



This Programme is funded by
the European Union

Contracting Authority: Central Finance and Contracts Unit

**The Organization: United Nations Development Programme
(UNDP)**

Local Administration Reform (LAR-III)

Description of the Action

Reference:
TR2015/DG/02/A1-01/001



24

List of Abbreviations

CGLA	Consultative Group of Local Authorities
CFCU	Central Finance and Contracts Unit
DoA	Description of the Action
EC	European Commission
EUD	Delegation of the European Union to Turkey
EU	European Union
FAFA	Financial and Administrative Framework Agreement
GDLA	General Directorate of Local Authorities, Ministry of Interior
IPA	Instrument for Pre-Accession Assistance
LAR	Local Administration Reform
LDC	Legislation Drafting Committee
MM	Metropolitan Municipalities
MMM	Monthly Management Meetings
MoEU	Ministry for European Union Affairs
MoF	Ministry of Finance
Mol	Ministry of Interior
PAR	Public Administration Reform
PSC	Project Steering Committee
PT	Project Team
SDGs	Sustainable Development Goals
SPD	State Personnel Department
SPA	Special Provincial Administrations
TGNA	Turkish Grand National Assembly
UMT	Union of Municipalities of Turkey
UPS	Union of Provincial Services
UNDP	United Nations Development Programme

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1. Description of the Action

1.1. Summary of the action

Title of the action:	Local Administration Reform (LAR-III)
Name of the Organisation:	United Nations Development Programme (UNDP)
Lead Institution/ End Beneficiary:	Ministry of Interior, General Directorate for Local Authorities Address: Devlet Mahallesi, T.C. İçişleri Bakanlığı Bakanlıklar/Ankara, 06580 Çankaya, Ankara/TURKEY Phone: +90.312.422 40 00 Fax: +90.312 418 72 08
Implementing Partners ¹ :	Ministry of Finance Address: Dikmen Cad. 06420 Çankaya, Ankara/TURKEY Phone:+90.312.415 30 67 Fax: +90.312.415 26 93 Union of Municipalities of Turkey Address: Tunus Cad. No:12 Kavaklıdere, Ankara/TURKEY Phone: +90.312.419 21 00 Fax: +90.312.419 21 30 State Personnel Department Address: İzmir Cad. No: 41 Kızılay, 06430 Çankaya, Ankara/TURKEY Phone: +90.312.408 73 10 Fax: +90.312.418 82 91
Location of the action:	Turkey
Total duration of the action:	24 months
Total budget for the action:	EUR 5.449.904,79
EU financing requested:	EUR 5.449.904,79
EU financing requested as a percentage of total budget of the Action:	100,00 %
Objectives of the action:	The overall objective of the Project is to ensure effective, inclusive, accountable and participatory local governance in Turkey, in particular through support to further implementation of the LARs undertaken between 2003-2013, in line with international standards. The specific objective of the project is to develop and strengthen

¹ In order to prevent a conceptual confusion and be consistent with the definition of co-beneficiary in the Article 1 of the General Conditions, the term "implementing partner" will be used instead of "co-beneficiary" throughout the DoA. The institutions referred as Implementing Partners in DoA do not fall under the category of the co-beneficiary as defined in the General Conditions.

	the administrative capacity and cooperation of Ministry of Interior (MoI) and Local Authorities themselves in the task of ensuring the effective implementation of the new local administration model in line with principles of democratic governance.
Target groups:	Metropolitan Municipalities (MM) (16 old + 14 new), Ministry of Interior/General Directorate for Local Authorities (GDLA); State Personnel Department (SPD); Ministry of Finance (MoF) and Union of Municipalities of Turkey (UMT)
Final beneficiaries:	Policy makers and administrative staff of local authorities and population benefiting from the local services
Estimated results:	<ul style="list-style-type: none"> • R.1.1. Administrative and operational capacities for efficient provision of local services enhanced, • R.2.1. Administrative and operational capacities of the local authorities for the implementation of new Metropolitan Municipality Model strengthened, • R.2.2. Institutional capacity of the local authorities in terms of service delivery and adoption of the principles of democratic governance enhanced, • R.2.3. Public awareness on urbanization enhanced through institutional and individual capacity enhancement programmes, • R.3.1. Efficiency of the local services enhanced through online managements systems.

1.2. Relevance of the action

1.2.1. Relevance to the objectives/sectors/themes/specific priorities of the Project/Sector Fiche(s)

IPA II Indicative Strategy Paper for Turkey (2014-2020) targets the improvement of Public Administration Reform (PAR) coordination, policy-making, civil service and public administration organization and governance and service delivery to citizens and businesses, including at local level.

The new legislation adopted in the past years in the field of local administration, has expanded the scope of the responsibilities of local administrations in the provision of public services, as well as in the promotion of the social and economic development of the relevant communities.

Relevant to the recent developments in the field, the 10th National Development Plan, put into effect in June 2013, underlines the negative effect of lack of technical and institutional capacities at the local level on quality and efficiency of local service delivery, while reiterating the importance of increasing institutional capacities of the new MMs established in accordance with the Law No. 6360. The Plan also highlights the importance of deploying participatory tools in local administrations in order to support further reforms on including non-governmental organizations, private sector and unorganized civil society to local decision-making processes. In this vein, the 10th National Development Plan focuses on identification of priorities at the local level and efficient use of local resources as it identifies the main beneficiaries of the Plan as local authorities, MMs, universities, professional organizations and NGOs. In specific terms, the following objectives for LAR under the Plan are entrusted to the coordination of MoI:

- Increased efficiency in local service delivery,
- Strengthened capacities of local administrations in terms of human resources, management and strategic planning,
- Strengthened capacities of local administrations in terms of project management,
- Enhanced inclusion of universities, NGOs and professional organizations in local decision

making processes.

In line with the objectives of the 10th National Development Plan, the Strategic Plan of the MoI for 2015-2019 identifies the priorities and the core values of the MoI as; the rule of law, respect for human rights, transparency, commitment to ethic values, participation and delivery of efficient and good- quality services. The Strategic Plan highlights the importance of ensuring efficiency, effectiveness, participation, openness and accountability at local administrations as one of its main goals. The Strategic Plan sets five thematic areas and results as i) Establishing a peaceful environment via strengthening internal security services and coordination in accordance with human rights norms, ii) Increasing pace and quality of services provided by local authorities including governorates and district governorates, iii) Promoting development of civil society, iv) Deployment of information technologies as a facilitator in efficient provision of services and v) Increasing the pace and quality of the services provided by the MoI.

The Government of Turkey adopted the Strategy for Increasing Transparency and Strengthening the Fight against Corruption in 2010 and updated the Strategy in 2016. One of the strategic objectives of the referred Strategy also focuses on increase of institutional capacities of local administrations, strengthening decentralization and democracy by ensuring attendance and transparency. Currently, the local authorities are obliged to develop their own websites and disclose the important decisions taken at the referred websites for a period of 15 days.

In the scope of the LAR-II, a white paper was developed for the MoI, which outlines the short, medium and long term policy options to be pursued to have a full-fledged LAR in the scope of Turkey's EU Accession process. This Project addresses to the short-and medium-term policies those will form the basis of long-term policy options for the Government of Turkey. Besides, the Project at hand represents a continuum of the first and second phases of EU-funded LAR projects, in the scope of which required legislative framework were improved and put into place through phased approach. Besides, this Project, which is the third phase of LAR, will also address the needs that will be explored for effective implementation of the metropolitan municipality model that was introduced after the completion of LAR-II.

