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# TRAINING AND RESEARCH INSTITUTE FOR PUBLIC POLICY

## FOREWORD

In the aftermath of the global financial crisis, there has emerged an ever increasing emphasis on public policy design and implementation. This is not surprising, given the fact that effective policymaking framework with a focus on government policies has been the identifying characteristic of the successful countries, which survived and even grew stronger in this period.

This also explains the growing interest for the trainings TRIPP offered during 2011. In addition to the trainings on public financial management and other fiscal policy related issues, which are being offered since the very first day of its establishment, TRIPP started to offer trainings on a variety of other topics including private sector development, improving investment climate and macroeconomic management to a broader set of countries and institutions. Some of these institutions include the Turkish Grand National Assembly, the investment promotion agencies from all over the world and higher-end Ministry of Finance officials from developing countries. It should also be noted that not only the number of courses and their recipients increased significantly but the sponsors have developed an increasing interest for TRIPP's activities. TRIPP had the privilege to work with sponsors such as The World Bank, The Islamic Development Bank, The Asian Development Bank, The United Nations Development Program and Turkish Development and Cooperation Agency (TİKA).

Observing the positive outcomes of the trainings, which are based on providing effective policy framework to real world problems by following a hands-on approach, TRIPP has an ambitious agenda to further expand its scope and offer trainings in a wider range of areas to a broader set of countries.

Prof. Umit Ozlale  
Director, TRIPP

## ABOUT

The Training and Research Institute for Public Policy (TRIPP), was established in 2009 under the auspices of The Economic Policy Research Foundation of Turkey (TEPAV) and became operational in February 2010. Both TEPAV and TRIPP are non-partisan and non-profit research organizations. The objective of the institute is to design and offer short-term training programs for the countries of the region on the main titles of public management reform that have become prevalent over the last two decades throughout the world. Courses are designed in line with the particular needs of the countries and with reference to Turkey's experiences where relevant.

The institute has two target groups: Turkey and the developing countries in Turkey's region. Through training programs, the institute aims to contribute to the improvement of institutional capacity for public management in these two target groups. At the same time it aims to share the knowledge that Turkey has accumulated in the context of the public sector restructuring experience in the aftermaths of the 2001 crisis which also coincides with the European Union accession process.

In this context the subject of the training programs and the meetings to be organized by TRIPP are listed below:

- Analytic Methods in Fiscal Policy
- Medium Term Expenditure Framework
- Multi-year Budgeting
- Investment Budgeting
- Cash and Debt Management
- Strategic Management and Performance
- Intergovernmental Fiscal Relations
- Regulatory Impact Analysis
- Energy, Health, Education and Social Policies
- Participation
- Public Supervision Tools
- Methods of Fighting Corruption
- Improving Investment Climate

TRIPP finances its activities through funds provided by national and international donor organizations and other organizations. In 2011 TRIPP has organized 9 training programs with the participation of around 30 countries and more than 150 participants.

