



This project is co-funded by the European Union and the Republic of Turkey

Strengthening the Institutional Capacity of the Central Finance and Contracts Unit



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Strengthening the Institutional Capacity of the CFCU

CFCU as a key actor in the IPA ecosystem

CFCU, as the “project implementing agency”, operates on design and implementation of technical assistance, supply, works, twinning and grant projects for institutional capacity building of the public sector and civil society based on the EU-TR financial cooperation. The projects are unique with their influence on making legislation, establishing practices and developing organisations in public sector and civil society, hence, on the institutionalisation of Turkey. The CFCU has also a prominent role in utilizing knowledge in terms of institutional capacity building in Turkey.

What is our vision ?

We envisage the CFCU as a centre of excellence for project management to function on certain thematic areas primarily the institutional capacity building and on certain projects demanding sophisticated project management activities to provide strategic value to our country.

We consider that our vision will best ensure us to keep, internalize and amplify the institutional capacity we acquired during our experience within the IPA system, as well as the added value the CFCU produces.

What is the project ?

Programme	Instrument for Pre-accession Assistance (IPA), 2014 Annual Programme – Regulatory Reform and Acquis Alignment Action (RRAA-A)
Project Name	Strengthening the Institutional Capacity of the CFCU
Contract Title	Technical Assistance for Strengthening the Institutional Capacity of the CFCU
Project Type	Service (ex-ante control)
Beneficiary	Central Finance and Contracts Unit (CFCU)
Contractor	MultiContact Consulting Kft. (as the Consortium Leader) and İC Danışmanlık Eğitim Hizmetleri ve Tic. Ltd. Şti. (as the Consortium Member)
Contract Budget	EUR 1991.000,00 (EU: €179190, TR: €199100)
Implementation Period	30 months (19 March 2019 - 18 September 2021)
Overall Objective	Improving the absorption of the programmed EU funds combined with an increase of the implementation efficiency
Purpose	Contribution to the effective and efficient utilisation and management of the EU funds and projects implemented by the CFCU

What is our motivation for the project ?

Today, the IPA Indirect Management System faces various challenging problems. The consequences of these problems eventually emerge in the most apparent way as the excessive delays in the IPA project cycles, in other words, the backlog. The backlog, causing fund losses and quality losses in the system, jeopardizes the efficiency of the IPA system and the value targeted to be obtained through the EU-TR financial cooperation in overall.

This project is an institutional initiative of the CFCU to take responsibility to give more to the IPA ecosystem. Indeed, the subject project is the response of the CFCU to the existing problems in the IPA system. The project aims to restructure the institutional organisation of the CFCU and transform the efficiency increase within the CFCU via restructuring into productivity increase in the form of consultancy capacity for the stakeholders. With this approach, the goal is to spread the accumulated know-how and upgrade the overall capacity of the system in terms of project management.

What do we expect from the project?

This project has a comprehensive set of activities to innovate the existing organisation of the CFCU. However, our biggest success by the project will be turning the CFCU organisation into a system of innovation as a learning institution to continuously develop itself beyond the project implementation tasks to overcome the prospective challenges on our path to our vision. We have formulated our expectations from the implementation period of the project through the below points.

- The organisational structure and business workflows have been optimized and enhanced to improve the time and quality of the business processes as well as the outputs.
- Institutional innovation system including the CFCU Excellency Centre has been established.
- Digital transformation level for the business processes has been improved.
- Technical quality control capacity of the CFCU has been established.
- Personnel career development system has been established to develop capacity, working performance and stability of the personnel composition at the CFCU.
- Guidance and Training division and Tender-Grant-Twinning database for effectively manage the acquisition, preservation and spread of knowledge in the institution and cooperation processes with the stakeholders have been established.
- Structures, tools and practices have been developed to enhance the intensity and effectiveness of the cooperation with the stakeholders.

How is the project designed?

As it is mentioned among project activities below, we are planning to establish a Tender-Grant-Twinning database within the scope of the project. Undeniably, none of the projects are identical but most of them have common aspects even the technical assistance projects at a significant extent. Giving the opportunity access to the specific records of other projects, the database will ensure efficient utilisation of knowledge. For the moment, we would like to share a specific portion of the coverage of our project for your inspiration.

In order to achieve the project results for the fulfilment of the project purpose and in the end the overall objective mentioned in the table, we have concluded five groups of activities to be implemented:

1 Optimisation of the CFCU Organisational Structure, Business Principles and Procedures

The main activities of this group are oriented essentially to the optimisation of the CFCU organisational structure and the business processes, including workflows to improve their quality and timing to improve the institutional capacity of the Organisation.

The enhancement of the institutional organisation will also serve the CFCU to be capable of working on all the steps of the PCM and ensure effective knowledge transfer among the steps.