1.2.2. Relevance to the particular needs and constraints of the target country/countries, region(s) and/or relevant sectors

Parallel to the gaining momentum of Turkey's EU accession process in 2000s, Turkey has witnessed concrete reform initiatives to attain an evolving process of rationalization, modernization and decentralization of the system of public administration. In follow up to the commitment of the Government to make changes in the local administration system, comprehensive reforms have been launched starting from 2004. In terms of legislation, series of laws were enacted such as the following:

- MM Law No: 6360 on the Establishment of 14 MM in 14 Provinces and 27 Districts and Amending Certain Laws and Decree-laws,
- Municipal Law No: 5393,
- Metropolitan Municipality Law No:5216,
- Special Provincial Administration Law No: 5302,
- Union of Local authorities Law No: 5355,
- Abolishing General Directorate of Village Services, Law No: 5286,
- Establishing Districts within Boundaries of MM, Law No: 5747,
- Law on Appointment from General Budget Tax Revenues to Special Provincial Administrations, Law No: 5779.

The Metropolitan Municipalities Law No: 6360 on the establishment of 14 MM (Aydın, Balıkesir, Denizli, Hatay, Malatya, Manisa, Kahramanmaraş, Mardin, Muğla, Ordu, Tekirdağ, Trabzon, Şanlıurfa ve Van) and 27 districts was disclosed in Official Gazette in December 2012. Some of the provisions of the referred Law were put into effect on the date of its enforcement, whereas some others became effective following the local elections in March 2014. With the newly established MMs, the number of MMs in Turkey increased to 30. Besides, Special Provincial Administrations (SPA) was abolished in 30 MMs and the number of SPA was decreased to 51. The SPA continues to function in the 51 provinces, where provincial municipalities exist.

In accordance with the Constitution, the central administration has the power of administrative tutelage over the local administrations, in the framework of principles and procedures set forth by law, with the objective of ensuring the functioning of local services in conformity with the principle of the integral unity of the administration, securing uniform public service, safeguarding the public interest and meeting local needs in an appropriate manner. However, while maintaining tutelage as a constitutional principle, the new Laws adopted in 2004-2005 have introduced a drastic shift in the relationships between central and local administration, to set them in line with the standards and criteria laid down in the European Charter of Local Self-Government.

The Turkish Republic signed and ratified the European Charter of Local Self-governments in 1993 and has taken reform actions since then for the formulation of new policies and legislation aimed at the reform and modernization of the local administration system in Turkey, in the context of broader policies on PAR. However, there is still room for improvement in several fronts.

Implementation of the new legal instruments, which are explained above brought about certain challenges to local administrations and the respective elected representatives and staff, their Unions, and to the central administration bodies responsible for local administration namely the MoI, and Governorships. In order to best tackle with the challenges of referred institutional transformation and reforms, a number of projects have been implemented. Those which managed to create substantial impact both at the central and local levels, among others, have been led by UNDP Turkey, namely: Enhancement of the City Councils for Increased Functionality as Local Governance Platforms (2008-2011) and Support to Further Implementation of LAR in Turkey Phase I (2005-2007) and Phase II (2010-2011) and Strategic Local Governance (2013-2015).

Lessons Learned From Previous Local Administration Reform Programmes

As experienced in many countries, Turkey also has challenges in developing and implementing a coherent approach to decentralizing the delivery of public services. The MoI, which undertook a comprehensive LAR, guides decentralization initiatives through legislative amendments. However, decentralization has not proven to be an easy route to the improvement of local services. This is a consequence of the partial steps taken, but also speaks of the complex factors that influence the quality and reach of services. Despite this reality, some notable successes indicate that progress can be made, particularly when the supply and demand sides are addressed simultaneously. Nationally-driven schemes have included performance-based granting to local authorities, which have spurred improvements in governance processes with an expectation of more effective service delivery. Another more direct, but more centralized way of ensuring service improvement at the local level is based on reimbursing verified results.

The Project is developed in the light of gains from LAR-I and II. As such most of the activities build on and/or complement the activities that have been realized within LAR-II with a view to further the LAR and increase the impact. Within the scope of the LAR entrusted with the MoI, both phases of LAR projects addressed the core pillars of the ongoing overall reform process in Turkey by strengthening the local administration system as a whole and improving the institutional capacities of local authorities and individual capacities of relevant staff. The projects have been designed and implemented to strengthen the basis and human and institutional capacities for citizen-centered local administration with an increased responsiveness to the expectations and immediate needs of local communities.

A number of recommendations, which could be taken into consideration while designing the Project at hand, were addressed by LAR-II. Integrated, long-term, reform projects that simultaneously work with both the central government (and other stakeholders) on policy issues and with local authorities (and other stakeholders) on improving public services are defined to be key for the design of this Project.

Apart from that, the lessons learned from LAR-II, which will be utilized in the implementation of this Project can be summarized as follows:

- The needs assessments and fact finding field studies are indispensable tools that ensure effective and efficient design of the activities.

- Continuous and conscious involvement of the project stakeholders and the final beneficiaries into the process of strategy and action plan development; stimulates ownership and enhances effectiveness and sustainability.
- A single LAR support project aiming to serve the needs of local administrations at all of national, regional and local levels weakens the likelihood of early impact.
- Limited national and local level training strategies for sustainability of the related activities conducted by different organizations.
- Substantially improving the delivery of complex local services are non-trivial undertakings that typically require both significant legislative reform and significant changes in the way local authorities organize, finance and regulate these services.
- The difficulties involved in efforts to reform complex areas of local public service delivery and the risks of which such efforts inevitably entail should be realistically assessed. One possibility is to build efforts to improve multiple types of municipal services into larger, integrated, and longer-term public administration reform projects.
- Work should be focused on, and executed through intermediary institutions like municipal associations, research institutes, and universities, both to thicken the reform policy environment and to ensure that something is left behind if national reform efforts stall for political reasons.

In a country as large as Turkey, work at the local level should be concentrated in a small number of relatively large and politically significant metropolitan municipalities. Pilot interventions at the local level should be designed as much to produce sound policy proposals as to produce local institutional change.

1.2.3. Describe and define the target groups and final beneficiaries, their needs and constraints, and state how the action will address these needs

The target groups of the Project are 30 MMs, MoI/GDLA, SPD, MoF and UMT. Policy makers and administrative staff of local authorities and population benefiting from the local services constitute the final beneficiaries of this Project.

In the process of enforcing a participatory and inclusive local governance system in Turkey, there are certain needs for the MMs to adopt themselves to the changes brought by the reform interventions and ensure an effective local service delivery. On the other hand, the institutions (MoI/GDLA, UMT, MoF and SPD), which are also defined as the target groups of the Project need to respond to the evolving needs of the MMs during that process and continuously develop inclusive policies for guidance in areas of need. At this point, the local population as the final beneficiary of the Project including the disadvantaged groups will benefit from those services, contributing to local governance processes. In that respect, it is critical to note that the level of awareness and participation of the local population to the local policy making is still low and this affects the level of implementation of key policies. The needs and challenges of the LAR processes are elaborated below, which formed the basis for the development of this Project.

Several major local government reforms were carried out during the last decade in Turkey. The Government pursues to declare strong will on implementing further reforms to strengthen the local administration system in Turkey over the next few years. Such will finds its expression in a number of national policy documents and action plans. Within the scope of the LAR entrusted with the MoI, core pillars of the ongoing overall reform process were addressed in Turkey by strengthening the local administration system as a whole and improving the institutional capacities of local authorities and individual capacities of relevant staff. Several projects, including the international projects implemented by UNDP, EUD and others, have been designed and implemented to strengthen the basis and human and institutional capacities for citizen-centered local administration with an increased responsiveness to the expectations and immediate needs of local communities.