## 2011 ACTIVITIES

### TRAINING PROGRAMS

#### THE EGYPTIAN COMPETITION AUTHORITY TRAINING, 03-07 JANUARY 2011

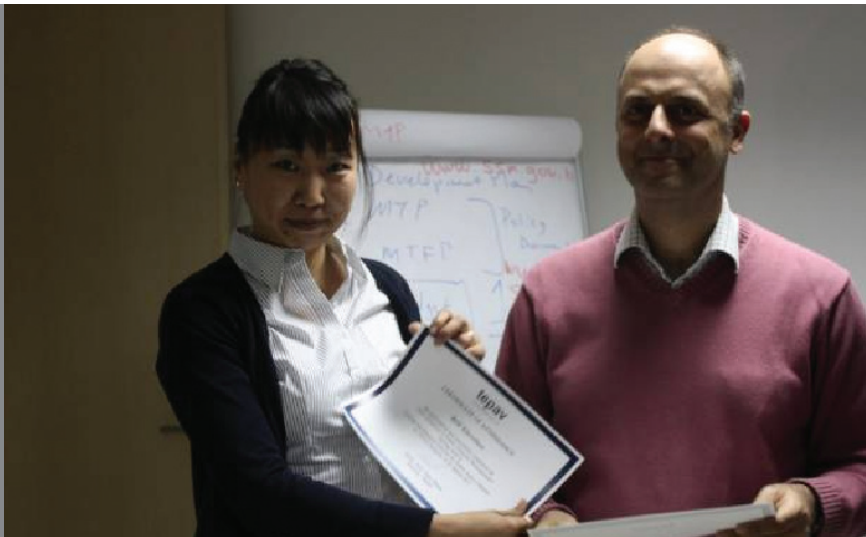


TEPAV, the Turkish Competition Authority and the Turkish Cooperation and Development Agency (TIKA) have delivered a training program for Egyptian Competition Authority officials. The opening speeches were delivered by Guven Sak, Director of TEPAV, Nurettin Kaldirimci, President of Turkish Competition Authority and Amal Salama, Minister Counselor of The Arab Republic of Egypt, during the opening ceremony at TEPAV.

The delegation from Egyptian Competition Authority observed presentations on “Introduction to Cartels”, “Per Se Offenses”, “Cartel Structure”, “Arrangements”, “Deterrence”, “Detecting Cartels”, “Market Characteristics”, “Red Flags”, “Cartel Stability”, “Bid Rigging”, “Cartel Case Study”, “Horizontal Agreements”, “Per se Rule and Rule of Reason in Antitrust Analysis”, “Leniency Programs”, “Leniency Case Study”, “Law and Economics of Dominant Position and Monopoly”, “Economics of RPM”, “Economic Theories”, “Empirical Evidence”, “Legal Treatment of RPM”, “Network Industries and Relations with Sectoral Regulators”, “Vertical Agreements”, “Competition Advocacy”, “International Cooperation, Trade & Competition”, and “the Role of the International Relations Department in a Competition Authority” delivered by Turkish Competition Authority Officials.

## NEW INITIATIVES IN PUBLIC FINANCIAL MANAGEMENT TRAINING

**14-23 MARCH 2011**



TEPAV and the Asian Development Bank (ADB) have delivered a 10-day training program on “New Initiatives in Public Financial Management” to a delegation of public officials from Mongolia. The delegation consisted of 15 delegates from the ADB, Ministry of Finance, Ministry of Education, Culture and Science (MECS), Ministry of Justice and Home Affairs (MHA), National Development and Innovation Committee. Within the context of the program the delegation was given lectures on practice and theory and visited relevant governmental agencies in Turkey.

In addition to “Medium Term Budgeting”, “Implementation of Program Budgeting”, “Cost Benefit Analysis”, “Risk Analysis”, several presentations also took place during the site visits to the Ministry of Finance and the Ministry of Development.

The training sessions were delivered by Assoc. Prof. Ümit Özlale, Director of TEPAV Training and Research Institute for Public Policy (TRIPP), Dr. Ahmet Kesik, Director General of Ministry of Finance, Strategy Development Department , Ertan Erüz, Deputy Director General, General Directorate of Budget and Fiscal Control, Anıl Yılmaz, Head of State Planning Organization Institutional and Strategic Management Department and Mehmet Uzunkaya, the expert of State Planning Organization Institutional and Strategic Management Department, Dr. Levent Özbek, faculty of Ankara University, M. Kerem Yüksel, research associate at Bilkent University.

The program has been supported by Asian Development Bank as a part of technical assistance program designed for Mongolian government. The program aims to enhance the capacity of accounting and controlling, strategic planning support, preparing financial statements and performance evaluation in the public sector. With the revised targets in 2009, the Bank decided that some parts of the funds will be used for training programs to increase the knowledge and skills of public officials in the Ministry of Finance and other public officials working on public financial management.

