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- VERSION: MANUAL: 5.0 - DECEMBER, 2013
PROCEDURE: 1.0 - DECEMBER, 2013

ANNEX I

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

1. Title and number of the Operation:

Provision of Career Services through Multi-Stakeholder Partnership Model

2. Operating Structure: Ministry of Labour and Social Security (MoLSS)-EU Coordination) Department

3. Organisation Responsible for the Implementation of the Operation:

4. Compatibility and coherence with the Operational Programme

4.1 Title and number of the Programme: Human Resources Development Operational Programme - CCI No. 2007TR05IPO001

4.2 Title of the priority axis

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.

4.3 Title of the measure

Measure 1.2: To increase employment of young people

5. Description of the Operation

5.1 Contribution to the achievement of the Operational Programme:

The purpose of this operation is to ease students/newly-graduates' transition to the world of work by providing career guidance services at the universities in the Trakya region.



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Career guidance refers to services and activities intended to assist individuals, of any age and at any point throughout their lives, to make educational, training and occupational choices and to manage their careers.¹ This proposal aims to reach to individuals mainly aged between 18-24 and whom are students in universities' vocational high school program, students in an undergraduate program, students in a graduate/post-graduate program and are newly graduates of all their programs. The services will include but not limited to counselling interviews, internship placements, job search assistance, provision of self-assessment tools, trainings for opportunity awareness and career development skills. Given that disabled groups are likely to be in need of more specialized assistance, necessary measures will be taken to increase their accessibility to the services provided.

Since this proposal takes up integration of young people into the labour market as a problem of the community, not simply a problem of education system, it proposes funding for establishment of a model involving all the key actors as universities, Provincial Directorate of Turkish Employment Agency (ISKUR), Organized Industrial Zone (OIZ) and Chamber of Commerce and Industry (CCI) in each province, but not for one-off implementation of the services enlisted above. In this model, Trakya Development Agency as operation beneficiary will undertake the responsibility of overall management of the Operation as well as of effective partnership which is in compliance with its legislation where increasing coordination and collaboration between regional actors including public and private sector bodies is clearly defined among its responsibilities.

This operation will contribute to achievement of specific objective of Measure 1.2, - to promote integration of young people into the labour market- of the HRD OP by easing students/newly-graduates' transition to the world of work through development of a career service model and implementing in 3 state universities in Trakya Region. It will directly contribute to the outputs of the Measure 1.2 by achievement of young people who participate in internship programs, young people who benefited from career guidance and counseling services and young people who participated in entrepreneurship courses. Furthermore it will indirectly support the achievement of Measure 4.1² by ensuring access of the disabled to the services provided, of Measure 1.1³ by promoting integration of young women into the labour market.

¹OECD/ EUROPEAN COMMUNITIES (2004) Career Guidance: A Handbook For Policy Makers

²To increase the employability of disadvantaged persons, facilitate their access to labour market, and eliminate barriers for their entrance into the labour market

³To promote women's participation into the labour market, and increase female employment, including those formerly employed in agriculture



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5.2 Overall Objective:

The overall objective of the operation is to attract and retain more people in employment by promoting integration of the young people into the labour market.

5.3 Operation Purpose:

The purpose of this operation is to ease students/newly-graduates' transition to the world of work through career services at the universities in the TR21 Trakya region.

5.4 Location(s):

Tekirdağ is designated as the center for the Operation where headquarter of Trakya Development Agency is located. The operation will be implemented in 3 provinces of the TR21 NUTS II Region (Trakya Region) as Tekirdağ, Kırklareli and Edirne where main campuses of universities are located.

In addition to the city centers, some activities such as enterprise visits, information stands, conducting introduction sessions, conducting trainings and workshops will also be implemented in the districts of Keşan, Uzunköprü, Havsa, İpsala in Edirne; Lüleburgaz, Babaeski, Pınarhisar, Vize in Kırklareli and Çorlu, Hayrabolu, Malkara, Marmara Ereğlisi, Saray, Muratlı, Çerkezköy and Şarköy in Tekirdağ where most of vocational high schools of universities, and industry are located.

5.5 Duration:

The duration of the Operation is 24 months.

5.6 Target group(s):

- University students in the region
- Newly university graduates in the region

5.7 Description of the Operation and background:

Operation Environment Overview and Justification

Trakya Region, - located on northwest of Turkey, covers Edirne, Kırklareli and Tekirdağ provinces which comprise a total of 26 districts and a population of 1.593.247 (2012). Trakya Region is characterized by its three main features as:

- Vast agricultural lands including one of the most fertile areas in Turkey.



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- Promising infrastructure to industry especially in logistics as having two maritime ports and D-100 highway running all the way from East Anatolia to EU.
- Sea-sun-sand spots hosting local and national visitors, cultural and historical assets- both tangible and intangible- awaiting behind the show up.

In a broader context, TR21 region's main characteristic is being a border region located in between Europe and Istanbul. The policies to develop Istanbul as a global city inevitably has been resulted in enforcement of service sector in Istanbul and channeling manufacturing industry to the cities in its hinterland including mainly Tekirdağ, also Kırklareli and Edirne. Consequently, TR21 region has been subject to migration from less developed regions with the 2nd highest rate⁴ in Turkey.

