 2015-2016 academic year. Depending on the circumstances (e.g. a change in the membership status of an EU Member State), measures to rebalance the distribution may be needed for the upcoming round of scholarships.

The Programme has an implicit deadline, which is the start date of the autumn semester in EU universities. Given the long evaluation and approval processes and with the aim of avoiding putting the awardees in unfavourable circumstances, the DEUA, CFCU and EUD agreed to accelerate all stages in the Programme and to follow an indicative timetable to be set for each academic year.

2. INTERVENTION LOGIC

LOGICAL FRAMEWORK MATRIX

		OBJECTIVELY VERIFIABLE INDICATORS			SOURCES & MEANS OF VERIFICATION	
OVERALL OBJECTIVE(S) / (IMPACT(S))	INDICATOR's NAME	BASELINES (2017)	MILESTONES (2024)	TARGETS (2028)		
To support Turkey in its efforts towards accession by upgrading Turkey's administrative capacity for the effective implementation of EU <i>acquis</i> .	Progress made towards meeting the accession criteria.				Information provided by reports, Jean Monnet scholars' diplomas and certificates, database of Jean Monnet Scholars, feedback and monitoring reports of scholars.	
SPECIFIC OBJECTIVE(S) / OUTCOME(S)	OBJECTIVELY VERIFIABLE INDICATORS (*)				SOURCES OF VERIFICATION	ASSUMPTIONS
- To develop human resources capacity in fields relevant to EU <i>acquis</i> - To develop inter-personal and inter-cultural dialogue through mobility - To improve educational attainment by investing in people	Number of scholars (sex-disaggregated) trained on EU <i>acquis</i> related programmes.	396 (189 F+207M) (2017)	556 (per a.y. 80 F + 80 M) (2024)	716 (2028)	Information provided by reports, Jean Monnet scholars' diplomas and certificates, Jean Monnet Scholars' database, feedback and monitoring reports of scholars	Turkey's accession process to the EU continues Appropriate length of evaluation, placement and endorsement approvals of JMSP scholars
	Number of scholars (sex-disaggregated) employed on EU <i>acquis</i>-related jobs after the completion of programmes.	276 (138F+138M) (2017)	356 (per a.y. 40 F + 40 M) (2024)	501 (2028)		
	Extent to which JM scholars reflect their EU <i>acquis</i> related attainments to their professional lives	276 (2017)	356 (per a.y. 40 F + 40 M) (2024)	501 (2028)		
	Extent to which participation in the JMSP contributed to improving educational attainment and skill levels	396 (2017)	556 (2024)	716 (2028)		
	Extent to which participation in the JMSP contributed to improvements in inter-cultural dialogue	396 (2017)	556 (2024)	716 (2028)		
OUTPUTS	OBJECTIVELY VERIFIABLE INDICATORS (*)				SOURCES OF VERIFICATION	ASSUMPTIONS
- Information about the JMSP provided to all potential candidates - Training institutions relevant to both the needs of the scholars and the programme objectives identified - Scholarship awardees selected after a transparent and fair selection process	Number of applications to the JMSP and success rate	1901 (2017)	2200 (2024)	2200 (2028)	- The number of applications and application documents - Statistics for the social media accounts - Event participation lists - Jean Monnet film/radio advertising broadcasted - Contact points in the institutions - Acceptance letters and correspondence from	- The target groups of the Programme participated actively. - Relevant educational institutions and graduate programmes are available. - The target groups of the programme participated actively.
	Number of followers on social media accounts	3400 (2017)	4000 (2024)	4000 (2028)		
	Number of academic programmes in the 'Hosting Institutions Catalogue'	200 (2017)	350 (2024)	360 (2028)		