Despite successful implementation of the LAR-I and II and follow-up projects, which complemented realization of reforms in the field, challenges remain particularly with regards to the need of the MMs for comprehensive information and understanding of the changes borne due to emerging institutional and operational capacities required for full implementation of restructured local governments. Challenges also include implementation of an important number of novelties by MMs introduced by the Government and the Parliament, such as full compliance with strategic planning,

multi-annual budgeting, compliance of standards and performance indicators for public services, establishment of effective internal control systems (mostly based on ex-post audits), citizens' further participation in local decision-making processes and management of initiatives aimed at addressing immediate needs of relevant local communities. In addition to these challenges, the Project would also address the administrative and operational capacities for efficient local service delivery, ensuring effective, inclusive, accountable and participatory local governance in line with the new reforms introduced in the field, particularly the new Metropolitan Municipality Law No: 6360.

It should also be acknowledged that the long-term sustainability of the efforts and the progress achieved depend to a great extent on the development of a consistent and comprehensive support strategy. In the medium-term, the role of the central administration vis-a-vis the local administration will undergo a profound transformation: tutelage and command-and control systems will be replaced by the capacity to co-ordinate and lead the development of additional reform policies and instruments, to establish appropriate and flexible regulatory frameworks for local administrations and to maintain and manage instruments of cooperation between central government and the local administrations. The mandate, organization, management culture and practice, technical resources and human resources capacities of the central administration units responsible for local administration will be reviewed and adjusted to the current framework. In order to respond to those challenges faced by the central institutions, mainly the MoI, training for MoI/GDLA staff, integration, upgrading and further development of e-governance and e-services databases and management information systems, and the further development and refinement of existing projects to support local administrations will be the priorities to be addressed through this Action.

1.2.4. Particular added-value elements

Gender Equality:

Gender mainstreaming will be one of the main cross-cutting themes of the Project. Strengthening of gender mainstreaming approach will be done through the following:

- Composition of the trainees: Trainees of the training programs will be composed by a gender sensitive approach, which was the case in the previous phases of the LAR.
- Gender budgeting and gender sensitive service delivery planning: Gender budgeting and gender sensitive service delivery planning will be introduced as a new dimension in the multi-year investment planning. By this, creation of the grounds and instruments for more egalitarian resource allocation on gender basis is expected.
- Vocalism and visibility of women at the local participatory platforms. Different instruments enabling vocalism and visibility of women at these platforms will be introduced and functionalized on pilot basis.

UNDP will utilize the cooperation it has with relevant UN Agencies, including UN Women and United Nations International Children's Emergency Fund (UNICEF) for the implementation of the relevant capacity development, technical know-how and legislation review activities on this subject.

Sustainable Development Goals (SDGs)

On 25 September 2015, the Member States of the UN agreed on the 17 Sustainable Development Goals (SDGs) of the Post-2015 Development Agenda. The SDGs build on the Millennium Development Goals, the global agenda that was pursued from 2000 to 2015, and will guide global action on sustainable development until 2030.

The inclusion of SDG-11, "*Make cities and human settlements inclusive, safe, resilient and sustainable*" is, in large part, the fruit of the hard-fought campaign by local governments, their associations and the urban community. SDG-11 marks a major step forward in the recognition of the transformative power of urbanization for development, and of the role of city leaders in driving global change from the bottom up. However, the role of local administrations in the achievement of the agenda goes far beyond Goal 11. All of the SDGs have targets that are directly or indirectly related to the daily work of local and regional governments. Local governments should not be seen as mere implementers of the agenda. Local governments are policy makers, catalysts of change and the level of government best-placed to link the global goals with local communities.

Within this framework, the Project will also promote localizing SDGs by local authorities and the public at large through the following interventions:

- Involvement of specific sessions on SDGs in the capacity development programs addressing the MMs, MoI/GDLA, UMT as well as social service units such as Women Centers, Child Development Centers at the local level,
- Integrate the polices on effective local service delivery with reference to specific SDGs,
- Mainstream the SDGs in basic standards and principles of service delivery and performance management tools to be developed under the Project.

Environment:

Environment-sensitive planning is a critical aspect of the functions of the local administrations. In the scope of the project, all capacity enhancement activities will include how to establish functional oversight mechanisms supporting environmentally sensitive planning and implementations.

1.3. Description

The Project is composed of below activities under 3 components:

Component 0: Inception Period (3 months):

The Inception Period aims establishment of a suitable and formalized working structure for the Action and fine-tuning the Project activities through an assessment of the current needs against the defined results of the Project. The Inception Period will also be needed for the UNDP to orient itself to the Project and reflect its collective experience and best judgement to the specifics of the Project. During the Inception Period, the UNDP will develop fine-tuned and presumably more detailed activity and resource schedule (Work Plan). Thus, the time plans and resources allocated to activity groups mentioned hereinafter are indicative and will be finalized during the Inception Period.

During the Inception Period, the UNDP will also determine the scope of the visibility services, required for successful implementation of the Project. These services will include designing, setting up and maintaining a bi-lingual (Turkish and English) Project website and designing project newsletters, business cards, banners, posters etc. for the Project.

During the Inception Period the following preparatory activities will be realized;

A.0.1. Establishment of Project Team (PT) and Office

The Project Office, which is suitable and formalized working structure for the Project, will be established by the UNDP in the UN House within one month after the commencement of the Project and its costs for rent, necessary furniture and daily running expenses will be met from the Project budget. The Project Office will be used by the Project Team (PT) (please see details of the team composition under section 1.4.2.2) for all of the Project activities.

A.0.2. Kick-off meeting (first Management Meeting)

The Action will be launched with a kick-off meeting to be organised within the first month of the commencement of the Project, which will be participated by the MoI/GDLA, UNDP, the CFCU and the EUD. At the kick-off meeting, the UNDP will present the Project activities. Also, the additional members of the Steering Committee and monitoring and evaluation of Action's activities will be discussed and agreed on with the MOI/GDLA and the CFCU. The kick-off meeting will be held in either the UNDP or the MoI premises.

A.0.3. Launch Event

Successful implementation and finalization of the Project call for a number of measures. Visibility of the Project carries utmost importance both for the Government of Turkey and the EU. Thus, a high-profile Launch Event will be organized in Ankara. The Launch Event will help inform the public and the stakeholders (approximately 250 participants) about the Project and its activities in general

The organizational expenses including but not limited to food and beverages, venue rent, stationary as well as travel and accommodation costs of participants coming outside Ankara (approx. 50 people) - will be covered from the Project budget.

Component 1- Effective Local Service Delivery:

The main objective of Component 1 is to develop draft legislations, which will enable the GDLA and its staff as well as local administrators (mayors; deputy mayors; heads of the clerk's department, the financial services department and the planning departments of municipalities) to exercise effective local service delivery methods in the overall local administration scheme. The activities that are planned to be carried out will also contribute to the achievement of the relevant targets of the Strategic Plan of MoI (2015-2019). The relevant activities concerning legislation drafting on several areas of local service delivery are included as an action in Strategic Plan of MoI, which is committed for their endorsement by the MoI and consequently the Turkish Grand National Assembly (TGNA).

