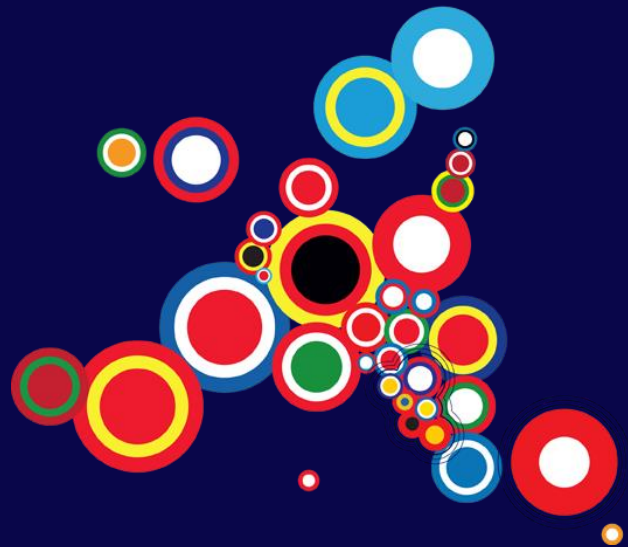




INSTRUMENT FOR PRE-ACCESSION ASSISTANCE (IPA II) 2014-2020

TURKEY

Jean Monnet Scholarship Programme



Action summary

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

Within the scope of this Action, grants will be provided to at least 320 Turkish citizens for postgraduate studies in the EU for two academic years. Besides, Technical Assistance will support the promotion, visibility, networking and organizational/logistical aspects of the scholarship implementation.

Action Identification			
Action Programme Title	Annual Action Programme for Turkey (2018)		
Action Title	Jean Monnet Scholarship Programme		
Action ID	IPA/2018/... /Turkey/JeanMonnetScholarshipProgramme		
Sector Information			
IPA II Sector	Democracy and Governance		
DAC Sector	11420 - Higher education		
Budget			
Total cost	EUR 12 000 000.00		
EU contribution	EUR 12 000 000.00		
Budget line(s)	22.020301		
Management and Implementation			
Management mode	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 2019		
Final date for concluding 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		
Final date for operational implementation	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	✓	☐	☐

1. RATIONALE

PROBLEM AND STAKEHOLDER ANALYSIS

Strengthening the administrative capacity for the implementation and enforcement of the EU Acquis has various dimensions. One of the most important aspects of administrative capacity building is the development of human resources in all areas covered by the EU Acquis. Since the EU Acquis covers a wide spectrum of fields, well-equipped professionals are needed in various disciplines and sectors. Higher education is one of the tools to invest in the human resources capital and thus enhance the administrative capacity. In this context, the Jean Monnet Scholarship Programme (JMSP) provides opportunities for academic studies at a university or an equivalent institution in one of the EU Member States, with the aim of generating solid support for Turkey's accession to the EU, by raising awareness about Turkey's accession process and developing a workforce in the relevant disciplines.

Inspired by the objective of increasing the number of experts on EU *acquis* related subjects, people who are currently involved in Turkey's active workforce or senior undergraduate or graduate students who are suitable candidates as future employees constitute the main stakeholders of the JMSP. Along with this line of reasoning, public employees constitute the first target group of the JMSP due to their crucial role in the implementation and enforcement of the EU *acquis*. The scholarship is open to all civil servants, who meet the application criteria and are willing to carry out an academic study in relation to key issues of EU affairs, in particular the EU Acquis. Senior undergraduate, master or doctoral students, as well as the academic and administrative staff of the universities, constitute another important target group due to their pioneering role in the development of the country. Private sector employees - including employees of media organisations and CSOs - are the final interest group for the JMSP. For each academic year, 50% of the total number of scholarships is planned to be allocated to the public sector while the corresponding percentages are planned to be 30% for the university sector, and 20% for the private sector (including CSOs)¹.