Industrial zones concentrated in Tekirdağ province as a result of the industrialization began in 1980s have been expanding to Kırklareli and Edirne by the momentum gained in last decade. Currently, there are 6 Organized Industrial Zones (OIZ) in the region; 4 being in Tekirdağ, 1 in Kırklareli and 1 in Edirne. Another 10 OIZs have been established to be active soon, the breakdown of which is as 1 OIZ in Edirne, 1 private OIZ in Kırklareli and 8 being already industrialized zones in Tekirdağ province to be rehabilitated as OIZ's by the legislation recently put in force.

Trakya Region is standing at 9th in industry, 12th in service and finally 15th in agriculture among other regions according to the contribution to the national income. Even though a considerable population is still engaged with agriculture in TR21 region, the share of the agriculture sector in income generated in the region is 12,5 %, while the industry sector's share is %34 and service sector's share is 53,3 % (2006).

Target Groups and Their Needs

The target group of the Operation is mainly young people aged between 18 and 24 which fall in with the exploration stage, sub-stages of which are tentative, transition and trial in career development theory. Target groups of this operation are young people at transition stage (mainly 18-21 years) and trial stage (mainly 21-24 years) whom are newly-graduates or students engaged with a program at a university in TR21 region. At transition stage young adults are making a career choice and are learning skills needed for entry-level employment in their career choice. Later on trial stage they follow through with obtaining a job in their career

⁴Average of regional net migration rates between 2008-2010 according the Address Based Population Registration System



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of choice. Career guidance at these stages will develop the skills, attitudes and motivation enabling them to progress to employment.

In Trakya region, there are 3 universities, namely Namık Kemal University in Tekirdağ, Trakya University in Edirne and Kırklareli University in Kırklareli, all being a state university and none having comprehensive career guidance services. Trakya University has established a career development center by the end of 2013. Currently, the main activity of the center is publicizing notices about vacancies and various events on its website and it is in effort to diversify and expand its activities. Namık Kemal University in Tekirdağ has taken a decision on establishing a career development center and enacted it by Senate decision. However no further initiative has been taken to put the decision into practice. On the one hand, there has not been any attempt regarding establishment of career development center in Kırklareli University so far other than signing partnership statement to join this operation.

The total number of students of these universities is 73.312 as of 2012-2013 academic year. Please find below breakdown of number of students in the region according to universities and enrolled programs. There isn't any data on students' needs on career guidance which will be addressed within the scope of operation by conducting a target group need analysis.

2012-2013 Number of Students	Kırklareli University			Namık Kemal University			Trakya University			Total
	Female	Male	Total	Female	Male	Total	Female	Male	Total	
Vocational High Schools	5.453	6.585	12.038	6.212	9.672	15.884	6.361	9.696	16.057	43.979
Undergraduate Programs	2.536	1.581	4.117	2.765	3.294	6.059	10.720	9.217	19.937	30.113
Graduate Programs	66	105	171	419	505	924	726	839	1.565	2.660
Post Graduate Programs	-	1	1	72	117	189	163	207	370	560
Total	8.055	8.272	16.327	9.468	13.588	23.056	17.970	19.959	37.929	77.312

The youth unemployment rate is much higher than both overall unemployment rate and unemployment rates of 25 years and above in Trakya Region as it is the case all over Turkey. Please find below the unemployment rates in the region with comparison to the ones of Turkey.

Unemployment rates according to age groups (15 years and above-%) ⁵	Total	Total/ Male	Total/ Female	15-24	15-24	15-24	25 years	25 years	25 years
				years / Total	years/ Male	years/ Female	and above/ Total	and above/ Male	and above/ Female
Turkey	9,8	9,2	11,3	18,4	17,1	20,7	8	7,7	8,9

⁵Turkish Statistical Institute, Regional Statistics, 2011



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TR21 (Trakya)	8,8	6,6	13,8	18,9	15,6	24,6	7	5,2	11,4
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Problems faced in transition from school to work, skills mismatch, lack of job opportunities, lack of efficient employment services and lack of well-functioning career guidance services are among the reasons for high youth unemployment rates as it is enlisted in HRD Operational Programme. Given that unemployment rate of 15-24 years of age females in the Trakya Region is significantly higher than those of young males (15,6% and 24,6% respectively in 2011), the difficulties in entering to the labour market affect young women at most in TR21Region.

Description of the Operation

The operation will address above mentioned challenges in the Region through development of a career service model involving all key actors and implementing in 3 state universities in the Trakya Region.

The operation has two main components. The first aims at development of a career service model by capacity building and multi-stakeholder partnership; whereas the second aims at putting the model in practice. Therefore, two main activities are defined as Activity 1: Preparatory Work for Capacity Building and Establishment/Improvement of Career Development Centers and Activity 2: Provision of Career Services.