The MoF and SPD will act as implementing partners of the results to be achieved under Component 1. The results and specific activities to be achieved are explained below. Due to the nature of the Project, some of the activities will be carried out in a concurrent manner.

The activities under this component will serve for the achievement of the Result 1.1.

A.1.1.1. Establish a Legislation Drafting Committee (LDC) and Consultative Group of Local Authorities (CGLA)

A Legislation Drafting Committee (LDC) will be established under the chairmanship of MoI, specifically for the activities which will include the legislative proposals/amendments. The LDC will be composed of MoI, MoF, UMT, SPD, the representatives of 6 municipalities (including metropolitan municipalities and district municipalities) and academicians or experts working in specialized fields of local governance and service delivery. The criteria for the selection of LDC member municipalities, academicians and experts as well as the 6 municipalities will be identified during the 4th and 5th months of the Project. The selection of the 6 municipalities will be made by the GDLA in line with the set criteria (including but not limited to the geographical location, population size, socio-economic situation, etc.). The total number of the LDC members will not exceed 12 people (6 from municipalities, 1 from MoI, 1 from MoF, 1 from UMT, 1 from SPD, 1 academic staff and 1 expert) in total to ensure efficiency during the working process of the Committee. The LDC is tentatively planned to convene every month in Ankara, but if needed more meetings will be held. The secretarial support (organization of the meetings, drafting of the minutes of the meetings, etc.) for the LDC will be given by the UNDP. The travel and accommodation expenses of the LDC members, who are participating out of town events as detailed below, will be covered under the Project.

A Consultative Group of Local Authorities (CGLA) will also be established and be composed of local administrators (1 for each province and/or district). The members of the CGLA will be determined by the GDLA. The interested local administrators will be selected based on a list of criteria that will be developed by the UNDP in consultation with GDLA during the 4th and 5th month of the Project. The total number of the members of the CGLA will not exceed 10 people in order to ensure efficiency during the working process of the Group. The CGLA will be the consultative platform of Component 1, where the results of the activities under Component 1 will be discussed and the legislative frameworks/policies will be developed reflecting the needs and experiences of the practitioners at the local level. The CGLA is tentatively planned to convene every month in Ankara but if needed more meetings will be held. The secretarial support (organization of the meetings, drafting of the minutes of the meetings, etc.) for the CGLA will be given by the UNDP.

(Output A.1.1.1 : Legislation Drafting Committee (12 members) and Consultative Group of Local Authorities(10 members))

A.1.1.2. Develop a draft legislation for strengthening the loan system of local authorities through assessment of country experiences

According to Article 68 of the Law No: 5393 Municipality Law, municipalities may get a loan and issue bonds in accordance with certain procedures and principles. Accordingly, there are three types of borrowing: foreign debt, domestic debt and bond. Despite these opportunities, majority of the

municipalities have failed to cover their debts and sought remedies from the Treasury. In these circumstances, in order to regulate the loan system for local authorities in Turkey, the Project will develop a draft legislation for strengthening the loan system of local authorities.

To this aim, the following sub-activities will be carried out:

1. Conduct a **desk review** on functioning of the loan system in local authorities of EU member states with good practices and lessons learned and compare them with the practices in Turkey. The review will be conducted by the PT with support of senior STEs.
2. As a result of the desk review, develop a **comparative assessment report** on the functioning of the loan system comparing the experiences in EU member states. The report will also include certain recommendations for improvement in the context of Turkey. The report will be developed by the PT with support of senior STEs. The report will not be published.
3. In line with the comparative assessment report, develop the **first draft of the legislation** regulating the loan systems in Turkey. The PT and MoI will lead the drafting process with the support of LDC and CGLA.
4. Organize three 2-days **consultative meetings** with the participation of LDC, CGLA, MoI, MoF and PT in order to discuss the results of the comparative assessment report and the first draft legislative framework. All consultative meetings will be held in Ankara and approximately 20 representatives (approximately 10 representatives coming from outside Ankara) will participate to each meeting.
5. Finalize the draft legislation and **submit to the higher authorities** of the MoI for its assessment and possible processing through Prime Ministry and finally the TGNA.

(Outputs A.1.1.2: Comparative Assessment Report; Draft Legislation for strengthening the loan system of local authorities)

A.1.1.3. Develop a draft legislation for increasing the income of local authorities in line with other country experiences

The income of the local authorities, mainly the municipalities, is regulated under Law No: 2464 on Municipal Income, Law No: 1319 on Estate Tax, Municipal Law No: 5393 and Metropolitan Municipality Law No: 5216. Under the referred laws, the main budget items for income are listed as taxes, charges, estate rent and sale, property taxes, sanitation taxes, water, transportation and expenses share, enterprise. In order to regulate the increase of income of the local authorities, the Project will develop a draft legislation regulating the management this income. To this aim, the following sub-activities will be carried out:

1. Conduct a **desk review** on the management of income of local authorities in approximately 10 EU member states with good practices and lessons learned, and compare them with the practices in Turkey. The review will be conducted by the PT with support of senior STEs.
2. Develop a **comparative assessment report** on income management systems comparing the experiences in EU member states. The report will include certain recommendations for improvement in the context of Turkey. The report will be developed by the PT with support of senior STEs. The report will not be published.
3. In line with the comparative assessment report, develop the **first draft of the legislative framework** regulating the income management in Turkey. The PT and MoI will lead the drafting process with the support of LDC and CGLA.
4. Organize three 2-days **consultative meetings** with the participation of LDC, CGLA, MoI, MoF and PT in order to discuss the results of the comparative assessment report and first draft legislative framework. The consultative meetings will be held in Ankara and approximately 20 representatives in total (approximately 10 representatives coming from outside Ankara) will participate to each meeting.
5. Finalize the **draft legislation** and **submit to the higher authorities** of the MoI for its assessment and possible processing through Prime Ministry and finally the TGNA.

(Outputs A.1.1.3: Comparative Assessment Report; Draft Legislation increasing the income of local authorities)

A.1.1.4. Develop a proposal to amend the relevant provisions of the Law No: 3572 and Regulation for Business License

Currently, some workplaces need to receive more than one work permit to function and there are concerns in implementation of the Law No: 3572 and Regulation for Business License. In order to simplify the procedures for work permits and ensure the consistency in implementation, the Project will draft a proposal for amendment to the relevant legislations to the relevant Law.

To this aim, the following sub-activities will be carried out:

1. Conduct a **desk review** on the practices of provision of business licenses by local authorities in approximately 10 EU member states with good practices and lessons learned and compare them with the practices in Turkey. The review will be conducted by the PT with the support of senior STEs.
2. Develop a **comparative assessment report** on business license provision and management comparing the experiences in EU member states. The report will include certain recommendations for improvement in the context of Turkey. The report will be developed by the PT with the support of senior STEs. The report will not be published.
3. In line with the comparative assessment report, develop the **first draft of the amendment** regulating the business license provision and management in Turkey. The PT and MoI will lead the drafting process with the support of LDC and CGLA.
4. Organize three 2-days **consultative meetings** with the participation of LDC, CGLA, MoI and PT in order to discuss the results of the comparative assessment report and first draft legislative amendment. The consultative meetings will be held in Ankara and approximately 20 representatives in total (approximately 10 representatives coming from outside Ankara) will participate to each meeting.
5. Finalize the draft proposal to amend the Law No: 3572 and **submit to the higher authorities** of the MoI for its assessment and possible processing through Prime Ministry and finally the TGNA.