## INTERBUDGETARY FISCAL RELATIONS TRAINING

**28 MARCH-1 APRIL 2011**



TEPAV, the Turkish International Cooperation and Development Agency (TIKA) and United Nations Development Programme (UNDP) Uzbekistan Office have organized a one-week training program on “Interbudgetary Fiscal Relations” in Tashkent, Uzbekistan. The participants consisted of public officials from the Ministry of Finance and other relevant Ministries. During the program, presentations on “Budget and Budget Types”, “Budget Preparation Process”, “Local Governments”, “Intergovernmental Fiscal Transfers” and “Interbudgetary Relations” were delivered.

The presentations were made by Assoc. Prof. Ümit Özlale, Director of TEPAV Training and the Research Institute for Public Policy (TRIPP) and Zeki Balta, Head of Directorate General for Public Accounts, Ministry of Finance. Ümit Özlale also lectured in a seminar in Tashkent Institute of Finance, on “Fiscal Decentralization and Microeconomic Performance”.



## HOW TO IMPROVE INVESTMENT CLIMATE IN CIS COUNTRIES TRAINING

**6-10 JUNE 2011**



TEPAV organized a training program on “How to Improve Investment Climate in Commonwealth of Independent States (CIS)” in collaboration with Union of Chambers and Commodity Exchanges of Turkey (TOBB), Turkish International Cooperation and Development Agency (TIKA) and Islamic Development Bank Group’s Investment Promotion and Technical Assistance Program (ITAP).

In the context of the program, Turkey’s experience in the process of reform has been shared with participants from Investment Promotion Agencies of Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan. Additionally presentations were made on themes such as “Importance of FDI”, “Investment Climate and Sectoral Policies”, “How to Reverse Brain Drain?” and “Fighting Corruption”. The participants also made site visits to the METU Technopolis, Ankara Logistics Center and Ankara Industrial Zone.

Throughout the program the trainings were given by; Assoc. Prof. Ümit Özlale, Director of TEPAV Training and Research Institute for Public Policy (TRIPP), Fatih Özatay, Director of Economic Policy Research Institute, Prof. Dr.Serdar Sayan, Director of Entrepreneurship Institute, Esen Çağlar and Sarp Kalkan, economic policy analysts, Sedat Çal, Energy Charter senior expert, Zeynep Esra Tanyıldız, faculty of Georgia State University, Selin Sayek Böke, faculty of Bilkent University, Etienne Raffi Kechichian, World Bank Private Sector Development expert, and Prime Ministry Investment Support and Promotion Agency (ISPAT).

Within the context of the training program, a panel meeting was organized at TEPAV. The participants have made country presentations to business people who are currently investing and interested in investing in these markets. After the presentations, the experts from CIS countries replied the questions about the investment opportunities, incentives and legislations in their own countries.

## MICROFINANCE AND FINANCING SMEs TRAINING

13-17 JUNE 2011



TEPAV organized a training program on “Microfinance and Financing SMEs” in collaboration with Union of Chambers and Commodity Exchanges of Turkey (TOBB) and Islamic Development Bank Group’s Islamic Research and Training Institute (IRTI) in Ankara between 13-17 June 2011.



The participants of the program included senior level officials from Azerbaijan, Indonesia, Iran, Kazakhstan, Kyrgyzstan, Tajikistan and Maldives, which are also member countries of IsDB. Participants from Turkey were also represented from; the Small and Medium Enterprises Development Organization (KOSGEB), Credit Guarantee Fund (KGF) and the European Turkish Business Centers Network (ABIGEM).