- At least 320 scholarships granted and all awardees placed at their respective training institutions - Scholarship holders completed their programmes successfully - Scholars' trajectory upon completion of academic studies led to EU Acquis/policy-related fields. - Jean Monnet alumni network strengthened.	Distribution of scholars by profile (e.g. public/private-sector employee, student)	396 (per a.y. 185 public, 156 uni, 55 pri) (2017)	556 (per a.y. ind. 80 public, 48 uni, 32 pri) (2024)	716 (per a.y. ind.160 public, 96 uni, 64 pri) (2028)	scholars - Progress reports filled in by academic/managerial supervisors - Diplomas and certificates - DEUA's library - Reports - Jean Monnet Scholars' Database - JM Scholars' CVs	Sufficient resources available to DEUA to establish and sustain effective communication with the relevant higher education
	Percentage of scholarships granted to women and of women applicants	%48 (2017)	At least %50 (2024)	At least %50 (2028)		
	Percentage of the scholars completing their academic studies successfully (by sex)	%97 (F) %95 (M) (2017)	%95 (F) %95 (M) (2024)	%95 (F) %95 (M) (2028)		
	Evidence of scholars' trajectory upon completion of academic studies	381 (2017)	533 (2024)	685 (2028)		
	Number of dissertations/academic studies displayed at the DEUA's library	364 (2017)	512 (2024)	668 (2028)		
	Number of ex-scholars attended the events to be organised for the Jean Monnet Scholarship holders and alumni	190 (2017)	390 (2024)	490 (2028)		

DESCRIPTION OF ACTIVITIES

Running the Scholarship Programme involves carrying out a chain of cyclic and concurrent activities (the non-exhaustive list includes announcing the call for applications, promotional activities, evaluating the applications, running the placement and contracting process, and monitoring the scholars) that are repeated every academic year. All activities are repeated separately for each academic year.

1. Promoting the Programme

This mainly involves activities to publicise the Programme to maintain its well-known brand recognition in public. They take the form of awareness-raising events, info days, promotional materials and dissemination of programme-related information in multiple ways, such as email, internet, printed, visual and electronic channels of national and local media and social media. The Directorate for EU Affairs (DEUA) will work vigorously to promote the Programme through formal correspondence with the parties involved and use every opportunity (large-scale events such as meetings, conferences, seminars, workshops organised by the Directorate) to publicise the Programme. The DEUA will continue to show ownership of the Programme and make full use of its own network (website, social media accounts, press announcements, etc.) to promote it. The Technical Assistance Team, supported under the 2018 programming cycle, is expected to produce creative content, develop innovative promotional instruments/approaches and use its media networks to disseminate Programme-related information to the maximum possible extent. The first two tasks in particular are not possible for the DEUA to carry out with its resources since they require specific expertise.

2. Sustaining and Enlarging the Network

Providing guidance to potential candidates on the academic institutions/programmes in the EU Member States, developing the networks with the institutions, organising networking visits to institutions to expand the institutions' database, and updating the 'Hosting Institutions Catalogue' are the main tasks under this heading. The tasks also require certain expertise related to the EU institutions and will rely mostly on the Technical Assistance Team. In addition, each year a study visit is organised to Brussels to strengthen and boost the synergy between the scholars. By bringing them together in Brussels the aim is also to familiarise scholars with EU institutions and enable them to deepen their knowledge about the EU, with the expectation that the scholarship and the core aim of the programme will thus become more tangible for the scholars. The Technical Assistance Team will organise the study visit.

3. Selection of Scholarship Awardees

The coordination and implementation of the selection process is mainly run by the DEUA and the CFCU. The Technical Assistance Team provides organisational and logistical support for the whole assessment process.

The Programme also uses gender-sensitive selection criteria as much as possible to encourage female students to participate actively.

4. Placement of the Scholars

When the scholarship awardees are announced, the placement process starts with the approval of academic programmes proposed in terms of their compliance with the JMSP objectives and the rules described in the official scholarship announcement. Pre-departure seminars are organised to inform the scholars of their liabilities. The technical aspects of the placement process are handled by the DEUA, and the Technical Assistance Team will organise pre-departure seminars as these events are expected to increase the visibility of the Programme.