(Outputs A.1.1.4: Comparative Assessment Report; Proposal to Amend relevant provisions of the Law No: 3572 and Regulation for Business License)

A.1.1.5 Develop the standards and principles for the establishment of an effective human resources management system in local administrations

The ability of a local government to deliver the highest standard of public service delivery requires a uniform, methodical and transparent recruitment process to ensure the best qualified and suitable individuals are employed. In order to ensure an effective and transparent human resources system based on merit as well as to prevent waste of labour and resources in local administrations, the Project will develop certain principles and standards for service provision and recruitment of the staff, in particular contracted ones. The referred standards will also be used as reference by the MoI in development of the regulatory frameworks on human resources management. The standards and principles on human resources management will adopt modern tools specifically addressing but not limited to human resource planning, job classification and organization, staff recruitment and selection, support to new employees, staff training and development, monitoring and evaluating the performance of employees, incentive and disciplinary mechanisms. To this aim, the following sub-activities will be carried out:

1. Conduct a **desk review** on standards and principles of human resources management in EU member states with good practices and lessons learned and compare them the practices in Turkey. The review will be conducted by the PT with support of senior and junior STEs.

2. Based on the results of the desk review, develop the **first draft of the principles and standards** to be shared and discussed with the members of the CGLA. The principles will be developed by the PT with support of senior and junior STEs.
3. Organize three 2-days **consultative meetings** in Ankara with the participation of CGLA and GDLA (approximately 20 representatives in each, out of 10 will be coming out of Ankara) in order to discuss the first draft standards and principles.
4. Finalize the standards and principles in line with the inputs of the CGLA and **submit to the higher authorities** of the MoI for its assessment and possible endorsement. The work will be carried out by the PT with the support of junior and senior STEs.
5. **Publicize the standards and principles** on human resources management in MMs and disseminate to the MMs, district municipalities and GDLA in Turkey. In total, 800 copies in Turkish will be produced and disseminated.

(Outputs A.1.1.5: Standards and principles for the establishment of an effective human resources management system in local administrations)

A.1.1.6. Develop the service standards ensuring the MMs and its District Municipalities to use 10% of their budgets for the infrastructure works in rural areas (as defined in the Law No: 6360)

With the aim of ensuring the MMs and District Municipalities to use %10 of their budgets for infrastructure works in rural areas, the PT with the support of the senior and junior STEs in the field will work with the CGLA to draft the service standards to be introduced to all 30 MMs. To this end, it is expected that the referred standards will be reflected to the Strategic Plans of the MMs and the Project will make the effort for its advocacy in selected 3 MMs. The PT with support of senior and junior STEs will review the Strategic Plans of the selected 3 MMs and provide recommendations for improvement based on the developed standards. The results of the review and the recommendations will be compiled in a report which will be shared with the first with the 3 referred municipalities and then with all 30 MMs. The report will be developed by the PT with support of senior STEs.

(Outputs A.1.1.6: Service standards ensuring the MMs and its District Municipalities to use 10% of their budgets for the infrastructure works in rural areas (as defined in the Law No: 6360; Review and Recommendations Report)

A.1.1.7. Develop a comparative assessment on effective collection of municipal accounts receivable

A comparative assessment will be conducted for increasing the effectiveness of the collection of accounts receivable specifically targeting small-scale municipalities. The assessment will be based on the desk review of the good practices and lessons learned in approximately 10 EU member states and conducted by the PT with support of senior STEs.

The results of the desk review will be compiled in a comparative assessment report by the PT with support of senior STEs, with certain recommendations for improved efficiency in collection of municipal accounts receivable. The report will not be printed but shared with the MoI for its further use.

(Outputs A.1.1.7: Comparative Assessment Report)

A.1.1.8. Develop a performance management system to be adopted in MMs and District Municipalities

Performance management is a system of setting targets, developing and implementing plans for service improvements and then regularly measuring the results of municipalities to increase efficiency in service delivery. Performance management is based on two main principles. First, it concentrates on program outcomes, or actual results, rather than on the quantity of service that the municipality provides. Second, in defining outcomes, it focuses on the real needs of the citizens that they provide the services to. Through measurement of performance indicators, the system provides decision makers with accurate information about key issues. With this information they can make better decisions and

show why they made those decisions. Performance management provides the public with measures for determining the effectiveness of their local government so that they can make informed decisions.

In Turkey, municipalities with populations of over 50.000 are required to prepare strategic plans and performance programmes. Considerable work has and will be done to improve the strategic planning capabilities of municipalities; thus far the issue of how to effectively prepare the performance programmes remains limited. The Project will thereby make a contribution to improve the performance management against the strategic plans by conducting case studies of municipal experiences and will pilot interventions in 2 selected MMs and 2 district municipalities to implement the recommended guidelines on a demonstration basis.

To this aim, the following sub-activities will be carried out:

1. **Review of the practices and lessons learned** in EU members states concerning the performance management tools in local authorities. The review will be conducted by the PT with support of senior STEs.
2. Conduct **comparative analysis** on the performance management tools including policy recommendations for improving the system in Turkey. The analysis will be made by PT with support of junior and senior STEs. The comparative assessment will be in form of a report, which will not be published.
3. **Select pilot municipalities** (2 MMs and 2 district municipalities), where the performance management system will be developed and adopted. The selected district municipalities does not necessarily have to be the districts of the same MM.²
4. **Organize interviews and focus group discussions** with selected central and local government officials. In total three 2-days visits to each selected MM and district municipalities will be organized and the TAT with support of STEs will conduct interviews and focus group discussions. Focus group discussions at MMs and district level will help to identify the issues associated with the preparation of performance programmes and how to properly link them to the municipal budget process. The results of the interviews and focus group meetings will be compiled in a report to be discussed in the regional meetings.
5. Organize four 1-day **regional consultation events** with approximately 100 participants each to discuss the interview and focus group meetings report and generate ideas about how to improve the preparation of the performance programmes. The provinces where the regional meetings to be held, will be determined after the completion of the report. These provinces does not necessarily be among the provinces where the interviews and focus group meetings will be held.
6. Prepare a **draft policy paper** for the GDLA that discusses the overall findings and conclusions of the regional consultation events and proposes guidelines for the preparation of local performance programmes. The policy paper will be developed by the PT with support of junior and senior STEs. The Project will also benefit from the previous work of the SPD on the performance evaluation system of civil servants in Turkey including the local administrators.
7. Develop a **training module** in collaboration with the UMT on the implementation of the guidelines for preparation of local performance programmes. The training module will be developed by the PT with support of junior and senior STEs.
8. Deliver the training module for implementation of the guidelines on a demonstration basis in 4 pilot municipalities (2 MM and 2 district municipality). There will be 2 two-days of **training programmes** to be delivered in each pilot municipality. The relevant staff assigned to be following the performance related issues including the strategic plan drafting staff is expected to attend such programs as trainees. It is expected that approximately 50 staff in each pilot will

² The pilot municipalities selection criteria and developing guidelines as well as a training module on the preparation of performance plans will be determined in consultation with the GDLA on 5-6th month of the Project.

be trained by the group of senior STEs who provide support for the development of guidelines.

