

United Nations Development Programme

Country: Turkey

Project Document

Project Title: Support to the Improvement of Mechanisms for Governance of Regional Development in Turkey

UNDCS Outcome(s)¹

Outcome 1.1. Enabled environment for inclusive and democratic governance, rule of law and access to justice for all, including further compliance with international commitments and human rights norms and standards

Expected CP Outcome(s):

Outcome 1.1. Enabled environment for inclusive and democratic governance, rule of law and access to justice for all, including further compliance with international commitments and human rights norms and standards

Expected Output(s):

(Those that will result from the project)

Output 1.1: Institutional Capacity for Inclusive Regional Governance Enhanced at the Regional Level

Indicative Activities:

Activity 1.1 Conduct Gap Analysis for Selected DAs on Governance of Regional Development

Activity 1.2. Develop guidelines covering a set of coherent principles and standards on participation/partnership for the Development Agencies

Activity 1.3. Develop tailor-made training modules on participation and stakeholder engagement in regional development

Activity 1.4. Conduct tailor-made training seminars on participation and stakeholder engagement in regional development with the participation of the staff of DAs and State Planning Organisation

Activity 1.5. Develop the framework of action for the scale-up of governance processes in regional development

Executing Entity: State Planning Organization

Implementing Agencies: UNDP Turkey

Brief Description

The Program at hand aims to contribute to the establishment of a governance model for regional development at the regional level through a holistic and sustainable approach, including i) conduct of gap analysis on governance of regional development for selected DAs; ii) development of Guideline for Participation; iii) design and conduct of training seminars on methods of partnership/participation; iv) development of a framework for action for the scale up of the participatory processes at regional level. The Project will therefore follow a phased approach and is expected to develop the framework for effective stakeholder engagement to planning and decision making process for selected DAs.

Programme Period: 2011-2015

Key Result Area (UNDCS):

"Enabled environment for inclusive and democratic governance, the rule of law and access to justice for all including further compliance with international commitments and human rights norms and standards."

Atlas Award ID: _____

Start date: 1 June 2011

End Date: 1 June 2012

PAC Meeting Date

Management Arrangement: NIM

Total resources required USD 240.300

Government Cost Sharing: USD 143.300

UNDP Core Resource USD 97.000

GMS (3%) Government USD 4.299

Agreed by Ministry of Foreign Affairs (MFA):


N. Gökçe KAYA
Minister Plenipotentiary
Deputy Director General For
Multilateral Economic Affairs

Agreed by State Planning Organization (Executing Entity):

Nahit BİNGÖL
Bölgesel İşletme ve Yapısal
Uyum Genel Müdürü

Agreed by (UNDP):

 05/10/2011

Ulrika Richardson-Golinski
Resident Representative a.i.



I. SITUATION ANALYSIS

I.A. Background

Democratic governance of development processes is a precondition for sustainable development. There is also the prerequisite that legal, institutional and policy frameworks as well as competencies (knowledge, skills and attitudes) of the management enable a transparent, participative, effective and efficient development process.

With reference to the changing dynamics of globalization, which have profound effects on the objectives, mechanisms and implications of development policies, the concept of *human development* was promoted by United Nations Development Program (UNDP) as a result of growing criticism to the leading development approach of the 1980s, which presumed a close link between national economic growth and the expansion of individual human choices. It is about creating an environment in which people can develop their full potential and lead productive, creative lives in accord with their needs and interests. Development is thus about expanding the choices people have to lead lives that they value. And it is thus about much more than economic growth, which is only a means —if a very important one —of enlarging people's choices. By this argumentation, Noble Laureate Amartya Sen defines the goal of development as the “promotion and expansion of valuable capabilities”.

Some of the issues and themes currently considered most central to human development include:

- **Social progress** - greater access to knowledge, better nutrition and health services.
- **Economics** – the importance of economic growth as a means to reduce inequality and improve levels of human development.
- **Efficiency** - in terms of resource use and availability. human development is pro-growth and productivity as long as such growth directly benefits the poor, women and other marginalized groups.
- **Equity** - in terms of economic growth and other human development parameters.
- **Participation and freedom** - particularly empowerment, democratic governance, gender equality, civil and political rights, and cultural liberty, particularly for marginalized groups defined by urban-rural, sex, age, religion, ethnicity, physical/mental parameters, etc.
- **Sustainability** - for future generations in ecological, economic and social terms.
- **Human security** - security in daily life against such chronic threats as hunger and abrupt disruptions including joblessness, famine, conflict, etc.