Within the scope of first component, an analysis and planning study will be carried out. Outputs of this study will provide the Agency and Universities with necessary information and analysis for its further activities and initiatives in medium term such as deciding on departments to open/close in medium term or departments to be adjusted according to market needs. Therefore, this study will not be prerequisite of other activities though it might provide insight about the exiting situation.

Target group needs assessment will be conducted in order to make the best possible strategic choices of areas of work and to adapt to probable emerging issues during life of the Operation. This analysis will provide the necessary input for further activities. such as preparation of model career center, preparation of training materials, etc. Process for preparation of model career center will be conducted in a participatory and inclusive manner to ensure inputs of all partners as University, ISKUR Provincial Directorate, Organized Industrial Zone (OIZ) and Chamber of Commerce and Industry (CCI) in each province.

The sub-activities of developing software which will be also including partnership management, producing on-line and in-print resources, preparation of training/workshop materials, producing promotional and informative materials, center staffing and capacity



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building, establishment/improvement of career development centers will enable to establish a career center that is delivering its services in a blended approach as both face-to face and web-based.

Although information and communication technologies and expansion of the internet offers lots of opportunities, its usage in career guidance in Turkey is very limited. It is planned to get most of the information and communication technologies in delivery of the services while still putting conventional face-to-face counseling interviews in practice. Within the scope of second component it is aimed to provide career services by career development centers to be established in 3 universities in partnership with key actors.

The career services to be delivered will include mainly introduction sessions, counseling interviews, workshops and trainings, study visits to industrial enterprises and panel events. External experts will provide these services for at least 2 semesters. . Career advisors appointed by universities will attend these services to benefit from knowledge and expertise of external expertise. Since job shadowing is a useful tool for developing expertise, job and professional counselors appointed at the Contact Points may also attend these services when necessary. The peer advisors and liaison volunteers to be trained during implementation of the operation will take supportive roles in provision of the services.

A series of dissemination activities will be implemented as information stands, enterprise visits, trainings for liaison volunteers and peer advisors, organization of alumni come-togethers and employment fair. The reason to plan intense activities for dissemination is to initiate a working supply and demand chain regarding career services and to ensure achievement of expected outputs within the lifespan of the operation.

5.8 Results with measurable indicators:

Expected results to be achieved by this operation are as follows:

Result 1: Career Development Centers in 3 state universities in TR21 were established and their capacities were improved.

Result 2: Students/newly-graduates' transition to the world of work was eased through provision of career services.

Please find below output and result indicators presented in the table format.

Type of Indicator	Indicator	Source of Verification
Output 1 / Activity 1.1. (labour market analysis)	Number of TR21 Region Labour Market Analysis	Reports on implementation of the operation, Labour Market
Output 2/ Activity 1.1. (HR development plan)	Number of TR21 Region Human Resources Development Strategic Plan	Labour Market



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Output 3/ Activity 1.1. (action plans for universities)	Action Plan for Universities in TR21 Region	Analysis, Strategic Plan, Action Plan, participant lists, web portals, career service model, career development centres, newly established jobs	
Output 4/ Activity 1.3. (staff trained)	Number of staff trained		
Output 5 /Activity 1.8. (local counselors trained)	Number of advisors/counselors trained		
Output 6/ Activity 1.5. (career service portals)	Number of career services web portals of universities in the Region		
Output 7/ Activity 1.5. (software developed)	Number of software developed on career services provided by multi-stakeholder partnership		
Output 8/ Activity 2.6-2.7-2.8 (local counselors on the job-trainings)	Number of advisors/counselors capacity built by on-the-job trainings		
Output 9/ Activity 2.4 (liaison volunteers)	Number of liaison volunteers trained for facilitation of relationships between corporate bodies and career centers		
Output 10/ Activity 2.4 (peer advisors)	Number of peer advisors trained for basic guidance and facilitation of linkage between students and career centers		
Output 11/ Activity 2.3 (enterprise visits)	Number of enterprises in TR21 region, career services of universities and ISKUR services introduced by a visit		
Output 12/ Activity 2.3 (study visits to enterprises)	Number of enterprises in TR21 region visited by students to get introduced to a career development in a specific field		
Output 13/ Activity 2.8 (university-placed internships)	Number of university students in the region who placed in internship programs; at least half of which will be women.		
Output 14/ Activity 2.1-2.5-2.6-2.7-2.8-2.9 (benefiting career services)	Number of university students and newly-graduates in the region who benefited from career services in person; at least half of which will be women.		
Output 15 Activity 2.7 (entrepreneurship courses)	Number of university students and newly-graduates in the region who participated in entrepreneurship courses, at least half of which will be women.		
Output 16/ Activity 2.1 (panel events)	Number of career panel events organized in the region		
Output 17/Activity 2.9 (employment fair)	Number of regional employment fair organized		
Output 18/Activity 2.5 (alumni come-togethers)	Number of alumni come-togethers organized		
Result 1	Number of career service model involving		External



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(career development centers)	all key actors in the region	Evaluation Report
	Number of career development centers established in TR21	
Number of career development centers services of which are improved in TR21		
Result 2 (Students/newly-graduates' transition to the world of work was eased)	Number of corporate bodies established long term cooperation with career centers	
	Number of young people employed following the internship activities	
	Number of young people employed following guidance and counseling services	
	Number of young people applied to TEKMER and KOSGEB for technical and financial support	
	Number of young people established their own job	

5.9 Activities:

Result 1: Career Development Centers in 3 state universities in TR21 were established and improved.