OUTLINE OF IPA II ASSISTANCE

Within the scope of the JMSP, scholarships will be granted to the people actively involved or to be involved in professional life so that they could elaborate and enrich their knowledge on an EU *acquis* related field through an academic study in one of the EU Member States. Therefore, the first most important and concrete result of the Action will be the enhanced accumulation of academic knowledge related to the EU Acquis among Turkish professionals. This will lead to an enhancement of the human resources that Turkey needs as a candidate country. Better mutual understanding and dialogue between the Turkish and EU citizens is the second most prominent expected result of the Action.

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

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 the EU *acquis*. JMSP will give horizontal support to sector policies and reforms by enhancing the human resources capacity in fields relevant to the EU *acquis*. Human capital equipped with sufficient theoretical knowledge and academic training in Member States where the Acquis is already implemented will eventually contribute to the

¹ The quotas allocated to the sectors could be shifted with the aim of exploiting the available number of scholarships to the maximum possible extent. Similarly, the number of scholarships to be awarded could be increased depending on the available budget of the Programme and the probable savings that could occur due to the administrative context (e.g. Brexit, etc). Similarly, re-allocation of scholarships in between the components within the scope of this Action Document could be put into practice in order to ensure the effective and optimal use of the funds.

harmonisation process in Turkey. The Action also contributes to Turkey's efforts for developing its ability to implement the EU Acquis, as noted in the EU Enlargement Strategy.

The Action contributes to the objectives of the *IPA II Indicative Strategy Paper for Turkey (2014-2020)* under the Democracy and Governance sector, which are to support improvement towards an efficient, responsible and accountable public administration; and to facilitate regulatory reform for alignment, and indirectly to support 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 civil society sub-sector. The mobility of Turkish scholars throughout a broad coverage of EU Member States will foster inter-personal and inter-cultural dialogue. Lastly, the Action contributes indirectly to the objectives of the Strategy Paper under Education and Human Resources Development by improving educational attainment and skill levels through investing in people. As regards linkages to other relevant actions, one of the most worth-mentioning scholarship opportunities in the higher education field 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 provided financial support throughout their academic studies. There are several other scholarships provided by the Member States (such as Germany –scholarships by DAAD and private foundations and France - Eiffel). However, JMSP is the first and leading institutionalised scholarship programme in Turkey providing fellowships to academic studies on subjects related to the EU Acquis. Additionally, a scholarship opportunity for the public sector employees is offered by the Republic of Turkey within the framework of the “Legislation Concerning the Public Officials to Be Sent Abroad for Training Purposes”. However, both the range of studies and eligible countries supported within the scope of this scholarship is extremely wide on the contrary to the JMSP which supports studies directly linked with the EU *acquis* and which will be carried out only in EU Member States.

LESSONS LEARNED AND LINK TO PREVIOUS FINANCIAL ASSISTANCE

JMSP started under an agreement signed between Turkey and the European Commission in 1989. During a first phase between 1990 and 2001, 442 scholars benefited from this financial aid. Here, the main goal was to *expand the knowledge about the EU*. During a second phase between 2002 and 2006, the emphasis of the JMSP was reconsidered because Turkey had become a candidate country for EU accession at the 1999 Helsinki Summit. Therefore, the objective of the Programme evolved to *intensifying the EU Acquis specific knowledge in Turkey*. 489 people benefited from the Programme between 2002 and 2006.

The third phase of the JMSP was launched following the decision to finance the Programme from 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). The 2005 and 2006 projects entitled “Continuation of the JMSP” were programmed and financed from the Pre-Accession Financial Assistance for Turkey. Within the scope of the 2005 and 2006 projects, 181 scholars were financed.

Under IPA 2007-2013, “Continuation of the JMSP” projects were financed within the scope of IPA 2007, 2009, 2011 and 2012 programmes. Implementation of 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 were supported under IPA funds as part of the 2012 project. One of the most acute problems faced in previous actions is the insufficient exploitation of the public sector quota by the public sector employees. In order to encourage the public sector employees, an intensive information campaign targeting the public institutions has been carried out in recent years. Awareness has been raised among public employees as evidenced by the increased number of applications and scholarship holders from this sector in recent academic years.