Among the above referred themes of human development, participation and participatory governance have gained enormous popularity in recent times, both in academic discourse and actual practice. More generally, the recent emphasis on good governance as the foundation for sustained and equitable development has generated widespread interest in participation in the development circle, as effective participation by all stakeholders, especially at local and regional levels of government, has come to be viewed as a necessary condition for promoting good governance. In that respect, the regional development agencies are considered to be the units to review local and regional dynamics and capacity. They also ensure the participation of regional actors to decision making process and contribute to bottom-up development policies.

I. B. The Situation in Turkey

With reference to the changing dynamics of globalization and new development discourse, Turkey has been faced with new challenges and opportunities in the field of regional development. Regional development policies are being reshaped by globalization, technological improvements and new production processes. With Turkey's increasing interaction with global economies and the European Union, this evolution became more apparent and gained momentum so the regions have started to be redefined as new actors/engines of development. Turkey has to reshape its policies and structures to quickly respond the needs of the new trends.

Newly adjusted Human Development Index of UNDP (HDI) in 2010 also addressed the achievements and gaps in Turkey with regards to human development. Accordingly, Turkey is listed among the countries in "High Human Development" category, with a value of 0,679 ranking 83rd out of 169 countries, which is behind all EU member states as well as OECD average. With a 112 % increase in national income in past 30 years, Turkey has made noteworthy gains in economic growth, which have reflected in its Gross National Income. However, when inequality enters the equation, Turkey's HDI value falls to 0,518, losing 24% of its original HDI rank. One of the reasons behind this fall is due to the regional disparities. Turkey's income distribution is characterized by regional disparities. In that respect, the disparities between Istanbul sub-regions and eastern and south-eastern sub-regions are considerable, where added per capita is four times higher in Istanbul when compared to the referred regions. In addition, reflecting women's disadvantages in reproductive health, empowerment and economic activity, the Gender Inequality Index (GII) ranks Turkey 77th out of 138 countries.

Within this framework, responding to the needs and challenges in the development discourse of Turkey, many regulations have been enacted to empower local stakeholders and increase coordination among public sector, private sector and CSOs for regional development. "The Law on The Establishment and Duties of Development Agencies" enacted in 2006 was one of the main pillars of the new system aiming to bring solutions to problems of lack of regional organization and budget and limited coordination as well. According to this law, 26 Development Agencies (DAs) were established at NUTS II Regions².

The purpose of the establishment of the Development Agencies in Turkey is stated in Article 1 of the Law No: 5549 as accelerating regional development, ensuring sustainability and reducing inter-regional and intra-regional development disparities in accordance with the principles and policies set in the National Development Plan and Programmes through enhancing the cooperation among public sector, private sector and non-governmental organizations, ensuring the efficient and appropriate utilization of resources and stimulating local potential. In line with this objective, the duties and responsibilities of the DAs can be summarized as follows:

- a. Act as management/intermediary body for utilization of regional development funds by enhancing cooperation among the public sector, private sector and CSOs

² NUTS (Nomenclature of Territorial Units for Statistics) definition in Turkey was made by the Decision of the Council of Ministers No. 2002/4720 (Official Gazette: 22 September 2002 no. 24884). This definition was based on the need to collect and develop regional statistics, to make socio-economic analysis of the regions, to determine the framework of regional policies and to establish statistical data base in line with the EU Regional Statistics System.

- b. Coordinate the preparation and implementation of regional development strategies/plans
- c. Support local and rural development initiatives/projects
- d. Promote business and investment opportunities of region
- e. Follow and coordinate investment permission and licensing procedures of the investors through investment support offices
- f. Promote business and investment prospects of the region
- g. Provide technical support to local governments
- h. Carry out researches and establish databases
- i. Monitoring and evaluation
- j. Improving the project preparation capacity at local level

DAs aim to foster development by stimulating local potential, ensuring the efficient and appropriate utilization of resources, and enhancing cooperation among public sector, private sector and CSOs. For these purposes, DAs will support the preparation of regional plan and strategies compatible with national plan and strategies, through a participatory approach.