- Business Process Re-Engineering on the CFCU Business Processes
- Establishment of Indicator Based Institutional and Project Performance Measurement System
- Establishment of an Idea Management System
- Strengthening the Human Resources Department
- Strengthening the Internal Audit Unit
- Establishment of Complaints Management System
- Study of Over-Budgeting Methodology
- Development of CFCU Strategic Plan
- Development of Manual of Procedures and Legal Framework
- Establishment of Institutional Innovation System
- Strengthening the Institutional Quality Assurance System

2 Digitalisation of the Business Processes

The activities aim to benefit from the efficiency and effectiveness ensured by digitalisation. The activities covers the transfer of the re-engineered processes into digital medium, establishment of new IT tools particularly the information management systems and integration of existing and new tools essentially.

- Increasing the Weight of IT Systems in the Business Processes
- Establishment of the Tender-Grant-Twinning Database
- Establishment of Cooperation Management System
- Improvement of Implementation Monitoring System

3 Provision of Technical Expertise

The activities are designed to acquire short-term external expertise regarding the subjects for which specific technical knowledge is required for management of the cooperation process particularly in terms of project scope and performance of the document controls. In addition, technical expert opinion / report on horizontal issues related to tenders or contracts such as disputes, claims, tax and customs issues will be provided upon request.

Moreover, guidelines for the CFCU and Lead Institutions/End Beneficiaries staff for project implementation will be developed/updated, education material through the monitoring findings will be produced, question-answer database will be established, and consistency of the control of ex-ante and ex-post controlled files will be ensured.

- Provision of External Technical Assistance
- Development of Guidelines for the CFCU and Lead Institution/End Beneficiary staff for Project Implementation
- Analysis of the Monitoring and Audit Findings
- Ensuring Consistency of the Control of Ex-Ante and Ex-Post Controlled Files

4 Development of Human Resources Management

The activities are oriented to constitute a comprehensive institutional human resource policy and practice in order to ensure the sustainability, competency improvement, specialisation and effective utilisation of the CFCU human resources. Beyond the design of the activities, the focus is to ensure continuous acquisition of new knowledge, effective spread and maintenance of knowledge within the institution in order to achieve a leading competency level at the whole PCM phases in the sector. The defined human resources policy and practices will balance the exchange between the institution and the employees as well. That is, the quality assurance of the human capital will be ensured for the well-functioning of the institution in one side and, in the other side, the employees will benefit their CFCU career as if they are enrolled into a career development program in the work domain through extensive theoretical and practical educations and trainings. The latter one will ultimately serve to the stability of the staff so the maintenance of the institutional knowledge through decreasing the turnover rate.

- Determinations of the Job Definitions and Employee Profiles
- Workload Definition
- Establishment of Personnel Performance Criteria and Establishment of Competency Measurement System
- Establishing a Career Program and Supporting Career Development
- Creation of CFCU Annual-Multiannual Training Program
- Support to Establishment of the Continuous Education, Training Excellence and Guidance Division
- Creation of Manager Training Program
- Providing Training and Technical Assistance
- Designing a Self-Development Centre

5 Development of Cooperation with the Stakeholders

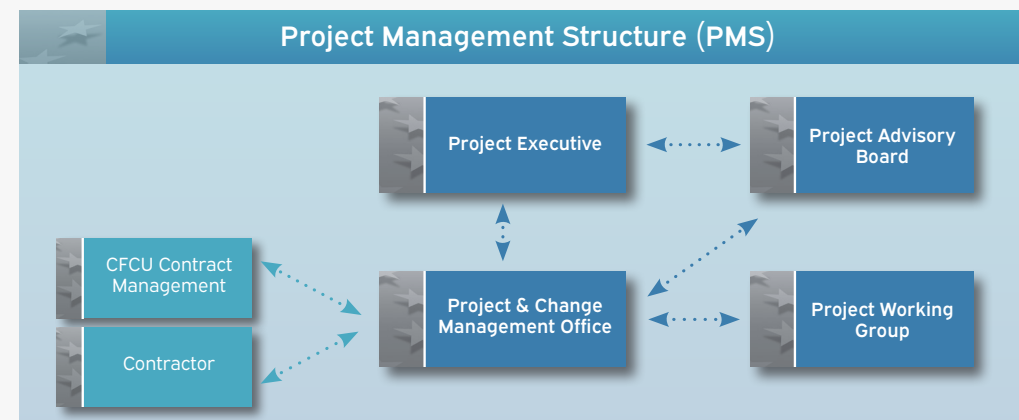
This group of activities are mainly oriented to contribute the knowledge level of the staff of the actual and potential IPA ecosystem stakeholders in terms of the project cycle management and the cooperation subjects.

The consultation services will primarily be provided via the regular and demand based consultations by Training Centre that will be added to the CFCU structure in this project. The Programming Support Unit will enable the transfer of the knowledge in the form of lessons learnt in the post-programming phases to the programming phases by the CFCU. The information management systems that will be established by this project such as Cooperation Managements System, Tender-Grant-Twinning database will also function to capitalize the consultancy capacity of the CFCU in the cooperation processes.