Activity 1: Preparatory Work for Capacity Building and Establishment/Improvement of Career Development Centers

Activity 1.1: Strategy Development for Tertiary Education in TR21 Region

TR21 Region Labour Market Analysis including district-based data and also thematic analysis such as labour market access of the people in rural areas, women and the disabled will be conducted. Based on the results of the Analysis, TR21 Region Human Resources Development Strategic Plan and Action Plan for 3 state universities will be prepared. Outputs of these activities are not prerequisite of any other activity. Regional Strategic Plan will provide the Agency with necessary information and analysis for its further activities and initiatives on human resources development. On the other hand action plans will define necessary steps to be taken by universities accordingly, such as new departments to open/close in medium term or departments to be adjusted according to market needs.

Due to the specific nature of the operation, this analysis is planned in a way to ensure that not only the employers registered to ISKUR but other employers will be included in the analysis, district-level data will also be provided, and disaggregated data related to the working poor, the disabled, the rural unemployed will be included in the sample which means that analysis will compensate for the characteristics of various other labour market analyses that do not provide specific data that can be utilized for the purpose of this Operation.



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OIZs and CCIs will be involved in joint action in a way that they will be included in the labour market activity as stakeholders.

Activity 1.2: Target Group Needs Assessment

The assessment will be conducted in order to make the best possible strategic choices of areas of work and to adapt to probable emerging issues during life of the Operation. Career guidance needs of university students and newly university graduates in the region will be assessed by surveys, focus group discussions and/or similar techniques. Assessment outputs will provide necessary inputs for preparation of model career center work plan. Online resources/test to be published on web portal of the centers, training materials, trainings and workshops to be conducted at the center will be structured accordingly.

Activity 1.3: Staff Capacity Building

Training for capacity building of the Agency's and partners' personnel will be conducted in order to build the skills and knowledge needed for effective multi-stakeholder involvement. In addition, these trainings will be rewarding for future cooperation of Agency and University, ISKUR Directorate, Organized Industrial Zone (OIZ), Chamber of Commerce and Industry (CCI) in each province.

The indicative training topics will be Effective Communication & Feedback, Presentation Skills, Teamwork and Active Participation, Negotiation Skills, Brain Storming Techniques, Creative Facilitation..

In addition to trainings, a study visit will be held to best practices in EU displaying successful and well-functioning partnerships in provision of career services, vocational education, and entrepreneurship and innovation support mechanisms and also in implementation of other multi-stakeholder initiatives for economic and social development. Please note that participants of this study visit to be organized under this activity will be staff of the Agency, CCIs, OIZs, ISKUR personnel assigned to contact points in universities, university personnel assigned to career centers. Another study visit will be organized for participation of decision makers in the region under following activity with similar purpose but a different program.

Activity 1.4: Preparation of Model Career Center Work Plan

A work plan for operation of Model Career Center will be prepared. Detailed workflows and standard procedures will be prepared for each activity of the Center accordingly.



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The workflows and standard procedures will be also inputs of the career service software which will be including partnership management and web portal content management components. In addition, they will ease the process of getting an internationally recognized certification on quality management for Career Services in each university on further steps.

Participation of decision makers of the partners into these processes will be ensured through necessary workshops and/or meetings. In order to encourage partnership vision of decision makers, a study visit will be held to the best practices in EU displaying successful and well-functioning partnerships in provision of career services, vocational education, entrepreneurship and innovation support mechanisms and also in implementation of other multi-stakeholder initiatives for economic and social development. Please note that participants of study visits to be organized under this activity will be decision makers such as Governors and Mayors of 3 provinces (Members of Agency Executive Committee), Presidents of CCIs, Directors of OIZs, Rectors of Universities, etc. Therefore, its organization will be done separately than study visits under previous activity although their purpose is similar.

OIZs and CCIs will be involved in joint action in a way that they will be included in the establishment of Model Career Centre as stakeholders. As a result of this activity, the standard procedures including each partner's detailed role and responsibilities will be prepared and multilateral agreements for each Career Center will be signed by the University, ISKUR Provincial Directorate, Organized Industrial Zone, Chamber of Commerce and Industry of the Province where the Center is located.

Activity 1.5 Developing Software & Web Portals

Information and communication technologies are changing virtually every aspect of our lives and expansion of the internet offers a variety of opportunities. Besides, providing quick and easy access of some services to the users, this proposal aims to get most of out it by including a partnership management component to ease bureaucratic procedures in actual application of the partnership.