In this context, the organizational structure of the DAs is designed as participatory and inclusive as possible. It includes a Development Council, an Administrative Board, a General Secretariat and Investment Support Offices for business support. The Development Council is a consultative body, which aims to enhance the cooperation among public institutions, private sector, civil society organizations, universities and local governments in the region and to direct/guide the agency (Law No: 5449, Article 8). In that respect it ensures the adoption of the participatory governance model, including the participation of representatives of various public and private organizations, CSOs and universities within the region. This Council functions as an advisory board. ,

Within this framework, the principles of democratic governance, particularly participation, inclusiveness, transparency and accountability are at the core of the regional plan development process. To this end, effective participation of all relevant stakeholders including but not limited to women, youth, private sector, civil society and public institutions' representatives, farmers, traders, etc. is crucial and serves the mandate of the establishment of the DAs. In that respect, 'effective' participation is considered as one in which all the relevant stakeholders take part in decision-making processes and are also able to influence the decisions in the sense that at the end of the decision-making process all parties feel that their views and interests have been given due consideration even if they are not always able to have their way.

II. STRATEGY

In terms of developing regional participatory governance structures, Development Agencies are considered to be great potential in reviewing regional dynamics and capacity. They are also expected to ensure the participation of regional actors to decision making process and contribute to bottom-up development policies. In that respect, it is crucial that DAs sustain coordination at the regional level, to generate communal rationale/common wisdom and to develop the capacity to act cooperatively. In that respect, the achievement of this goal requires flexible structures and setting up

an implementation-evaluation feedback mechanism at the outset. In this scope, the main task of the DAs is to develop regional plans in cooperation with the main stakeholders including municipalities, chambers, CSOs as well as the other public institutions in the region.

Within this perspective, UNDP's special niche in the field of regional governance is to provide technical assistance on institutional capacity-building based on its global experience and technical expertise in providing country experiences in regional governance model, as well as capacity to embed human rights-based approaches to all fields of service delivery and acts of duty bearers. In that respect, the Project at hand is expected to adopt a *holistic and sustainable approach* for the establishment of a governance model for regional development both at the central and regional level. To this end, the general framework for consultation and participation to planning and decision making process will be developed for three selected Development Agencies and thereby coordination among the DAs, SPO and other institutions working in that field will be enhanced.

In light of the Strategy mentioned above, the Project will follow a phased approach, focusing on improving participatory decision making processes for regional development plan, programs and other activities of DAs and participatory governance mechanisms at DAs. Therefore, the Project will also address certain strategies on how to scale-up the governance structures at the regional level and achieve the following activities with the aim of improving participatory governance mechanisms at the regional level:

Activity 1: Conduct Gap Analysis for Selected DAs on the Adoption of Governance Approach to Regional Development. Three DAs will be selected by SPO and the names of the selected DAs will be declared in the inception report.

Activity 2: Develop guidelines covering a set of coherent principles and standards on participation/partnership for the Development Agencies

Activity 3: Develop tailor-made training modules on participation and stakeholder engagement in regional development

Activity 4: Conduct tailor-made training seminars on participation and stakeholder engagement in regional development with the participation of the staff of DAs and State Planning Organization

Activity 5: Develop the framework of action for the scale-up of governance processes in regional development

Output 1: Institutional Capacity for Governance of Regional Development Enhanced at the Regional Level

Despite the fact that DAs are designed to incorporate civil society organizations, universities, representatives of local administrations as well as that of the public and private sectors in the Development Council, the legal and institutional frameworks of DAs can somehow cause the continuum of the traditional central and local public administration interrelations. In order to prevent this, mechanisms for stakeholder engagement in governance of regional development should be developed and adopted to the functioning of this newly developed governance bodies. To this end, the Project will address the gaps of the selected DAs in engaging with the relevant stakeholders for the improvement of participatory decision making processes for regional development plan, programs and other activities of DAs .

At this point, the Project will focus on gap analysis for selected DAs on involvement of stakeholders in participatory decision making processes for regional development plan, programs and other activities of DAs in their own regional context. Relying on the results of the gap analysis for each selected DAs, the Project will develop guidelines for the staff of the DAs covering a set of coherent principles and standards on participation/partnership. The findings of the gaps analysis and the guidelines on participatory governance are therefore expected to provide inputs for the development of the tailor-made training modules on how to involve relevant stakeholders in participatory decision making processes for regional development plan, programs and other activities of DAs. The preparations for regional development planning will be initiated by Development Agencies in line with the preparations for the development of next National Development Plan. In that respect, it is expected that results of the project will contribute and feed in the regional development planning process of Development Agencies in 2014.