The strong preference for a single EU country (e.g. UK) by the scholars used to pose a challenge. Owing to a modified application process and the “country ceiling” put into practice in the 2015-2016 academic year, a more balanced distribution of scholars throughout the EU Member States has been achieved. In that academic year, the plan was to request that each candidate should indicate two preferences for academic programmes in two different EU Member States. Then, placement would be done according to the ranking of the awardees. If more than 50% of the scholarship awardees wished to go to a single EU Member State, candidates with lower rankings would be asked to take up the scholarship for an academic programme in their second priority destination. In addition to the “country ceiling” stated in the scholarship announcement,

an intensive cooperation among all the involved parties in the 2015-2016 academic year resulted in the achievement of placement statistics where a single country does not exceed 31%. Depending on the prevailing circumstances after Brexit, the need for “country ceiling” may be reconsidered for the upcoming scholarship announcements.

JMSP has an implicit contracting deadline, which is the start date of autumn semesters in the EU universities. Considering the long evaluation and approval processes and with a view to avoiding any unfavourable circumstances for the scholarship awardees, the DEUA, CFCU and EUD agreed to accelerate all the relevant stages in the JMSP and to stick to an indicative timetable to be developed for each academic year.

2. INTERVENTION LOGIC

LOGICAL FRAMEWORK MATRIX

OVERALL OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (*)	SOURCES OF VERIFICATION	
To support Turkey in its efforts towards accession by enhancing Turkey's administrative capacity for the effective implementation of the EU Acquis.	Progress made towards meeting accession criteria.	Reports of the Technical Assistance Team (TAT), Jean Monnet scholars' diplomas and certificates, Jean Monnet Scholars' database, feedbacks, monitoring reports of scholars will provide information.	
SPECIFIC OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (*)	SOURCES OF VERIFICATION	ASSUMPTIONS
- To enhance human resources capacity in fields relevant to the EU Acquis - To enhance inter-personal and inter-cultural dialogue via mobility - To improve educational attainment via investing in people.	- Number of scholars (sex-disaggregated) trained on EU Acquis related programmes. - Number of scholars (sex-disaggregated) employed on EU Acquis related jobs after the completion of programmes. - Extent to which JM scholars reflect their EU Acquis related attainments to their professional lives - Extent to which participation to JMSP has contributed to improve educational attainment and skill levels - Extent to which participation to JMSP has contributed to improvements in inter-cultural dialogue	Reports of the Technical Assistance Team (TAT), Jean Monnet scholars' diplomas and certificates, Jean Monnet Scholars' database, feedbacks, monitoring reports of scholars, entry and exit surveys, mid-run surveys will provide information.	Turkey's accession process to the EU continues Appropriate length of evaluation, placement and endorsement approvals of the JMSP scholars
RESULTS	OBJECTIVELY VERIFIABLE INDICATORS (*)	SOURCES OF VERIFICATION	ASSUMPTIONS
- Information about the JMSP ensured for 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. - 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 has led them to the EU Acquis/policy related fields. - Jean Monnet alumni network strengthened.	- Number of applications to the JMSP and success rate (sex disaggregated) - Number of followers on social media accounts - Number of academic programmes in the "Hosting Institutions Catalogue" - Distribution of scholars by profile (e.g. public/private sector employee, student) - Percentage of scholarships granted to women and of women applicants - Percentage of the scholars completing their academic studies successfully (by sex) - Evidence of scholars' trajectory upon completion of academic studies - Number of dissertations/academic studies displayed at the DEUA's library. - Number of ex-scholars attended the events to be organized for the Jean Monnet Scholarship holders and alumni	- The number of the applications and application documents - Statistics related to the social media accounts - Event participation lists - Newspapers/articles, Jean Monnet film/radio spot - Contact points in the relevant institutions - Acceptance letters and correspondence of scholars - Progress reports filled up by academic/managerial supervisors - Diplomas and certificates - DEUA's library - Reports of TAT - Jean Monnet Scholars' Database - JM Scholars' CV's and mid-run surveys	- The target groups of the Programme participated actively. - Relevant educational institutions and graduate programmes are available. - The target groups of the programme participated actively. - Sufficient resources available to DEUA to establish and sustain effective communication with the relevant higher education institutions in the EU

(*) All indicators should be formulated as measurement, without specifying targets in the Logical Framework Matrix. The targets should be included in the performance measurement table in section 4. More detailed guidance on indicators is provided in Section 4 on performance measurement.