Furthermore, the software will serve as an effective tool for monitoring and providing the data for evaluation since activities such as trainings, counselor appointments, internship replacements will be managed through it. The software will provide tools as web portals and applications for various smart devices which will enable universities to keep regular contact with students and newly-graduates. It will be possible to collect data and also conduct surveys on specific issues such as evaluation of activities and tracking graduates' employment status. It will also provide measurable data for implementation of some incentives. For instance, it



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will include a ranking system for enterprises according to their level of collaboration (grading of the activities such as number of interns placed, registration to ISKUR and/or employment services of organized industrial zones, recruitment through them, etc.) The software activity will mainly consist of 5 stages as analysis, development, testing, implementation and review. The workflows and standard procedures produced under activity 1.4 will provide necessary input for analysis stage as workflows, definition of clients and their roles and will be reappraised at this stage if necessary. Authorized actions for each user profile will also defined at this stage. For instance, a student might apply a training that would be already announced to be opened, but a student who is peer advisor may request opening of the training. Please find below indicative profiles.

Server	Client (beneficiary)/ Partnership User	Client (beneficiary) / Liaison User	Client (beneficiary)/ Services User	Client (beneficiary)/ Visitor
• University	<ul style="list-style-type: none"> • Organized Industrial Zone (OSB) • Chamber of Commerce and Industry (TSO) • ISKUR Provincial Directorate • Trakya Development Agency 	<ul style="list-style-type: none"> • Peer Advisors (Members of Student Club on Career and Personal Development) • Liaison Volunteers (Student Club Advisors at the Universities, Human Resources Managers at OSBs, Occupational Committee Members at TSOs) 	<ul style="list-style-type: none"> • Students • Graduates • Enterprises 	<ul style="list-style-type: none"> • Public

Please note that the same software developed will be used at 3 state universities separately with the participation of their provincial partners. Therefore 3 separate web portals will be developed where the overall content will be customized accordingly. The portals will have accessible design features for disabled.

Activity 1.6: Preparing On-line and In-Print Resources

The career services will be provided in a blended approach as individual face-to-face, group face-to-face, individual web-based and group web-based. Special measures will be taken in order to ensure suitability of materials for disabled.

Necessary on-line and in-print resources will be produced such as Career Service Guide, Manuals for Liaison Volunteers and Peer Advisors, Training Materials and Manuals/Resources for the workshops and trainings to be identified within the scope of the Operation as well as psychometric testing tools enabling assessments as vocational interests and key competences.

Activity 1.7: Producing Promotional and Informative Materials



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Materials such as handouts, key cases, office accessories, and visibility flags will be produced to be used and/or distributed during activities such as enterprise visits, trainings, employment fair, and panel events.

Activity 1.8: Center Staffing and Capacity Building

The staffing of the Centers will be as following:

- Director will be administrative personnel to be appointed and/or recruited by each university
- Career Advisors (2 person) will be appointed and/or recruited by each university
- Job & Profession Counselors will be appointed by ISKUR at the ISKUR Contact Points to be established within the Career Centers.
- An Expert on Career Counseling will be recruited within the scope of operation and assigned at the career development centers of each university for at least 3 semesters.

Counseling interviews, trainings and workshops will be conducted by these experts with the participation of career advisors appointed by universities. Necessary trainings will be conducted for career advisors to build professional skills and also usage of the software.

Activity 1.9: Establishment /Improvement of Career Development Centers

Necessary, appropriate and accessible space for disabled will be allocated by each university to set up the Centers. Physical accessibility for disabled to the Center will be ensured by universities as an in kind contribution.

The necessary furniture and equipment will be procured within the scope of the operation. These will basically consist of necessary furniture and IT equipment to create a convenient working environment and also kiosks to be placed mostly at vocational high schools at districts to facilitate access to information as well as announcements. In addition, it is planned to be procured IT equipment for an e-studio at Kırklareli University as the university plans to diversify online resources by producing its own audio-visual materials in long term.

A disabled access point within computer lab will be established within the Career Centers in order to ensure self-access to web-assisted resources and services. Computer hardware such as alternative keyboards, mice and printers designed to assist disabled students -especially to



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people who are sight-impaired or experiencing difficulty with fine motor movements- will be procured in addition to necessary software.

Result 2: Result 2: Linkage between education system and world of work was strengthened through provision of career services.

Activity 2: Provision of Career Services

Activity 2.1: Inauguration of Career Centers and Organization of Panel Events

2 panel events at each university will be organized. Professionals and alumni from a variety of career fields will be invited to the campuses to share their advice and insights with students. First of the panels at each university will also include a session introducing the career center and its services to the stakeholders as well as the target group.

Activity 2.2: Information Stands

Kiosks facilitating access to information and announcements will be placed at 36 spots. Information days will be held on these spots to inform students about services of the Center, the web portal and usage of the kiosk.

Activity 2.3: Enterprise Visits

Two kinds of visits will be organized, first being informative visits and second being daily study visits of students.

Informative visits will be paid to large-scale industrial enterprises and medium-sized enterprises in the region. Enterprises will be informed about services of both ISKUR and Centers. As a result of these visits, it is aimed to register enterprises to web portals of career centers and to sign memorandum of understandings with enterprises for long term cooperation with universities for implementation of activities such as regular daily study visits, internship replacements, panel events. Daily study visits to enterprises in TR21 Trakya and/or TR10 Istanbul Region will be organized in order to get introduced students to career development in a specific field.