The Project will also promote gender sensitive participatory mechanisms in the development of Guidelines for Participation and training modules the use of Development Agencies in Turkey.

Within this perspective, the Project will achieve the following activities for the institutional capacity enhancement of DAs and strengthening the communication and coordination with key stakeholders through the following activities:

Activity 1.1. Conduct Gap Analysis for Three Selected DAs on Governance of Regional Development: Careful analysis of the existing experiments in participatory governance models suggests that success depends largely on how well a society can deal with distinct but inter-related gaps that stand in the way of effective participation. Therefore, the main objective of this activity is to make a detailed assessment of the capacity assets and needs for governance of regional development. The capacity assessment will thereby provide recommendations to ensure effective performance of duties assigned for DAs as described in Law no. 5449 for the establishment of the DAs. In particular, the capacity of the DAs to adopt a participatory approach to regional development and also its position and relation with the relevant stakeholders will be the main focus of the analysis. Geographical representation, level of regional development and current capacity of the development agency will be the main criteria for the selection of the pilot DAs, where the gap analysis will be conducted.

It is recognized that DAs' capacity for the development of an institutionalized partnership for regional development resides on different levels – enabling environment, organization and individual – and thus needs to be addressed across

these levels. Thus, the capacity assessment will involve surveys, roundtable discussions and workshops, desk based and field based data collection and analysis, as well as other mechanisms to gather the perspectives of the relevant actors at the central level. In line with UNDP Gap Analysis Framework, the core issues which UNDP will address for the assessment of the needs and assets of DAs for governance of regional development will be leadership, knowledge production/management and mutual accountability. The focus of this activity will be on specific functional capacities of DAs in terms of engagement with stakeholders both at local, regional and national levels; formulation of policies and strategies; and monitoring and evaluation. Additionally, the Gap Analysis is also expected to address the challenges and opportunities with respect to participatory decision making processes for regional development plan, programs and other activities of DAs at the regional level. The assessment will thereby focus on the current situation with regards to participatory decision making processes and provide options for mechanisms for participatory decision making at the regional level. The priority issues identified with the gap analysis study will also provide the basis for the achievement of the Project activities regarding the development of a partnership model to be used by DAs and tailor-made training modules on participatory governance approaches. As a result of the gap analysis on governance of regional development conducted in three selected DAs, a consolidated gap analysis report will be developed and submitted to the State Planning Organization.

Activity 1.2. Develop Guideline for Participation covering a set of coherent principles and standards on participation/partnership for the Development Agencies: Opportunities of taking part in planning and development processes as an ordinary citizen or institution increased in Turkey with the development of the DAs. However, it is also crucial for the DAs to ensure stakeholder engagement in regional development and have adequate expertise to make it happen. In that respect, as the participatory body of the DAs, Development Council plays an important role in the inclusion of the representatives of the regional actors or stakeholders to the decision making processes at the Administrative Board of DAs. Therefore, with the aim of ensuring engagement /participation of regional actors to the regional development studies and fruitful cooperation with DAs, the Project will develop a set of coherent principles and standards based on the principles of governance. In that respect, based on the results of the gap analysis and international best practices related to DA partnership mechanisms and tools, the Project will bring together the principles and standards on participation/partnership and measures their implementation under the “Guideline for Participation”. The Guideline for Participation will also include practical information for Development Councils to ensure stakeholder engagement/participation in their own work.

Targeting the mandate of the Development Agencies, the referred guidelines will set out the practical tools and methods for consultation and is expected to serve for the use of Development Council. In that respect, the Project will benefit from the generic guidelines that are developed within the scope of other projects run by State Planning Organization in the field of participatory governance. The Project, which has been implemented by TEPAV (Economic Policy Research Foundation of Turkey) and the State Planning Organization (SPO), aims to enhance the guiding capacity of SPO and implementation capacity of public institutions for a better stakeholder engagement and citizen orientation in the strategic planning process. In that respect, the guidelines produced and the trainings delivered on stakeholder engagement in strategic planning process could be useful and benefitted throughout the project at hand.