DESCRIPTION OF ACTIVITIES

JMSP is composed of a chain of cyclic and concurrent activities (roughly – not exhaustive to these events - announcement of call for applications, promotional activities, evaluation of the applications, placement and contracting process, monitoring of the scholars etc.) repeated for every academic year. All activities are repeated separately for each academic year.

1. Promotion of the Programme

This component mainly involves activities aiming at increasing the awareness and publicity of the JMSP to ensure its recognition as a well-known brand in public (awareness-raising events, info-days, promotional materials and dissemination of programme-related information through various means such as e-mail, internet, printed, visual and electronic channels of national and local media and social media). The Directorate for EU Affairs (DEUA) will work vigorously for the promotion of the Programme through formal correspondence with the related parties and use every opportunity (i.e. large scale events such as meetings, conferences, seminars, workshops organised by the Directorate) to publicise the Programme. The DEUA will continue to show ownership related to the JMSP and use without reservation its own network (website, social media accounts, press announcements, etc.) for promoting the Programme. The TA supported under this Action is expected to produce creative content, develop innovative promotional instruments/approaches and use its media networks to disseminate the Programme related information to the maximum possible extent. Especially the first two tasks are not possible for the DEUA to handle with its own resources since these require specific expertise.

2. Sustaining and Enlarging the Relevant Institutions Network

Providing guidance to the potential candidates concerning the academic institutions/programmes in the EU Member States, organising networking visits to those institutions in order to expand the current institutions' database and updating the "Hosting Institutions Catalogue" are the main tasks within the scope of this component. These tasks again require certain expertise related to the higher education institutions in the EU and will rely mostly on the TA.

3. Selection of Scholarship Awardees

The coordination and implementation of this task mainly rely on the DEUA and the CFCU. The TA will provide organizational and logistical support for the whole assessment process.

In addition, JMSP will use gender sensitive selection criteria as much as possible to encourage female students to participate actively.

4. Placement of the Scholars

Upon the announcement of the scholarship awardees, 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 organized to inform the scholars on their liabilities. The technical aspects of the placement process will be handled by the DEUA, and the TA may support the organisation of the pre-departure seminars as these events are expected to increase the visibility of the Programme.

5. Monitoring of the Scholars

Following the placement to respective host institutions, the scholars are regularly monitored in terms of their academic progress through monitoring reports, e-mails, phone calls; etc. Monitoring will also take place after their academic year to enquire about the qualitative benefits derived from the study abroad. Also, each academic year a study visit is organised to Brussels to monitor the scholars' welfare, inform them about the basic EU institutions and remind them about their contractual obligations. The technical aspects of the monitoring will be handled by the DEUA, with support from the TA.

6. Establishing Communication Channels with the Alumni Network

The sustained communication with the ex-scholars is an important ingredient of the Programme. This component aims at ensuring a concrete contribution from the scholars and their academic studies to Turkey's

EU accession process and enhancing the communication between the past, present and future scholars. A compendium is published and a certificate ceremony is organised. Events such as seminar, training or workshop will be organised for the alumni society. Organising the certificate ceremonies and establishing a sound sense of belonging among the scholars will be supported by the TA.