5. Monitoring of the Scholars

Following the scholars' arrival at their respective host institutions, they are regularly monitored in terms of their academic progress through reports, emails, phone calls and so forth.

6. Establishing Communication Channels with the Alumni Network

Regular communication with former scholars is an important ingredient of the Programme. The aim of these contacts is to ensure that the scholars make a tangible contribution from their academic studies to Turkey's EU accession process and to enhance communication between past, present and future scholars.

A compendium is published and certificate ceremony is organised. Events such as seminars or workshops are organised for the alumni society. The Technical Assistance Team organises the award ceremonies and helps forge a sound sense of belonging among the scholars.

RISKS

The major risk for implementation is the extended evaluation and approval processes. Compared with other grant projects, the Programme has an implicit deadline, which is the start date of the autumn semester in EU universities. Late announcement of the awardees due to the extended approval procedures poses the risk of not being able to award scholarships to as many people as desired. Besides, late decision-making and payment of the scholarships has detrimental consequences for the awardees, who have to make a considerable initial investment in EU countries at the start of their studies. To overcome this problem, the evaluation process has been revised. The DEUA, CFCU and EUD will do their best to accelerate all the evaluation, placement and endorsement approvals for the scholars. Although the Programme is implemented as a grant project, the grantees of the Programme are not able to postpone the start of their activities, unlike grantees of other projects.

Scholars' strong preference for a single EU country, for multiple reasons, used to pose a challenge. To overcome this problem, a 'country ceiling' was devised for the 2015-2016 academic year, which ensured a reasonably balanced distribution of the Jean Monnet scholars throughout the EU Member States. At the end of the 2015-2016 academic year, the percentage of scholarship holders placed in a single EU country did not exceed 31%, which is a significant achievement considering the statistics for previous academic years and the initial target set as 50% in the 2015-2016 academic year scholarship announcement. In the 2018-2019 academic year, a much more satisfactory distribution was achieved with no more than 25% of scholars posted to a single country.

The number of scholars increased to 170 in the 2011 project (covering the 2013-2014 and 2014-2015 academic years) and to 226 in the 2012 project (covering the 2015-2016 academic year) due to a requirement stemming from the contracting deadlines. The number of scholarships was also kept at 170 in the 2014 project. The increased number of scholarship awardees achieved the aim of increasing the visibility of the Programme but also increased the workload in terms of selection, evaluation, placement and monitoring work. Even though the Programme differs from other grants with its repetitive and relatively simpler implementation, nearly doubling the number of beneficiaries means an increase in time and workload to manage the Programme. The nine months in 2015 when the DEUA managed the Programme without a TA (from December 2014 to August 2015), showed that it was possible to manage the technical aspects of the Programme but promotion and visibility measures and the work to create a sound EU university network were significantly interrupted. Establishing and sustaining effective communication with higher education institutions in the EU is a task that requires specific experience and which is hard - if not impossible - for the DEUA to carry out with its own resources,

CONDITIONS FOR IMPLEMENTATION

The implementation of the Action requires continued commitment by Turkish Authorities, including the increased number of staff working on the Programme, both in the DEUA and in the CFCU.

Failure to comply with the requirements set out above may lead to a recovery of funds under this Programme and/or the re-allocation of future funding.

3. IMPLEMENTATION ARRANGEMENTS

ROLES AND RESPONSIBILITIES

The beneficiary of the '*Jean Monnet Scholarship Programme*' is the Directorate for EU Affairs. DEUA will coordinate implementation of the Action, ensuring that all stakeholders are involved and participate. A Steering Committee will be formed composed of representatives from the DEUA, EUD and CFCU. If needed, other stakeholders such as the Technical Assistance Team can also be invited to the Steering Committee.