Activity 2.4: Trainings for Liaison Volunteers and Peer Advisors

Liaison Volunteers and Peer Advisors will take a supportive role in the provision of the services.



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Peer Advisors; will be the members of the existing Student Clubs on Career and Personal Development and Entrepreneurship to be trained within the scope of this operation for basic guidance and facilitation of linkage between students and career centers.

Liaison Volunteers will include Club Advisors at the Universities, Human Resources Managers at OSBs, and Occupational Committee Members at TSOs to be trained within the scope of this operation for facilitation of relationships between corporate bodies and career centers.

Activity 2.5: Organization of Alumni Come-Togethers

An event introducing the career center and its services to the alumni will be organized at each university separately.

Activity 2.6: Conducting Introduction Session

Introduction sessions will be conducted introducing career services' web portal, resources, programs, and services to the students, mentoring on how to access to the services. Introduction sessions will be mostly at the center. However, it will be also conducted at vocational high schools by attending regular classes with the permission of school directors.

Activity 2.7: Conducting Trainings and Workshops

Training and workshops will be basically organized on following issues: "How-to sessions" on resume writing, interviewing, job or internship search, KOSGEB certified entrepreneurship courses, access to finance, networking techniques, volunteering search, leadership, communication skill, overcoming interview anxiety, speaking up in groups, confidence building, decision making, application to funds for youth project and other international opportunities including European Volunteer Services. Training and workshop subjects might be diversified according to the needs assessment.

Activity 2.8: Conducting Counseling Sessions and Internships

Counseling interviews will be basically on following issues: Finding out career options with the degree to be obtained, conducting competency assessments, exploring or planning career path, discussing strategies for finding jobs or internships, vocational and professional assistance for job-seekers, in-depth analysis of resume and/or cover letter, mock interviews, counseling on decision making stage for drop-out or transition. Counselors will also manage



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internship replacements by the help of career management software and web portal. Please note that compulsory social security payments of interns will be done by universities.

Activity 2.9: Employment Fair

A regional recruitment event will be organized to bring job seekers and employers together. It will also provide students as well as job seekers to get practical information and advice from employment professionals. It will be organized at Lüleburgaz in Kırklareli or Çorlu/Çerkezköy in Tekirdağ where most of the industrial zones are located.

6. Implementation arrangements

6.1 Institutional framework:

The overall management of the Operation will be carried out by the following structures:

- Contracting Authority (CA)
- Operation Beneficiary (OB),
- Senior Representative of the Operation Beneficiary (SROB),
- Operation Coordination Unit (OCU).

This operation will be implemented under the Human Resources Development Operational Programme (HRD OP) which is managed by Ministry of Labour and Social Security (MoLSS) as the Operating Structure (OS) which also fulfils tendering and contracting tasks as the HRD Contracting Authority. The OS will be represented by Deputy Undersecretary of MoLSS as the Head of Operating Structure while the CA will be represented by the Head of EU Coordination Department.

Contracting Authority: The CA will be responsible for tendering, technical and financial management of contracts under the operation. It ensures that all the documents, reports submitted by contractors are duly checked /controlled/ read/ approved by the OB which cooperates with the CA in managing the operation and any other aspects with relevance to the implementation of the Operation.

Operation Beneficiary: Trakya Development Agency as the operation beneficiary will be responsible for the implementation of this operation. To that end, Trakya Development Agency will assign a high level manager who will act as SROB that will be the official representative of the OB. OB will establish an OCU which is the responsible body for supervision of implementation of the operation.



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Senior Representative of the Operation Beneficiary: The operation will be implemented under the authority of the SROB on the side of beneficiary. The SROB will act as the formal representative of the Trakya Development Agency and will assume ultimate responsibility for the successful implementation of the operation against the OS. He/she cooperates with the teams responsible to implement contracts ensuring that the tasks are performed in accordance with the pre-defined deadlines and the standards of quality required. He/she will provide preliminary approval of the reports of the contracts, or any technical and financial documents (such as approval of invoices with “read and approved” stamp) or deliverables and outputs, before final approval by the Contracting Authority. He/she will appoint one risk manager and one irregularity officer among OCU members, responsible for the operation on behalf of the OB.

Operation Coordination Unit: The Trakya Development Agency will establish an OCU which will be adequately staffed composing of an Operation Coordinator and (at least) five Trakya Development Agency experts. Existence of a professional and stable staff of OCU is guaranteed by Trakya Development Agency as a crucial factor for the timely and proper implementation of the Operation.

OCU is responsible for supervising the implementation of the operation which may include different types of contracts that will be managed by the CA. It will perform the following tasks (it is not an exhaustive list):

- Following operation activities and working in close cooperation with the teams responsible to implement contracts,
- Coordinate and facilitate processes between SROB, the teams responsible to implement contracts (consultant, contractor, TAT, etc.) and the CA regarding any kind of reports, requests, documents which need approval of SROB.
- Ensuring the required coordination with other departments or other institutions related to the implementation of the operation.