Activity 1.3. Develop tailor-made training modules on participation and stakeholder engagement in regional development : Relying on the results of the gap analysis, the project will develop tailor made training modules for participation and stakeholder engagement in regional development. In that respect, it is aimed that the institutional capacity of the DAs on governance of regional development and inclusion of the stakeholders in participatory decision making processes for regional development plan, programs and other activities of DAs will be enhanced through the capacity enhancement of the staff of DAs. In the development of the training modules, the Guideline for Participation will be incorporated and the experiences of the countries that have successful governance experiences in regional development will be benefitted. In that respect, the practical examples on stakeholder engagement and lessons learned from other countries will be reflected to the training modules.

In terms of institutionalization of the trainings on participation and stakeholder engagement, the training modules will be incorporated into the in-service training curricula of the State Planning Organization and DAs.

Activity 1.4. Conduct tailor-made training seminars on participation and stakeholder engagement in regional development with the participation of the staff of DAs and State Planning Organization: Following the development of Guideline for Participation and training modules, a series of training seminars on participation and stakeholder engagement in regional development will be conducted for the staff of the DAs and State Planning Organization. The training seminars will cover the general principles and practices on stakeholder engagement and rely on the results of the gap analysis and issues addressed in Guidelines for Participation.

A phased training approach on stakeholder engagement and participation in regional development will be adopted in the formulation of the training seminars. In that respect, basic, and advanced training seminars will be developed for the staff of 26 DAs and State Planning Organization. In total, 150 experts from DAs and State Planning Organization are expected to benefit from the basic training seminars, which will be carried out throughout the project. In addition, among the participants of the basic trainings 75 selected staff of DAs and SPOs will benefit from the 3 four-day advanced trainings.

Activity 1.5. Develop the framework of action for the scale-up of governance processes in regional development: In line with results of the gap analysis, capacity enhancement programs and the principles and guidelines developed on stakeholder engagement and participation in regional development, the Project will also develop the framework of action for the improvement of governance processes in regional development. The referred framework will set out the practical tools and methods for consultation and is expected to serve for the use of Development Council.

Management Arrangements

The proposed Project is considered as a joint initiative of the Government of Turkey and UNDP. The Program will be executed by the State Planning Organisation (SPO). Within the State Planning Organization the Project focal point will be Directorate General for Regional Development and Structural Adjustment (DGRDSA).

UNDP will act as the implementing agency. UNDP will provide its relevant knowledge and expertise in facilitating the capacity building and technical know-how activities. UNDP will be the responsible party to coordinate the activities with the relevant stakeholders and complying with the monitoring and evaluation reporting requested by the State Planning Organization (SPO).

The costs of all Program staff and personnel will be met from the resources of the Project at hand. The costs of the UNDP program management will be borne by UNDP. The UNDP will implement the entirety of Program activities in line with UNDP financial rules and regulations and report to the national designated agency (SPO) on quarterly expenditures through the Combined Delivery Report.

Depending on the requirements of the work, both short term international and national consultants will be recruited.

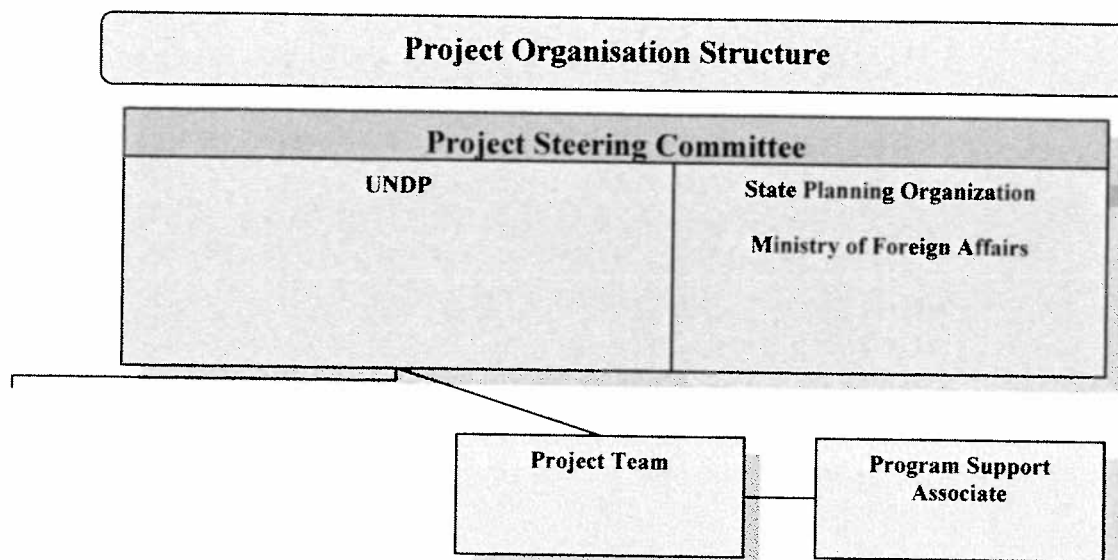
The Steering Committee, which will comprise of State Planning Organization, Ministry of Foreign Affairs and UNDP Turkey, will provide the overall guidance to the Project, monitors the Project's achievement of outputs and outcomes in line with the project document and annual workplan and their contribution to overall national development goals. The members of Steering Committee will endorse the project progress reports that will be developed on monthly and quarterly basis. Periodic monitoring of implementation progress will be undertaken by the PSC through quarterly meetings with the project partners, or more frequently as deemed necessary.