The DEUA will implement the technical aspects of the Scholarship Programme. Apart from these technical aspects, the DEUA will need technical assistance with promotion, visibility, networking and organisational/logistical aspects of running the scholarship. The Technical Assistance Team is needed to assist the DEUA on visibility issues, promotion, the organisation and logistics of the selection and evaluation processes and on the Programme contracting process. The Implementing Agency for all activities under this Action will be the CFCU, which will be responsible for all procedural aspects of the tendering process, for contracting matters and for financial management (including payments) of the activities.

METHOD(S) OF IMPLEMENTATION AND TYPE(S) OF FINANCING

This Action will be implemented by the CFCU under the indirect management modality. The Programme will be implemented through **a grant scheme**, which will cover two academic years. Therefore, it is planned to run two calls for proposals (or ‘calls for scholarship applications’).

4. PERFORMANCE MEASUREMENT

METHODOLOGY FOR MONITORING AND EVALUATION

At the grant scheme level, the DEUA will be in charge of technical control, implementation and monitoring the Action. A steering committee will be formed with representatives of the EUD, DEUA and CFCU, which will meet when critical decisions have to be taken regarding the implementation rules of the Programme.

In line with IPA II Implementing Regulation 447/2014, an IPA II beneficiary who has been entrusted budget implementation tasks of IPA II assistance is responsible for evaluating the programmes it manages.

The Commission may, during implementation, decide to carry out the evaluation for duly justified reasons either on its own decision or at the request of the partner.

The evaluation reports are shared with the IPA II beneficiary and other key stakeholders. The implementing partner and the Commission analyses the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the IPA II beneficiary, jointly decide on the follow-up action to be taken and any adjustments necessary, including, if indicated, any need to refocus the project.

In addition, the action may be subject to external monitoring in line with the European Commission rules and procedures set out in the Financing Agreement.

5. SECTOR APPROACH ASSESSMENT

N/A

6. CROSS-CUTTING ISSUES

As for the gender profile of the scholars, the Programme has significantly contributed to increasing the share of female professionals in Turkey qualified in EU *acquis*-related fields. The principles of equal opportunity for women and men and non-discrimination on grounds of gender are followed throughout the Programme implementation. The percentage of women participants is given in the table below.

Academic year	Women participation [%]
2008-2009	63
2009-2010	56
2010-2011	61
2011-2012	51

2012-2013	51
2013-2014	52
2014-2015	49
2015-2016	48
2018-2019	55

To ensure the continued high participation rate of women in the Programme, measures to ensure equal opportunities and non-discrimination regardless of gender are integrated in the Programme's design and implementation. As such, it will ensure that equally qualified female and male applicants will be given equal opportunity to participate and benefit from it.

EQUAL OPPORTUNITIES

Measures to include and encourage disabled people to participate in the Programme will be sought. Measures will be devised to disseminate information on the Programme among potentially eligible disabled people. The Jean Monnet Scholarship Programme is open to all applicants without discrimination and seeks to give all potential applicants equal opportunities. For the exam invitation process, participants are asked to inform the institutions involved if they have any disabilities. In response to the requests made by the applicants, measures are taken to adapt the exam processes (e.g. exam set-up in the room/hall or sitting in the front line, etc.). Scholars are selected through a competitive selection process. At scholars' request, assistance and guidance will be provided at the hosting institutions and these scholars will be followed closely.

MINORITIES AND VULNERABLE GROUPS

The activities supported under this Programme will be implemented without any discrimination, in line with Article 14 of the European Convention on Human Rights.

The Programme is open to all Turkish citizens that meet the application criteria set by the Steering Committee.

ENGAGEMENT WITH CIVIL SOCIETY (AND IF RELEVANT OTHER NON-STATE STAKEHOLDERS)

Great importance is given to cooperation with the alumni network and its 'Jean Monnet Scholars' Association' for the whole duration of the Programme. To strengthen communication between scholars and increase the visibility of the Programme, a series of activities (seminars, workshops etc.) will be organised in collaboration with the Association. The alumni network and the Jean Monnet Scholarship Association will also play an important role to ensure scholars make a tangible contribution from their academic studies to Turkey's EU accession process.