6.2 Proposed Monitoring Structure and Methodology:

The overall monitoring of the Operation will be performed by the following structures and tools under the daily supervision and secretariat of the OCU:

- Operation Steering Committee Meetings,
- Operation Monthly Management Meetings (and other if necessary),

Operation Steering Committee (OSC): OSC will be established to serve as a platform to share results achieved, follow-up of progress of the Operation (including different types of components/contracts) and exchange experiences, ideas etc. The SROB will initiate the



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establishment of a core OSC which will be composed of representatives of OCU, the teams responsible to implement contracts (consultant, contractor, Technical Assistance Team (TAT) , etc.), the CA, stakeholders such as Namık Kemal University/Tekirdağ, Çerkezköy Organized Industrial Zone/Tekirdağ (Tekirdağ OIZ), Tekirdağ Chamber of Commerce and Industry (Tekirdağ CCI), Turkish Employment Agency Tekirdağ Directorate (Tekirdağ ISKUR), Kırklareli University, Kırklareli Organized Industrial Zone (Kırklareli OIZ),Kırklareli Chamber of Commerce and Industry (Kırklareli CCI), Turkish Employment Agency Kırklareli Directorate (Kırklareli ISKUR), Trakya University/Edirne, Edirne Organized Industrial Zone (Edirne OIZ), Edirne Chamber of Commerce and Industry (Edirne CCI), Turkish Employment Agency Edirne Directorate (Edirne ISKUR) and stakeholders as Provincial Employment and Vocational Training Boards and employer trade unions. Contracting Authority and the European Union Delegation in Turkey (EUD) are ex officio members of the Committee. The OSC will meet on a semi-annual basis. First OSC will be organized 6 months after the first service signed under the Operation. Organization of OSC meetings is under responsibility of the Trakya Development Agency which may use TAT when available. Agenda of the OSC and brief note on the issues that will be discussed in the meeting will be provided to the members of the OSC at latest 1 week before. Minutes of OSC meetings will be kept by Trakya Development Agency (or TAT when available) and submitted to the participants in the meetings for their approvals at latest 1 week after. Minutes, agenda and brief notes can only be sent to the participants after the approval of the CA.

Operation Monthly Management Meetings: It will be convened in order to monitor the activities of the operation, discuss and assess the progress of the operation and provide solution to the problems arising during the implementation of the operation. These meetings will be chaired by SROB. Contracting Authority, EUD, OCU and representatives of the contracts composing the operation (such as TAT) will be participants of the monthly management meetings. Minutes of OMMM will be kept by Trakya Development Agency (or TAT when available) and submitted to the participants in the meetings for their approvals. OCU may organize additional meetings with the teams responsible to implement contracts if necessary.

As regards monitoring of operation on the basis of reports;

In terms of entire operation; Trakya Development Agency will submit progress reports to the CA on the overall progress of the operation. The format of the progress reports including irregularity reports will be provided by the CA. Progress reports (PR) will cover the progress in all components in relation with the operation, gap analysis in terms of indicators, the strategic contribution of each component of the operation in terms of quality, efficiency, relevance of intervention to the objectives of Operational Programme, issues of sustainability,



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lessons learnt, risks and remedial actions incurred under the operation. PR will be submitted once in a year. First progress report will be submitted exactly one year after the first contract under the operation is signed.

Trakya Development Agency will prepare Final Component Reports (FCR) when a component (service contract) under the Operation is concluded. The format of the FCR including irregularity reports will be provided by the CA. FCR will cover an executive summary regarding the finalization of the related component, output effectiveness diagramme, gap analysis regarding gaps in between the expected and realised results and outputs of the component, strategic contribution of relevant component in relation with the operation, issues of sustainability, lessons learnt, risks and remedial actions incurred under the operation. For service component, Trakya Development Agency will submit final component report within two months after the end of service contract. The final component report for supply contract will be submitted within 2 weeks after the last final acceptance certificate for relevant contract is officially approved by the CA.

In terms of contracts; Trakya Development Agency with its OCU will ensure that the responsibilities regarding delivery, check, control and approval of documents as stated in 6.1 part of the OIS are duly performed. Types, frequency and content of the documents and reports will be defined specifically in the relevant tender documents of the contracts.

Trakya Development Agency is aware of its responsibilities as the OB including reporting requirements which will be defined in the Operational Agreement in detail. Trakya Development Agency is also aware that in addition to the reports mentioned above, ad hoc reports may be requested by the Contracting Authority on various aspects or issues related to the implementation of the operation. The content and time of submission of such ad-hoc reports will be agreed between Trakya Development Agency and the Contracting Authority on a case-by-case basis.

