

ERP Process, Challenges and Prospects

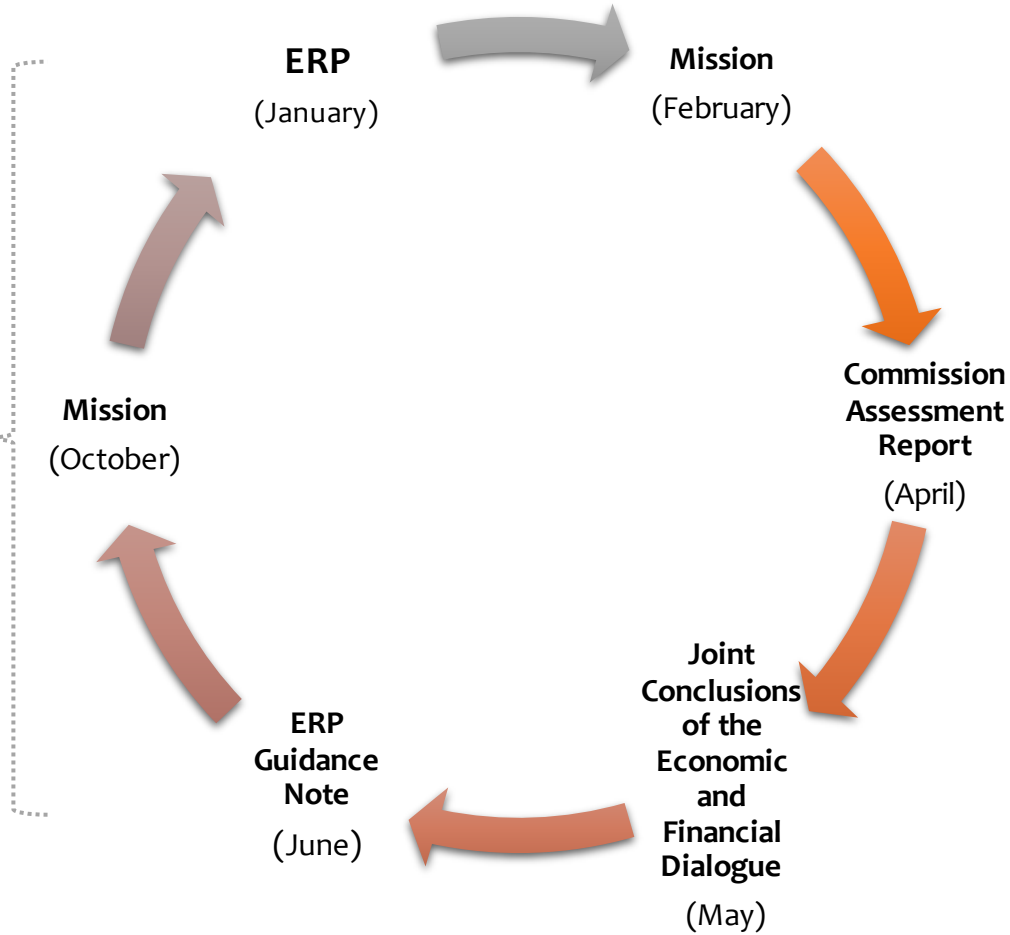
Case of Turkey

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CEF Online Training
«Integration of Structural Reforms into Budgets»



ERP Cycle

- Budget Preparation Period**
- ✓ MTP
 - ✓ MTFP
 - ✓ Annual Programme
 - ✓ Investment Programme
 - ✓ ERP





1) Challenges in integration of SRs into fiscal programmes

- ✓ *Insufficient **ownership**,*
- ✓ ***Low awareness** of ERP in LMs,*
- ✓ *Envisaging a very low chance for EU membership and being tired of long standing accession process,*
- ✓ ***Insufficient communication and information** about the preparation stages and their integration into financial programs,*
- ✓ ***Inconsistency problems between policy papers and country targets** due to conjunctural developments,*
- ✓ ***Weak cooperation with stakeholders/institutions** in determining and implementing the reform areas,*
- ✓ ***Mobility/change** in staff, partially **inadequate staff capacity** in LMs.*



2) How to improve capacities for identification and good design of “traditional” SRs

- ✓ *Regular online or face to face **meetings** to determine the structural problems with all responsible LMs,*
- ✓ ***Trainings** to improve the staff capacity in LMs,*
- ✓ *Prepare a set of **best practices** from the completed SR measures and explain the issue to the policy makers, decision makers and technical experts by means of examples,*
- ✓ ***Impact analysis** for measuring the efficiency of support programs,*
- ✓ ***Strengthen cooperation and coordination** between policy-making units in LMs,*
- ✓ *Increasing communication between the executive ministry and the private sector during the planning and implementation phases of SRs.*



3) How to mitigate direct negative implications of COVID-19 crisis

- ✓ *Revise existing reforms,*
- ✓ *Establish working groups to prepare new reforms,*
- ✓ *Create fiscal space by readopting the budget,*
- ✓ *Access to finance for SMEs,*
- ✓ ***Postpone SMEs' debts** to banks,*
- ✓ ***Income support** to people who lost their jobs/workplaces,*
- ✓ *Reorganize the **financial liabilities of business** in fragile sectors, (tax reduction, tax exemption etc.)*
- ✓ *Focus on the “**health-safe country**” promotion in order to increase the tourist entry to the country,*
- ✓ *Make economic arrangements to stimulate **domestic tourism**,*
- ✓ ***Intervention programs** in order to eliminate the missing learning and support in the psychosocial field of children.*



4) How to improve the alignment of the budget and ERP

- ✓ ***Strengthen the links between the policy documents and budget programs by preparing Program Based Budget,***
- ✓ ***Start ERP process earlier,***
- ✓ ***Write the targets more clearly,***
- ✓ ***Increase the awareness and ownership by any means,***
- ✓ ***Convince Turkish people «there is a hope to access to EU».***



Thanks for listening.