(Outputs A.1.1.8: Comparative Analysis Report, Report of the Interviews and Focus Group Meetings, Policy Paper and Guidelines on Use of Performance Management Tools and Training Modules)

A.1.1.9. Draft a legislation on the functioning of municipality-led enterprises in line with EU Member States experiences

Municipal enterprises are established fully or partially by municipalities for the provision of certain local services. In Turkey, there is a need for improvement of the functioning of municipal-led enterprises to become more accountable and transparent. Therefore, in order to make the work processes of the municipal-led enterprises more transparent, it is aimed to regulate the current practices through the development of a draft legislation. To this aim, the following sub-activities will be carried out:

1. Conduct a **desk review** on the functioning of municipality-led enterprises in local authorities of approximately 10 EU member states with good practices and lessons learned, and compare with the practices in Turkey. The review will be conducted by PT with support of junior and senior STEs.
2. Develop a **comparative assessment report** on the functioning of the municipality-led enterprises comparing the experiences in EU member states. The report will include certain recommendations for improvement in the context of Turkey. The report will be developed by the PT with the support of senior STEs. The report will not be published.
3. In line with the comparative assessment report, develop the **first draft of the legislative framework** regulating the municipality-led enterprises in Turkey. PT and MoI will lead the drafting process with the support of LDC and CGLA.
4. Organize 3 two-days **consultative meetings** with the participation of LDC, CGLA, MoI, PT in order to discuss the results of the comparative assessment report and first draft legislation. The consultative meetings will be held in Ankara and approximately 20 representatives in total (approximately 10 representatives coming from outside Ankara) will participate each meeting.
5. Finalize the draft legislation and **submit to the higher authorities** of the MoI for its assessment and possible processing through Prime Ministry and finally the TGNA.

(Outputs A.1.1.9: Comparative Analysis Report, Draft Legislation)

A.1.1.10. Develop draft legislation regulating the legal and institutional infrastructure of Water and Sewerage Administrations

In Turkey there are many laws regulating water and sewerage services but there are still gaps in their implementation. Harmonization to the EU *acquis* in terms of legislation, implementation and investment makes the situation more complicated. To this end, the Project will address the needs for effective water and sewerage services in line with the EU *acquis* and the recent LARs and develop a draft legislation to ensure consistency. With the aim of developing a draft legislation regulating the legal and institutional infrastructure of Water and Sewerage Administrations, the following sub-activities will be carried out:

1. Conduct a **desk review** on the legal and institutional infrastructure of Water and Sewerage Administrations in local authorities of EU member states with good practices and lessons learned, and compare with the practices in Turkey. The review will be conducted by the PT with support of junior and senior STEs.
2. Develop a **comparative assessment report** on the functioning of the Water and Sewerage Administrations comparing the experiences in EU member states. The report will include certain recommendations for improvement in the context of Turkey. The report will be developed by the PT with support of senior STEs. The report will not be published.

3. In line with the comparative assessment report, develop the **first draft of the legislative framework** regulating the Water and Sewerage Administrations in Turkey. PT and MoI will lead the drafting process with the support of LDC and CGLA.
4. Organize 3 two-days **consultative meetings** with the participation of CGLA, MoI, PT in order to discuss the results of the comparative assessment report and first draft legislative framework. The consultative meetings will be held in Ankara and approximately 20 representatives in total (approximately 10 representatives coming from outside Ankara) will participate each meeting.
5. Finalize the draft legislation and **submit to the higher authorities** of the MoI for its assessment and possible processing through Prime Ministry and finally the TGNA.

(Outputs A.1.1.10: Comparative Analysis Report, Draft Legislation)

A.1.1.11. Conduct Technical visits to 3 EU member states

Complementary to the results of the desk reviews under A.1.1.2, A.1.1.3, A.1.1.4; A.1.1.9 and A.1.1.10 of other country experiences to be conducted on i) loan system of local authorities, ii) income of local authorities, iii) business license, iv) municipality-led enterprises and v) legal and institutional infrastructure of water and sewerage administrations, technical visits to selected EU member states will be organized. The main objective of the technical visits, which will be conducted in synchronization with the project activities addressing legislation drafting under Component 1, will be reviewing the systems, experiences and lessons learned in above mentioned areas as well as establishing and maintaining bilateral/multilateral working relations and institutional networks with the approached authorities. In total there will be three 6-days technical visits, each having approximately 12 participants including the officials from GDLA, the representatives of the LDC, CGLA and 2 PT members. The longlist of EU member states where the visits will be conducted will be identified in the inception phase of the project and will be concretized as the desk reviews under relevant activities progress as explained above. The agenda and information packages including but not limited to the logistical notes and information about the local administration systems will be developed by the PT with support of STEs. The contact with the relevant authorities in selected countries will also be made by PT.

The results of the technical visits will be compiled in technical visit reports (prepared in Turkish and English), which will include the main findings, lessons learned and good practices that will be mainstreamed into the substantial work of the LDC under C1 and feed into the project outputs to be developed therein. The Report will not be published. It will be distributed as soft copy to the relevant institutions.

(Output A.1.1.11: Technical visit reports)

A.1.1.12. Develop a draft secondary legislation (regulation) for honours and ceremonies arranged by local authorities

There is a high level of demand from other countries, especially in Balkans, Central Asia and Commonwealth of Independent States to benefit from the accumulated knowledge and experience that Turkey has in local administration reform processes. Therefore, serious number of technical visits, platforms for exchange of knowledge and experience are being facilitated by the GDLA. In order to support the GDLA to effectively respond to the needs and requests of other countries, a strategy will be developed along with a draft regulation on honours and ceremonies of the local authorities that receives demand for knowledge and experience sharing from other countries. To this aim, the following activities will be carried out:

1. **Review and map the areas** where there is high demand for exchange of knowledge and experience. The work will be done by PT with support of senior STEs.
2. **Develop a strategy** for the GDLA to effectively respond to the knowledge & experience sharing demands of other countries on local administration reform processes.
3. **Conduct a desk review** on legislative frameworks regulating honours and ceremonies in EU members states. The review will be conducted by PT with support of senior STEs.

4. **Develop a draft regulation** regulating honours and ceremonies in Turkey in line with the findings of the review of other practices in EU member states. The regulation will be submitted to MoI for its assessment and possible endorsement.

(Outputs A.1.1.12: Strategy and Regulation on honours and ceremonies)

A.1.1.13. Assess the impact born by localizing EU *acquis* on the work and responsibilities of local authorities in Turkey

The reform initiatives regarding the public administration through harmonization of legislation of Turkey with the EU are remarkable in the last few years. These reform initiatives include the process of localizing/decentralization of powers compatible with new public administration principles and objectives of EU *acquis* in Turkey. Therefore, the local and central administrative units are introduced with tools and methods that lead them to accountability based on result-oriented approaches and professionalism. However, there is still ambiguity among the local authorities on how to internalize such policies in their own work and functioning. In order to fill this gap, the Project will conduct an assessment study on the impact of EU *acquis* in local governance including the local policies for service delivery, personnel recruitment financial management, participation, etc. will be conducted. The UMT will be the implementing partner of this Project. The results of the previous work conducted by the Ministry for EU Affairs (MoEU) on raising awareness on EU *acquis* among the local authorities and providing guidance for its implementation will be utilized.