The trainings were delivered by Alper Oğuz, World Bank Financial Sector Expert, Aylin Ata, Technology Development Foundation of Turkey Expert, Mehmet Aslan, Scientific and Technological Research Council of Turkey Expert, Cem Sabutay Türkdönmez, 1. Zone Sales Manager, Finansbank Ankara, Yıldırım Akar, Head of Partnership Financing Chamber, Capital Markets Board of Turkey. In addition to Turkish experts, educators from Islamic Research and Training Institute delivered trainings as well. During the program, presentations on “Supporting Micro Entrepreneurship”, “Difficulties of SMEs in Access to Finance”, “Alternative Financial Sources”, “SME Support Mechanisms” and “Microfinance” were delivered and questions of participants were answered.

## TURKISH GRAND NATIONAL ASSEMBLY MACROECONOMY TRAINING, 13-30 JUNE 2011



The first part of a three phase training program on “Macro Economy” for the Turkish Grand National Assembly, Plan and Budget Committee experts was completed in June. The training program implemented after the needs assessment study held by World Bank.

The first phase of the program which has started in July 13th, a 40 hour basic practical macro economy training was given to 22 Committee employees for 2 weeks. Second phase which will consist of 80 hours of training will be completed in 2012.

The trainings were given by; Prof. Dr. Fatih Özatay, TEPAV, Director of Economic Policy Research Institute, Emin Dedeoğlu, TEPAV, Director of Governance Studies, Assoc. Prof. Ümit Özlale, TEPAV, Director of Training and Research Institute for Public Policy, Dr. Ahmet Kesik, Ministry of Finance, Director of Strategy Development Department, Tuncay Teksöz, Pfizer, Director of Health Policies, Necdet Kenar, MESS Training Foundation, General Manager, Assoc. Prof. Selin Sayek, faculty member, Bilkent University. In the second phase of the program experts from Ministry of Development and Unsecreteriat of Treasury will be invited to train participants.

## HOW TO IMPROVE THE INVESTMENT CLIMATE TRAINING 10-14 OCTOBER 2011



A training program on “How to Improve Investment Climate” has been organized in collaboration with TEPAV, the Ministry of Economy, Islamic Development Bank (IsDB) and Investment Support and Promotion Agency of Turkey (ISPAT) for IsDB member countries between 10-14 October 2011. Within the context of the training program global trends and Turkey’s experience in improving investment climate have been shared with the participants.

The 4 day program which took place in Ministry of Economy has started with the opening speeches from Minister of Economy Zafer Çağlayan and IsDB’s Investment Support and Technical Assistance program coordinator Mohammed Bukhari. During the program TEPAV, Training and Research Institute for Public Policy Director Assoc. Prof. Ümit Özlale made a presentation about sectoral policies in improving investment climate. In the second day of the program Hasan Ersel, TEPAV Advisory Board member and Sabancı University faculty member, presented on “The Political Economy of the Reform Process”. Additionally presentations about “How to Reverse Brain Drain” and “How to Attract FDI?” were made by Esra Tanyıldız and Assoc. Prof. Selin Sayek Böke.

The participants of the training program consisted of senior and high level officials from Investment Promotion Agencies and other relevant institutions. The same training program was also implemented in 2010.

## TURKEY'S BUDGET SYSTEM AND REFORM EXPERIENCE TRAINING

**21-25 NOVEMBER 2011**



The last of the activities implemented in cooperation with TEPAV and UNDP Uzbekistan Office has been completed between 21-25th of November 2011. Training on “Turkey’s Budget System and Reform Experience” has been given to Uzbekistan Ministry of Finance Officials in Ankara.

The trainers of the program are Assoc. Prof. Ümit Özlale Director of TEPAV Training and Research Institute, Dr. Ahmet Kesik, Director General of Ministry of Finance Strategy Development Unit, Osman Yılmaz, Expert of Corporate and Strategic Management Unit, Ministry of Development and Coşkun Cangöz, General Manager to the Public Finance Department, Treasury Undersecretariat. The delegation consisted of 20 participants and the trainings concentrated on “Macro Fiscal Reforms in Turkey”, “Medium Term Program”, “Budget Implementation”, “Strategic Planning”. Participants also visited public organizations such as; Treasury Undersecretariat and Ministry of Development.