6.3 Required procedures and contracts for the implementation of the operation and their sequencing:

7. Risks and assumptions:

Risks presumed in the operation are as follows:

- A major intervention on the implementation of IPA in Turkey
- Natural disasters interrupting social and economic life
- Having members in executive boards/management of the partners who are strongly antagonizing the operation and are taking over the management by a major change
- Lack of coordination and cooperation among the institutions



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Assumptions underlying the operation are as following:

- Partners seek out and support success for others
- Sufficient number of members of the existing Students Clubs on Career and Personal Development at the universities are willing to be Peer Advisors
- Sufficient number of members of the existing Students Clubs on Entrepreneurship Student Clubs at the universities are willing to be Peer Advisors
- Sufficient number of members of the Occupational Committees at Chambers of Commerce and Industry in 3 cities are willing to be liaison volunteers

8. Expected impact of the operation on the target group and multiplier/spillover effects:

The overall expected impact of the operation is that developed skills, attitudes and motivation of the young people, which will be consequently enabling them to progress of education, training and employment. They will be able to make sensible choices by taking labour market actualities into consideration and to have access to right job opportunities matching with their interest, skills and personality as well. They will be able to cope with being “unemployed” and its implication of social exclusion.

Following are the expected impacts on the target groups which will contribute to national educational and labour market policy goals:

- increased interest in education and training
- encouraging participation in formal and informal learning
- positive effects on learning outcomes including better decision-making skills and better awareness of learning opportunities
- increased job searching and information search activities
- increased motivation to seek work

Besides, main multiplier effects of the operation are anticipated as follows:

- The Operation is promising a partnering structure in several intervention areas regarding sustainable development in Turkey. The challenge of practical application of such a comprehensive relationship network is planned to be managed by the help of information and communication technology. Partnership management module of the software is expected to inspire its usage at interventions in other areas of development since it will facilitate realization of tangible commitments that will enable that partnership to get underway more quickly and efficiently.



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- The Operation will provide appropriate environment and a considerable audience to ISKUR Provincial Directorates to introduce its services. In addition, the promotion of its services is placed in the activities which eventually lead to an increase the number of registered university graduates⁶ and enterprises to ISKUR.
- According to Implementation Report of National Agency, there had been 1639 applications to the Youth in Action Programme in Turkey. Trakya Region retains last among 26 regions with 9 applications. Since it is planned to organize workshops and informative sessions on Youth in Action Programme to be a catching activity of the career centers, it is expected that the application to Programme and implementations in the region will increase eventually.
- With an intergenerational perspective, increased knowledge of the future generations about job searching and access to job opportunities

9. Sustainability:

The operation does not propose a series of one-off activities but establishment of career centers which will get support of all the key actors in the region. Universities as partners of this Operation and home of career centers to be established are committed to ensure institutional and financial sustainability of the centers by issuing necessary administrative decisions, personnel assignments and budget allocations. On the other hand, one of the reasons of involving actors as ISKUR, CCI and OIZ is to establish structured roles for each partners on operation of the centers which will result with provision of utmost in-kind support to universities. One of the real benefits of working with multi-stakeholder partnerships is the potential access to a wide range of non-cash resources that partners can provide. Through the partnering activity, the operation aims to get most out of those non-cash resources with tangible as well as accessible commitments and institutionalize the partnership by detailed description of roles and responsibilities, practical application and monitoring of which will be eased with partnership management software.

The role and responsibilities of Trakya Development Agency, Universities and ISKUR Provincial Directorates is in compliance with their legislation as well as their mission and goals. Therefore, appointment of the necessary staff or maintenance of the supplies to be purchased will not be a challenge. The main challenge regarding the human resources, especially for the universities, is not the staff for the operation of the career centers but the staff for the management of the operation. Hence, the Agency having adequate premises and

⁶According to the HRD Operation Programme, only 15% of unemployed registered to ISKUR are university graduates.



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staff in each province in the region is undertaking the responsibility of operation's management and performance as the Operation Beneficiary. The Agency will continue to undertake the coordinator role in order to ensure sustainability and effectiveness of the partnership network as it is in compliance with its responsibilities enlisted in its legislation.

10. Horizontal Issues:

The operation will contribute to horizontal issues of equal opportunities for men and women and concern of disadvantaged by promoting young females and disabled people's integration to the labour market within the scope of career services to be provided to the young people including females and the disabled.

The contribution to the sustainable development and environmental protection will be realized indirectly since no activities directly affecting these are planned but the necessary measures such as minimizing paper consumption, preferring less energy consuming equipment in Operation Coordination Unit as well as in Career Centers will be taken.

The operation will contribute to the horizontal issues of good governance and civil society by its partnership structure for joint action that is taking its source from the commitment to joint responsibility and accountability.

11. Links with other IPA component/national programmes/policies:

This operation is linked with IPA Component III "Regional Competitiveness OP (RC OP)". Providing career services in universities in partnership with OIZs and Chambers of Commerce and Industry and meet their labour force needs by internship and job placements, the operation is complementing the measure of "Improvement of Business Environment". The operation is also complementing the measure of "Providing Basic Information, Consultancy and Investment Support for Enterprises" under the priority of "Strengthening Enterprise Capacity and Foster Entrepreneurship" as the KOSGEB certified entrepreneurship trainings will be conducted for newly-graduates in the Region.