Within 4 weeks of commencement of the Project, the Project Team will prepare and submit for approval an inception report to the State Planning Organization, outlining the general approach, methodology and timetable for preparation and implementation of all activities funded under the Project. The inception report will include a work plan for the project activities and expenditures and a detailed work plan for the next 6 months.

Day-to-day management shall be done by the Project Administrator/Associate to ensure that the project produces the results (outputs) within the specified time lines and budget. Quality ensurance will be ensured by UNDP with overall oversight and decision making provided by the Steering Committee.

Project activities that will be conducted with UNDP contribution will be carried out in accordance with the timeframe indicated in Annual Work Plan. The timetable will be revised in case of a possible contribution of other donor organizations.

The project will be audited, in line with the UNDP audit requirements, once in its lifetime at a minimum. Adequate financial provisions for the audit are included in the project annual work plan. When possible, UNDP's cost recovery shall be applicable.



Monitoring Framework And Evaluation

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored on monthly, quarterly and annual basis through the following:

Within the annual cycle

- An Issue Log shall be activated in Atlas and updated by the Project Team to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Team to the Project Steering Committee through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Monthly:

- **Monthly Review Report.** Monthly Progress/Review Reports shall be prepared by the Project Team and shared with the Project Steering Committee by the end of each month during project implementation.

Quarterly:

- **Quarterly Review Report.** Quarterly Progress/Review Reports shall be prepared by the Project Team and shared with the Project Steering Committee on quarterly basis during project implementation. Each report will include a detailed narrative discussion of the progress achieved in the reporting period and a detailed work plan for the following reporting period. These reports will be the basis of discussions at the Project Steering Committee.

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Team and shared with the Project Steering Committee.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Steering Committee and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Legal Context

This project document shall be the instrument referred to as such in Article I of the SBAA between the Government of Turkey and UNDP, signed on 21 October 1965.

Consistent with the attached Supplemental Provisions, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

ANNEX I:

RISK LOG

(see *Deliverable Description for the Risk Log regarding its purpose and use*)



Project Title: _____ **Award ID:** _____ **Date:** _____

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Low level of ownership of the relevant stakeholders on regional governance	During the implementation	Political	Low level of ownership towards stakeholder engagement processes the local level P - 3	Focus on incentives that might be developed to increase the level of ownership among relevant stakeholders	SPO Pilot DAs	DG Program Manager of UNDP		
2	Low level of trust of the stakeholders towards the pilot regional governance initiatives	During the preparation	Political	Low ownership towards the regional plan development processes carried out by the selected DAs	Identify the source of low trust and develop response strategies accordingly	SPO Pilot DAs	DG Program Manager of UNDP		

ANNEX II:

Special Clauses. In case of government cost-sharing through the project which is not within the CPAP, the following clauses should be included:

Payment Schedule by SPO:

1st Installment: USD 80,000
2nd Installment : USD 63,300

To the following Bank Account of UNDP:

<i>Bank Name:</i>	<i>Bank of America</i>
<i>Address:</i>	<i>1401 Elm St., Dallas TX 75202</i>
<i>Account Number:</i>	<i>3752207404</i>
<i>Account Title:</i>	<i>UNDP Representative in Turkey (USD) Account</i>
<i>ACH Routing Number:</i>	<i>111000012 [to be used only by US-based banks using ACH payment type]</i>
<i>Wire Routing Number:</i>	<i>026009593</i>
<i>SWIFT Code:</i>	<i>BOFAUS3N</i>

The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.

The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.

All financial accounts and statements shall be expressed in United States dollars.

If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.

If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph []above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.

Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- (a) [3%]cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
- (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.”

Results and Resources Framework

Intended Outcome as stated in the Country Programme Results and Resource Framework:

CP Outcome 1.1:

Enabled environment for inclusive and democratic governance, rule of law and access to justice for all, including further compliance with international commitments and human rights norms and standards

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Capacity-building interventions realized for effective civic engagement at all levels

Applicable Key Result Area (from 2011-15 Strategic Plan):

Partnership Strategy:

Project title and ID (ATLAS Award ID):

OUTCOME I		Enabled environment for inclusive and democratic governance, rule of law and access to justice for all, including further compliance with international commitments and human rights norms and standards	
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES
<p>Output 1.1: Institutional Capacity for Governance of Regional Development Enhanced at the Regional Level</p> <p><u>Indicator:</u></p> <p>Number of the trained staff of DAs</p> <p>Number of the DAs referred /used the Participation Guideline in regional plan development process</p> <p>% of increase in the number of stakeholders participating to the regional plan development process for the selected DAs</p> <p>Training modules on stakeholder engagement and participation incorporated in service-trainings of SPO and DAs</p>	<p>Use this column for more complex projects where an output takes more than one year to produce.</p> <p>N/A</p>	<p>1.1 Conduct Gap Analysis for Selected DAs on Governance of Regional Development</p> <p>1.2. Develop guidelines covering a set of coherent principles and standards on participation/partnership for the Development Agencies</p> <p>1.3. Develop tailor-made training modules on participation and stakeholder engagement in regional development</p> <p>1.4. Conduct tailor-made training seminars on participation and stakeholder engagement in regional development with the participation of the staff of DAs and State Planning Organisation</p> <p>1.5. Develop the framework of action</p>	<p>INPUTS</p> <p><u>International consultants</u></p> <p><u>Organizational Expenses (events/workshops/seminar)</u></p> <p><u>Travel and accommodation</u></p> <p><u>Translation expenses</u></p> <p><u>Printing & Publication Services</u></p> <p>SPO UNDP</p>

<p>Partnership model for governance of regional development referred in the National Strategy on Regional Governance by SPO</p> <p><u>Baseline:</u></p> <p>Regulation on the Functioning of DAs</p> <p>Guideline on Development Agencies Support Management by SPO</p>		<p>for the scale-up of governance processes in regional development</p>		
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Annual Work Plan¹²

Year: 2011

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description
Output 1.1: Institutional Capacity for Governance of Regional Development Enhanced at the Regional Level	1.1 Conduct Gap Analysis for Selected DAs on Governance of Regional Development		X			UNDP	UNDP	Travel & accommodation 17,700 \$
	1.2. Develop guidelines covering a set of coherent principles and standards on participation/partnership for the Development Agencies					UNDP	International Consultant	International Consultant 28,000 \$
			X				Travel & accommodation 7,000 \$	
1.3. Develop tailor- made training modules				X		GoT Cost Sharing	Translation Printing & dissemination International Consultant 14,000 \$ 7,000 \$	

¹ The figures for international and national consultant budget lines are estimated costs. The number of the working days invested by the International Consultants will be identified in detailed Terms of References and the costs will be concretized as per the Price Proposals that will be submitted by the selected candidates.

² The figures are indicative and expected to be revised in the Inception Report.

Year: 2012

OUTCOME I		Enabled environment for inclusive and democratic governance, rule of law and access to justice for all, including further compliance with international commitments and human rights norms and standards									
EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET			
		Q1	Q2	Q3	Q4			Budget Description	Amount		
Output 1.1: Institutional Capacity for Governance of Regional Development Enhanced at the Regional Level	1.4. Conduct tailor-made training seminars on participation and stakeholder engagement in regional development with the participation of the staff of DAs and State Planning Organisation	X				UNDP	GoT Cost Sharing UNDP	International Consultant	14,000 \$		
								Travel & accommodation	12,700 \$		
								Meeting Costs	9,000 \$		
Miscellaneous Expenses	1.5. Develop the framework of action for the scale-up of governance processes in regional development	X				SPO UNDP	GoT Cost Sharing	International Consultant	3,500 \$		
								Travel & accommodation	4,000 \$		
								Meeting Costs	11,200 \$		
		X	X	X	X				14,876 \$		

General Services (%3)	Management & Support Cost	Overheads: General Management Services					X		1,023 \$
TOTAL									70,300 \$