## SOME OF OUR REFERENCES

- Egyptian Competition Authority
- Ministry of Finance, Azerbaijan Republic
- Ministry of Finance, Kazakhstan Republic
- Ministry of Finance, Mongolian People's Republic
- Ministry of Finance, Republic of Moldova
- Ministry of Finance, Republic of Tajikistan
- Ministry of Finance, Republic of Uzbekistan
- Ministry of Economic Development and Trade, Republic of Tajikistan
- Ministry of Economy, Republic of Moldova
- Ministry of Education, Culture, and Science, Mongolian People's Republic
- Bishkek City Hall, Kyrgyzstan
- Tbilisi City Hall, Georgia
- Chisinau City Hall , Moldova
- Sumqayit City Hall, Azerbaijan
- Wardak Province and Districts, Afghanistan

## PARTNER ORGANIZATIONS



TÜRKİYE CUMHURİYETİ  
EKONOMİ BAKANLIĞI

## THE TEAM

### Prof. Umit Ozlale / Director



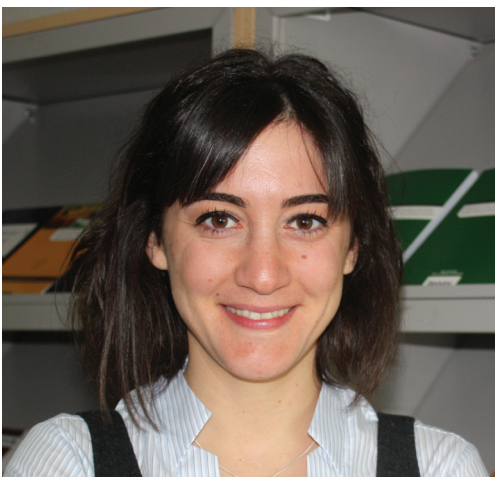
After receiving his B.A. in economics from Middle East Technical University in 1995, Ümit Özlale finished his Ph.D. in Boston College in 2001 and joined Bilkent University, Department of Economics.

He received his associate professor degree from The Council of Higher Education in 2006.

In addition to his academic studies, he worked as a consultant in Turkey's Central Bank, Economic Research and Monetary Policy Department and undertook several projects with Ministry of Finance as well as the World Bank.

Since 2010, he has been working at the Training and Research Institute of Public Policy (TRIPP) in TEPAV and the founding chair of the Department of International Business in TOBB University of Economics and Technology.

### G. Nihan Siriklioğlu / Research Associate



G. Nihan Sırıklioğlu graduated from Hacettepe University Wood Processing Industrial Engineering with a B.Sc. in 2007 with the graduation thesis titled "Turkish Furniture Sector: Comparison of Foreign Trade Volume with European Union Countries". Sırıklioğlu worked in private sector in the field of foreign trade between 2007 and 2009. She graduated from TOBB University of Economics and Technology's MBA program with a graduate thesis entitled "Diversification of Turkey's Foreign Direct Investment Portfolio".

Since 2009, G. Nihan Sırıklioğlu has been responsible for business development activities, in addition to assisting research and implementation projects.

## Emin Dedeoglu / Institute Advisor



Emin Dedeoğlu graduated from Middle East Technical University with a BA in Political Sciences and Public Administration in 1983. He holds an MA in Economics from Northeastern University (1989.)

Dedeoğlu started his career by working in Turkey's Undersecretariat of Treasury in 1983. He worked in the Privatization Agency as the department

head from 1990 to 1992. Dedeoğlu worked at the Undersecretariat of Treasury Directorate General for Public Finance between 1997 and 1999. He worked at the World Bank from 1999 to 2003; as the Deputy Managing Director from between 2000 and 2002 and as a Senior Consultant to the Managing Director until 2003.

Emin Dedeoğlu has been working at TEPAV Governance Studies as director since 2004.





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