RISKS

The major risk for implementation is the prolonged evaluation and approval processes. As opposed to other grant projects, JMSP has an implicit contracting deadline which is the start date of autumn semesters in the EU universities. Late announcement of the awardees due to the prolonged approval procedures poses the risk of not being able to award as many people as desired. Besides, late contracting and payment of the scholarships brings out unfavourable circumstances for the scholarship awardees, who have to make a considerable initial investment in EU countries at the start of their studies. In order to overcome this problem, the examination process has been revised. The DEUA, CFCU and EUD shall do their best in terms of accelerating all the evaluation, placement and endorsement approvals of the JMSP scholars. Even though JMSP is implemented as a grant project, the grantees of the Programme -as opposed to the grantees of other projects- do not have the possibility of delaying the commencement of their activities.

The strong preference for a single EU country by the scholars, probably due to various reasons, used to pose a challenge. To overcome this problem, a measure in the form of applying a “country ceiling” has been devised in the 2015-2016 academic year which ensured a reasonably balanced distribution of the Jean Monnet scholars throughout the EU member countries. At the end of 2015-2016 academic year, the percentage of scholarship holders that are placed in a single EU country does not exceed 31% which is a significant achievement considering both the statistical figures of the past academic years and the initial target set as 50% in the 2015-2016 academic year scholarship announcement.

Putting aside the achievement of a more balanced distribution of scholars throughout the EU countries, the implementation of the country ceiling also resulted in considerable complaints which added a significant managerial burden in terms of the phone calls, e-mails and petitions to be replied. It is anticipated that the recently adopted placement rules might lead to a decrease in the number of applications, or in a broader sense a lack of interest among the potential scholars in the mid-run.

The number of scholars was increased to 170 in the 2011 and 2012 Projects 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 translates into the reality as increased visibility of the Programme but also as increased workload in terms of selection, evaluation, placement and monitoring activities. Even though the Programme differs from other grants with its repetitive and relatively simpler implementation, nearly doubling the number of grant beneficiaries still means an increased time and effort in terms of management. The nine months in the year 2015, when the DEUA managed the Programme without a TA (i.e. from December 2014 to August 2015), also showed that the technical aspects of the Programme could somehow be managed but the promotion and visibility activities as well as establishment of a sound network among the EU universities were interrupted at a significant level. Establishing and sustaining an effective communication with the relevant higher education institutions in the EU is a task that requires specific experience and which is hard -if not impossible- to fulfil by the DEUA 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 JMSP 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 the implementation of the Action, ensuring the involvement and participation of all concerned stakeholders. A Steering Committee will be formed composed of representatives from the DEUA, EUD and CFCU. In case of need, other relevant stakeholders can also be invited to the Steering Committee.

DEUA will implement the technical aspects of the scholarship programme. Apart from these technical aspects, the DEUA will need technical assistance in support of promotion, visibility, networking and organizational/logistical aspects of the scholarship implementation. The Technical Assistance (TA) Team is needed to assist DEUA for the visibility issues, promotion, the organization and logistics of the selection and evaluation processes and contracting process of the scholarship programme. The Implementing Agency for all activities under this Action will be the CFCU that will be responsible for all procedural aspects of the tendering process, contracting matters and financial management (including payments) of the activities.

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

This Action will be implemented in indirect management by the CFCU. JMSP will be implemented through **a grant scheme**. The grant will cover two academic years. Consequently, it is planned to have two calls for proposals (or equivalently “call for scholarship applications”). There will also be a **service contract** in support of promotion, visibility, networking, organizational/logistical and evaluation aspects of the implementation within the scope of this Action with a total duration of at least 24 months.

4. PERFORMANCE MEASUREMENT

METHODOLOGY FOR MONITORING (AND EVALUATION)

In line with the IPA II Implementing Regulation 447/2014, an IPA II beneficiary who has been entrusted budget implementation tasks of IPA II assistance shall be responsible for conducting evaluations of the programmes it manages. The evaluations will be carried out following DG NEAR guidelines on linking planning/programming, monitoring and evaluation². A Reference Group comprising the key stakeholders of this action will be set up for every evaluation to steer the evaluation process and ensure the required quality level of the evaluation outputs as well the proper follow up of the recommendations of the evaluation.