The need to develop human resources in Turkey extends to all aspects of society. The public sector, the private sector, universities and civil society organisations also have important roles to play on this front, during both the implementation and design process. It is necessary to increase the number of experts in the EU field in all these sectors to support Turkey's efforts to build up its administrative capacity to implement EU *acquis*.

Opportunities for the mobility of Turkish public-sector representatives, young university graduates, and private-sector representatives will also contribute to the Civil Society Dialogue that seeks to forge links between Turkish and EU societies by eliminating prejudice.

ENVIRONMENT AND CLIMATE CHANGE (AND IF RELEVANT DISASTER RESILIENCE)

N/A

7. SUSTAINABILITY

Since it was launched in 1990, the Programme has supported over 2,000 scholars from public organisations, universities and the private sector. During and after implementation, one of the main goals is to welcome the

scholars into the alumni network to enable them to maintain contacts with each other. This alumni network can play an important role individually and also as a Civil Society Organisation, for instance as a meeting point for all Programme scholars and alumni. The Jean Monnet Scholars' Association will be supported during the implementation process with capacity building activities to organise events, conferences, seminars and other activities related to EU *acquis*.

A significant number of Jean Monnet scholars are affiliated to public-sector institutions and contribute to the professionalisation of the public administration. Upon completion of their postgraduate studies, these scholars start making use of their experiences in their professional career. Since most scholars are young people, there will be a significant number of public employees who have expertise on EU *acquis* and contacts in a range of EU Member States, which will be useful for their future work in public institutions and beyond. These scholars will eventually convey their knowledge and experience to other staff around them and in doing so, will contribute to the sustainability of the Programme.

Several years of implementing the Programme has yielded a significant database of institutions throughout Europe offering postgraduate studies on EU *acquis*. The database will be accessible via the Programme website for future use by people aiming at doing academic research on EU *acquis*. As a result of the work carried out in previous years, a reasonably balanced distribution of scholars throughout the EU Member States has been achieved, which is expected to further enrich the Programme's database of academic institutions.

The dissertations and academic studies carried out by the scholars will be displayed at the library of the DEUA. They will be an important reference collection for people interested in following related academic studies on EU *acquis*.

8. COMMUNICATION AND VISIBILITY

Communication and visibility will be given high importance during the implementation of the action. The implementation of the communication activities shall be funded from the amounts allocated to the action.

All necessary measures will be taken to publicise the fact that the action has received funding from the EU. Communication and visibility activities shall be implemented in accordance with the EU communication and visibility requirements in force. All stakeholders and implementing partners shall ensure the visibility of EU financial assistance provided through IPA II throughout all phases of the programme cycle.

Visibility and communication actions shall demonstrate how the intervention contributes to the agreed programme objectives and the accession process, as well as the benefits of the action for the general public. Actions shall be aimed at strengthening general public awareness and support of interventions financed and the objectives pursued. The actions shall aim at highlighting to the relevant target audiences the added value and impact of the EU's interventions and will promote transparency and accountability on the use of funds.

Visibility and communication aspects shall be complementary to the activities implemented by DG NEAR and the EU Delegations in the field. The European Commission and the EU Delegations should be fully informed of the planning and implementation of the specific visibility and communication activities.

Measures will be taken to communicate regularly, consistently and effectively with the target audiences throughout the implementation period. To reach the target groups of the Programme, the DEUA will run comprehensive communication and visibility activities after the calls for proposals are announced. Details of these activities will be developed before the call for applications is launched. Since the Programme is a long-running and institutionalised scholarship programme, promotion and awareness-raising activities are not just limited to the period when the call for applications are open but carried out on a regular basis, all year round, in the form of meetings, social media posts and so on.