To this aim, the following sub-activities will be carried out:

1. **Analyze the current situation** on implementation of the EU *acquis* at the local level and map the fundamental roles and responsibilities of the local authorities as per the relevant EU *acquis* Chapters. The referred analysis will be carried out by the PT with support of senior STEs through desk review, structured face-to-face interviews with the relevant authorities, conducting two 2-days workshops in Ankara with the participation of the relevant stakeholders and CGLA (approximately 200 participants in total – 100 participants in each, 100 of them will be among the local administrators coming out of town). The number of the interviews will be identified after the completion of the desk review. The results of the current analysis will be compiled in a report, which will not be published.
2. Conduct a **comparative analysis** including EU experiences and best practices on implementation of EU *acquis* at the local and regional level. The analysis will be conducted by the PT with support of senior STEs based on the review of literature and practices in EU member states.
3. Relying on the results of the current situation assessment and the comparative analysis develop a **user-friendly manual** including the practical information for the adoption of the EU *acquis* in strategic, integrated, action-oriented plans and programmes. The manual will be instrumental for the use of all local authorities for the implementation of the EU *acquis* at the local level as well as contributing to the strategic plan development processes. The manual will be developed by a group of local senior STEs and inputs of the CGLA. 800 copies of the manual will be produced and disseminated broadly in the second year of the project implementation.

(Outputs A.1.1.13: Current Situation Analysis Report, Comparative Analysis Report, User-Friendly Manual)

A.1.1.14. Develop and publish a full comparative assessment study on functioning of the local authorities

The Project will compile the comparative assessment study on selected areas of service delivery (approximately 5 areas) in selected 6 EU member states. The assessment will be an important reference document to be used by GDLA, UMT and MMs and guide reform efforts and their effective implementation. The areas of service delivery, which are subject to assessment, will be determined by the PT and MoI during the 2nd quarter of the first year of Project implementation. In that respect, the PT with support of the STEs will have a detailed comparative assessment study on the function of local authorities in selected EU member states, which will be identified through desk

reviews. The assessment will be published (500 copies) to be disseminated to the GDLA, UMT and MMs.

(Outputs A.1.1.14: Comparative assessment study on functioning of the local authorities)

Component 2- Capacity Building for New Metropolitan Municipality Model and Inclusive Local Governance Processes

The main objective of Component 2 is to enhance the institutional capacity of the local authorities responding to the new responsibilities they are to undertake with the enforcement of new Metropolitan Municipality Model in 2014. In addition, the needs for transparent processes at local authorities will be addressed in the scope of Component 2. UMT will be the implementing partner of this Component.

The activities under this component will serve for the achievement of the Result 2.1, 2.2 and 2.3.

To reach R.2.1:

Integrated, long-term, reform projects that simultaneously work with both the central government (and other stakeholders) on policy issues and with local authorities (and other stakeholders) on improving public services are extremely desirable initiatives. The Project will concentrate its efforts at the national and particularly the local levels of the polity because it is at these levels that have the greatest prospects of generating palpable returns, especially with the introduction of the new Metropolitan Municipality Model in 2014. Only with a clear assessment of the impacts, the implementation of the new policies will be much effective and respond to the needs of the local authorities. Besides, the targeted capacity development activities will be developed to respond to the current needs. Particular attention will also be paid to strengthening regional and national municipal associations as well as research institutes, think tanks, training institutes and NGO concerned with local governance.

A.2.1.1: Assess the impact of the implementation of legislation on local authorities

In order to assess the impact of the reform initiatives in Turkey for effective and efficient functioning of local administration system an impact assessment study will be conducted. The referred study will address progress against the local administrative reform efforts since 2004 for the effective and efficient delivery of local services together with the capacity assets and needs for its further improvement. The results of this process will in turn result in the development of common strategic framework including the benchmarks to monitor and assess the process and improve the efficiency and effectiveness of the local administration system.

To this aim, the following sub-activities will be carried out:

1. Conduct a **targeted survey** (developed by senior STEs and/or PT), structured face-to-face interviews with the relevant authorities and stakeholders at the national level as well as focus group meetings to be held at the local level. The survey study targets the staff of local authorities, mainly all MMs, mainly at the policy/decision making levels (approximately 600 people in total; 20 staff in each MM) and aims to find out the assets and bottlenecks in implementation of the LARs. The surveys will be sent via e-mail and the results will be analyzed by PT with support of junior and senior STEs. Approximately, 50 face to face interviews are planned to be conducted with the local administrators and the authorities at the national level. The focus group meetings will be organized (four 2-days meetings having approximately 50 participants for each and totally 100 of them are among local administrations) in Ankara with the participation of MMs including the 14 new MMs as well as the local stakeholders. The results of the assessment will be compiled in an impact assessment report and submitted to the GDLA.
2. Organize three 2-day **workshops** in Ankara (approximately 75 participants from central and local administrations for each workshop) to discuss the impact assessment report and project on expansion of MM model to other municipalities through a legislative amendment. The findings of the concerned workshop and impact assessment will contribute to a possible legislative amendment work that has been planning to be conducted by the MoI. Although, the

legislative amendment work will not be under the scope of the Project, the impact assessment will be utilized by the MoI for its drafting process.

3. Organize a 1-day **national conference** to discuss the findings of the impact assessment report with the local authorities and other stakeholder at national and local level. The conference will be held in Ankara and it is expected that 250 people in total will participate.
4. Develop **policy recommendations report** relying on the recent challenges faced in implementation of the Law No: 6360 as well as proposed changes in relevant legislation to overcome the referred challenges. The report will be developed by the PT with the support of senior STEs and submitted to the MoI.
5. Based on the policy recommendations report, develop **benchmarks for success** of existing and future local administration reforms to be used by the GDLA for monitoring purposes. Benchmarks will be developed by PT with support of senior STEs.

The findings of referred assessment will be used for the development of municipal twinning model among the same scaled municipalities under A.2.1.3. The twinning will be made by embodying an already existing MM and the newly established one of same or similar scale.

(Outputs A.2.1.1: Impact Assessment Report, Policy Recommendations Report, Benchmarks for Success)

A.2.1.2: Develop a software system for monitoring of the progress against the implementation of reforms in local administration

In order to effectively assess the level of implementation of the LAR by the local authorities, a software system will be developed for monitoring of the progress by the GDLA based on the benchmarks for success, which are developed under A.2.1.1. All details of the system and technical specifications requested (including database design, web project application and all modules) will be defined by the PT and senior STEs. Following this, a professional company will apply the defined framework into the system under close guidance and instruction of the PT. The system will show realistic indicators for success of local service delivery. The system will also allow the GDLA to have quarterly reports on the level of implementation and reflect the findings to the future reform initiatives and policies as well as to notify the local authorities for corrective action, in case of need.

Two staff of the GDLA will be assigned to be responsible for using the system and monitoring the progress. Therefore, two 1-day trainings on the use of this referred system will be held by the STEs for 10 staff of the GDLA. The staff will be selected among the ones who are using the YEREL BILGI system, the database, which is used by the GDLA and municipalities on local services. In addition, the software system will also be integrated to the BEPER system.

(Outputs A.2.1.2: Software System)

A.2.1.3: Develop modelling for the implementation of new Metropolitan Municipality Model in different contexts and enhance cooperation and collaboration among the MM based on the modelling developed

Relying on the findings of the impact assessment report developed under A.2.1.1., certain models for same scaled municipalities will be designed. These models will serve to know-how and experience exchange among the matched municipalities as well as management and administrative staff of local authorities. To this end, the following sub-activities will be implemented:

1. Assess the needs and assets of the MMs to respond to the reforms introduced by the new MM Model through:
 - o **Structured survey** to be developed by PT with support senior STEs targeting the staff of the MMs (30 staff from each MM (30 in total) from all respective units including but not limited to social services, etc.) at all levels. The surveys will be

disseminated via e-mail and the findings will be analyzed by the PT with support of STEs.