The European Commission may carry out a mid-term, a final or an ex-post evaluation for this Action or its components via independent consultants, through a joint mission or via an implementing partner. In case a mid-term or final evaluation is not foreseen, the European Commission may, during implementation, decide to undertake such an evaluation for duly justified reasons either on its own decision or on the initiative of the partner. In addition, the Action might be subject to external result oriented monitoring in line with the European Commission rules and procedures set in the Financing Agreement.

At the grant scheme level, DEUA will be in charge of technical control and implementation of the Action as well as monitoring. Therefore, DEUA will put at the disposal of the project personnel and corresponding resources and will provide the project with the necessary administrative support. At the Action level, a Steering Committee will be formed with the participation of representatives of the EUD, DEUA and CFCU, which will meet when critical decisions have to be taken regarding the implementation rules of the Programme.

² https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/near_guidelines.zip

INDICATOR MEASUREMENT

Indicator	Baseline (value + year) (1)	Target 2020 (2)	Final Target (2024) (3)	Source of information
Outcomes				
Number of scholars (sex disaggregated) trained on EU Acquis related programmes	335 (2011 ³)	160	320	Reports of the Technical Assistance Team (TAT), Jean Monnet scholars' diplomas and certificates, Jean Monnet Scholars' database, feedbacks, monitoring reports of scholars, surveys will provide information.
Number of scholars (sex disaggregated) employed on EU Acquis related jobs upon their return	247 (2011)	0	225	
Outputs				
Number of applications (sex disaggregated) to the JMSP	967 (2014)	1200	1200	The number of the applications and application documents
Number of followers on social media accounts	3417 (facebook+twitter) (2014)	7500	7500	Statistics related to the social media accounts
Number of academic programmes in the "Hosting Institutions Catalogue"	200 (2014)	350	360	Hosting Institution Catalogue
% of scholarships granted to women	49% (2011)	At least 50%	At least 50%	Placement lists and academic year reports
% of scholars (by sex) that completed their academic studies successfully	98% (2011)	95%	95%	Diplomas/graduation certificates
Number of dissertations/academic studies displayed at the DEUA library	588 (2014)	150	300	DEUA library
Number of ex-scholars (sex disaggregated) attended the seminar/workshop to be organized for the alumni	0	100	100	Participation lists and pictures from the events

³ All baselines indicated as "2011" refer to the total of numbers for the academic years 2013-2014 and 2014-2015.

- (1) The agreed baseline year is 2010 (to be inserted in brackets in the top row). If for the chosen indicator, there are no available data for 2010, it is advisable to refer to the following years – 2011, 2012. The year of reference may not be the same either for all indicators selected due to a lack of data availability; in this case, the year should then be inserted in each cell in brackets. The baseline value may be "0" (i.e. no reference values are available as the Action represents a novelty for the beneficiary) but cannot be left empty or include references such as "N/A" or "will be determined later".
- (2) The target year cannot be modified.
- (3) This will be a useful reference to continue measuring the outcome of IPA II support beyond the 2014-2020 multi-annual financial period. If the Action is completed before 2020 (year for the performance reward), this value and that in the 2020 target column must be the same.

5. SECTOR APPROACH ASSESSMENT

N/A

6. CROSS-CUTTING ISSUES

GENDER MAINSTREAMING

As for the gender profile of the scholars, JMSP has significantly contributed to increase the share of female professionals in Turkey qualified in EU Acquis related fields. Principles of equal opportunity for female and male and non-discrimination on grounds of gender are considered throughout the programme implementation. The percentage of the female participants is shown 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

In order to ensure the continuity of the high participation of the female awardees in the JMSP measures to ensure equal opportunities and non-discrimination regardless of gender are integrated in the design and the implementation of this programme. As such, the Action will ensure that equally qualified female and male applicants will be given equal opportunity to participate and benefit from it.

EQUAL OPPORTUNITIES

Measures to encourage and include disabled people to the Programme will be sought. Possible measures concerning the dissemination of the programme related information among potentially eligible disabled people will be devised.