- Definition of Cooperation Procedures with Stakeholders
- Structuring the CFCU - Beneficiary Cooperation Processes and Business Development of Cooperation Management System
- Training Program for Lead Institutions/End Beneficiaries
- Development of Programming Support Unit
- Improvement of the Public Awareness and Participation to the CFCU projects

How do we manage the project?

In order to ensure the effective management of implementation period of the subject project, as well as, the segregation of contractual and technical management tasks, the CFCU has established the Project Management Structure (PMS) prior to the implementation period.

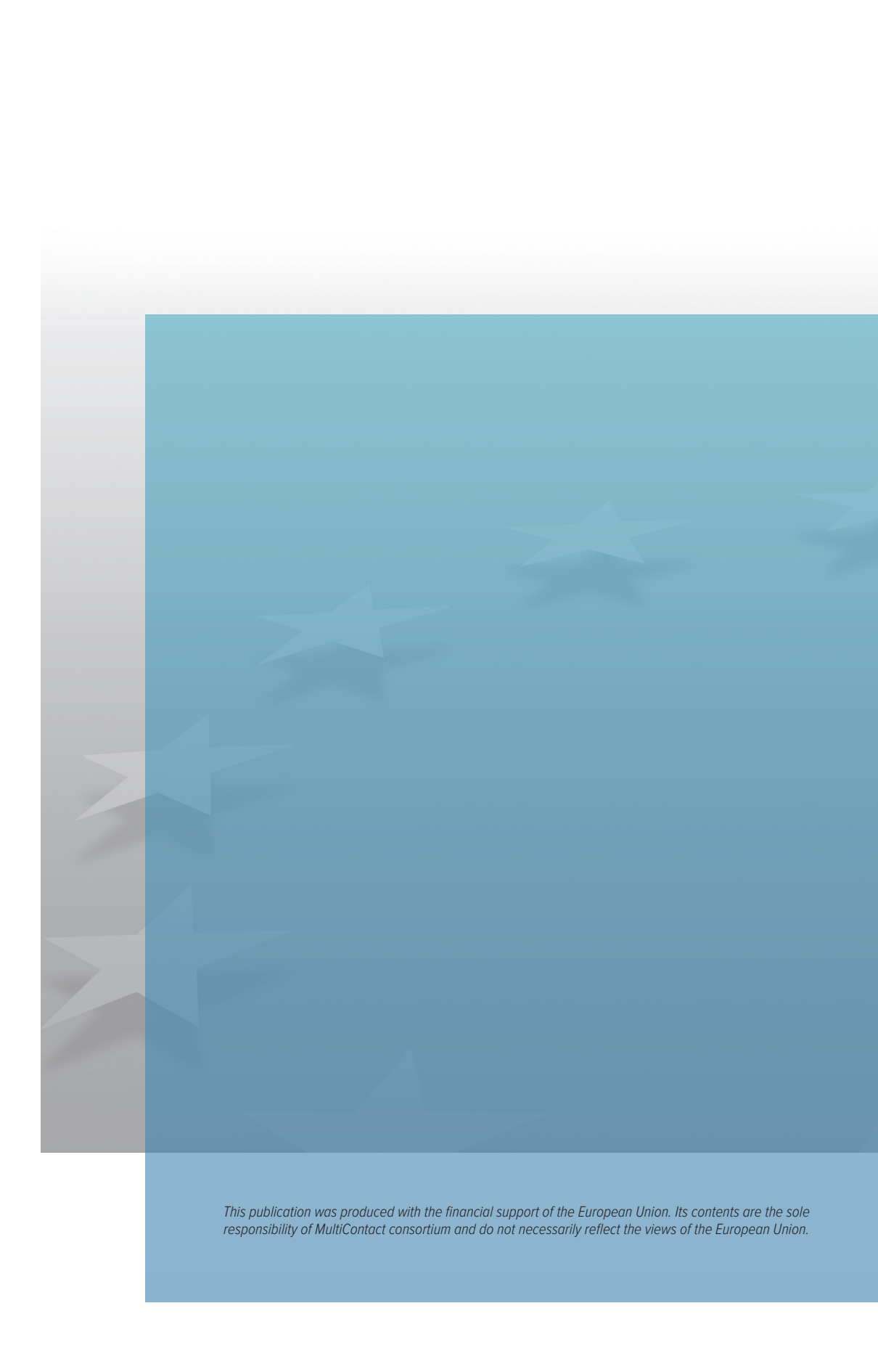


The PMS is expected to facilitate the contribution and participation of the CFCU departments to the project implementation, as well as, the absorption of project outputs by the departments.

Besides the PMS, the CFCU has also established "Project and Change Management Office (PCMO)" for excellence in management of institutional project and change activities.

For the subject project, the PCMO has been assigned to work within PMS as the coordination unit. The PCMO will also function beyond the project implementation period to put the project results into practice and sustainability of the project outcomes.

Independent from the subject project, the PCMO will also fulfil other institutional development activities in CFCU and IPA ecosystem. Thus, it will ensure the continuity of institutional development activities of the CFCU in a systematic and sustainable manner.



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