MINORITIES AND VULNERABLE GROUPS

According to the Turkish Constitutional System, the word minorities encompass only groups of persons defined and recognised as such based on multilateral or bilateral instruments to which Turkey is a party. Apart from that the Programme is open to all Turkish citizens that meet the application criteria determined by the Steering Committee.

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

During the implementation of the Programme, cooperation with the alumni network and its "Jean Monnet Scholars' Association" is attributed great importance. In order to strengthen the communications among scholars and increase the visibility of the Programme various activities (seminars, workshops etc.) will be organised in collaboration with the Association. Alumni network and Jean Monnet Scholarship Association will also play an important role to ensure a concrete contribution from the scholars and their academic studies to Turkey's EU accession process.

The need for human resources development covers all aspects of society. Also, during the implementation and adaptation process public sector, private sector, universities and civil society organisations have important roles. It is necessary to increase the number of experts in the EU field from all these sectors for supporting Turkey's administrative capacity building efforts for the effective implementation of the EU Acquis.

Mobility of the Turkish public sector representatives, young university graduates, and private sector representatives will also contribute to the Civil Society Dialogue that tries to link the Turkish and EU societies to each other by eliminating the prejudices.

ENVIRONMENT AND CLIMATE CHANGE (AND IF RELEVANT DISASTER RESILIENCE)

N/A

7. SUSTAINABILITY

JMSP, which was initiated in 1990, supported nearly 2000 scholars from public organisations, universities and private sector. During and after implementation, one of the most important aims is to incorporate the scholars into the alumni network in order to enable them to maintain relations 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 JMSP scholars and alumni. The Jean Monnet Scholars' Association will be supported during the implementation process with capacity building activities so as to organise events, conferences, seminars and other activities related with the EU Acquis by itself.

A significant number of the Jean Monnet scholars are affiliated to public sector institutions and contribute to the professionalisation of the public administration. Upon completion of their post graduate studies these scholars will start incorporating their experiences to their professional career. Considering that most scholars are young people, there will be a significant number of public employees who have expertise on EU Acquis and contacts in a variety 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 hence contribute to sustainability.

Through several years of implementation of the JMSP, a significantly large database of respective institutions all around Europe offering postgraduate studies on EU Acquis has been formed. This database will be accessible via the Programme website for future use of people aiming at doing an academic research on EU Acquis. As a result of the efforts made in the previous years, a reasonably balanced distribution of scholars throughout the EU Member States has been achieved, which is expected to further enrich the academic institutions database of the JMSP.

The dissertations and academic studies of the scholars will be displayed at the library of the DEUA. The dissertations and academic studies will be an important reference collection for those willing to do 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 in line with the Communication and Visibility Manual for EU External Actions. Additional Visibility Guidelines developed by the European Commission (DG NEAR) will have to be followed.

Visibility and communication actions shall demonstrate how the intervention contributes to the agreed programme objectives and the accession process. 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.

Necessary measures to ensure continuous, consistent and effective communication with target audiences along the implementation period will be taken. In order to reach the target groups of the programme, comprehensive communication and visibility activities will be conducted by the DEUA after the calls for proposals are announced. Details of the communication and visibility activities will be developed before the

launch of call for applications. Since the JMSP is a long-running and institutionalised scholarship programme, the promotion and awareness raising activities are not just limited to the period when the call for applications are open but promotion activities will be carried out on a regular basis all year round through meetings, social media announcements, etc.

IMPLEMENTATION MODALITIES	BUDGET (€)		TIMELINE	
	Total	EU contribution	Launch of procedure	Contract signature ⁴
Procurement Service - Technical Assistance (incl. Communication & Visibility, Evaluation, etc.)	800 000	800 000	Q4 2020	Q3 2021
Grants (academic year 2020-2021)	5 600 000	5 600 000	Q4 2019	Q4 2020
Grants (academic year 2021-2022)	5 600 000	5 600 000	Q4 2020	Q4 2021
Other				
TOTAL	12 000 000	12 000 000		

Timeline: QUARTER (Q1, Q2, Q3, Q4) YEAR