- o Three 2-days **workshops** in Ankara (approximately 50 participants for each workshop) to discuss the areas of needs for support of know-how and experience exchange with the participation of all MMs. In total, approximately 125 participants will be participating outside Ankara.
2. Develop a **needs assessment report** indicating the areas of need for each MM including the recommendations for the MMs, having similar needs and contexts (matched MMs). Within this report, the selection criteria and procedures for matching of MMs will be defined. It is planned to support the experience sharing and know-how between 5 pairs of municipalities (5 new, 5 old MM). It is critical that senior administrators of the MMs to be involved in such a process to have strong interest and ownership, which are key for the success and sustainability of the results to be achieved. The report will be developed by the PT with support of senior STEs.
3. Based on the results of the assessment report, develop **strategies** for the effective implementation of the new MM Models between the matched MMs by the PT with support of senior STEs.
4. Organize **experience sharing meetings** (three 1-day meetings to be conducted in each matched MMs; 15 meetings in total; approximately 50 participants each meeting). The meetings will be held in the province of the matched MMs (to be agreed by the MMs before the meetings). The themes of the said meetings will be determined based on the findings of the assessment report.
5. Based on the discussions of the experience sharing meetings, develop a **Report** on the results of the experience sharing and know-how activities, including recommendation for activities targeting the areas of need and interventions (means of individual and institutional peer to peer learning) to be sustained by the matched MMs. The results of the Report will also include recommendations for all MMs, based on the results of the work done at matched MMs. The report will be prepared by the PT with the support of senior STEs. The soft-copy of the report will be shared with all participating MMs.

(Outputs A.2.1.3: Needs Assessment Report; Report on Results of the Experience Sharing and Know-how Activities at Matched MMs)

A.2.1.4. Develop and Deliver Customized General Management and Job Skills Training Modules for the Use of the GDLA to be delivered to new MM

The Project will address improved capacity of the local elected officials and managers in new MM by the design and delivery of general management and job skills modules. A set of training modules on general management and job skills will be developed for the use of MoI/GDLA, targeting the officials that deal with the complex issues that are associated with the management of MMs.

In order to ensure sustainability of the trainings, it is critical that the UMT and/or the regional unions have ownership and willingness to adopt it in their training programmes and assume responsibility for the delivery of the training modules that are being proposed in long term.

The training related results of A.2.1.3 will also be utilized in training needs assessment. However, the training needs assessment of the MMs will be deeply analyzed under this activity. To this aim, the following sub-activities will be carried out:

1. Assess the training needs of the MMs through:
 - Targeted surveys for the staff of the MMs (approximately 30 staff from each MMs relevant units) to be developed by the PT with support of senior STEs. The survey will be sent via e-mail and the results will be analyzed by the PT and the senior STEs.

- A 1-day training needs assessment workshop (approximately 75 participants) with the participation of the training staff of UMT (2), MoI (5) and the relevant staff (68) of MMs. The workshop will be held in Ankara.
2. **Identify target MMs**, for which the training modules would be developed. This will be done by the PT in consultation with GDLA. The MMs that will join this activity will be identified after the completion of the training needs assessment.
 3. Develop **customized training modules** for the use of GDLA (involving initial and follow-up sessions) that would incorporate international good practices as appropriate. The modules will be developed by the PT with support of senior STEs.
 4. Deliver **ToTs for local administration staff**, which will be identified among the selected MMs in cooperation with GDLA. In total, there will be fifteen 2-days ToT sessions each having approximately 60 participants. The participants will be representatives from MMs, including the local elected officials and senior managers. The provinces, where the ToTs will be conducted, will be determined after the development of the training modules. The ToTs will be delivered by the senior STEs under the guidance of PT.
 5. Prepare **success and human stories** from trainings to be used on website and social media: These will be the main content for social media and website. They will be prepared by the UNDP Turkey Communications Team aiming to get a sense of possible impacts of the events to the practices of the participants
 6. Prepare a **documentary style short movie**, whose content will aim to raise the awareness of the public at large and local institutions on the transformative role of the local authorities brought by the MM model. The movie will be broadcasted in MMs screens, websites of the MoI, UMT and MMs that participate to the trainings.

(Outputs A.2.1.4: Training Needs Assessment Report; Training Modules, Documentary Style Short Movie, Success and Human Stories)

A.2.1.5. Conduct a study on the projection of new local administration system, which will be introduced with the abolishment of special provincial administrations in accordance with the Law No: 6360

With the mentioned Law, the Special Provincial Administrations (SPA) in metropolitans are closed; and the neighbourhoods and villages are converted into districts. The duties of SPAs regarding local services are transferred to municipalities. In other words, new MMs took over the roles and functions of SPAs. Under these new circumstances, there is a need for them to have a projection about this new system in order to enhance their absorption capacities to deliver the functions of SPA.

To this aim, following sub-activities will be carried out:

1. Evaluate the nature of inter-municipal relationships that exist among the two levels of local authorities, the SPAs and central government departments and agencies. The evaluation will be made by the PT with support of local experts and will be based on the **structured interviews** to be made with the relevant stakeholders including but not limited to the MoI/GDLA, Union of Special Provincial Administrations and relevant local authorities. In total, 30 face-to-face interviews will be made. The full list of interviews and questions will be developed by the PT.
2. Comparatively assess the current roles and functions of SPAs against those of the MM. The assessment will be carried out by the PT with the support of local experts and the results will be compiled in a **comparative assessment report**, which will not be published.
3. Develop a **draft action plan** including short, medium and long term steps to be taken by the MMs in order to incorporate the roles and functions of SPAs. The plan will be developed by the PT with support of senior and junior STEs.
4. Prioritize the actions that can be achieved on short term basis, particularly the ones addressing the responsibilities born concerning the rural areas. The prioritization will be

developed by the PT and submitted to MoI in form of a **prioritization report**.

(Outputs A.2.1.5: Comparative Assessment Report; Draft Action Plan, Prioritization Report)

A.2.1.6. Conduct a current situation analysis concerning the evolving role of neighbourhood management and road map for its improvement in light with the new local administration system, mainly the introduction of new MMs

As the closest and smallest local units to the public, the neighbourhood administrations have a great importance in Turkish Public Administration Structure with its historical and traditional aspects. However, so far no any administrative regulations have been issued to make them more effective and efficient. In fact, neighbourhood administrations, called “mahalle” administrations, attract attention as suitable units for efficient participation, pluralism, representation, and public controlling in urban management context. The neighbourhood management and mukhtars that is the institutional image of the neighbourhood, is undergoing a significant transformation during the process of reform of local governments and municipality management, especially in relation to metropolitan management. The neighbourhood management that has emerged and developed as supporting unit of the central management; now evolved as supportive/complimentary to the municipality management that has to be a unit carrying demands/preferences and problems of the local community. In addition, there is a new phenomenon in rural districts where the new Metropolitan Model villages in the neighbourhood converted to occur.

To this aim, following sub-activities will be carried out:

1. Organize **face-to-face structural interviews** (minimum 20) with central and local government officials including the mukhtars and to obtain their views and comments on neighbourhood model. The neighborhoods where the interviews to be held, will be identified during Inception Period and in consultation with the GDLA. A report on the results of the interviews will be prepared by senior STEs.
2. Organize three 2-days **consultation meetings** with participation of 14 MMs and mukhtars in Ankara (approximately 50 participants each, in total 150 participants; 100 participants will participate from out of Ankara). The aim of the meetings will be to discuss the report and generate further ideas regarding the future responsibilities of neighbourhoods.
3. Prepare a **draft policy**, which will address the overall findings and conclusions of the consultation meetings and proposes recommended changes. This will be prepared by the PT with support of senior STEs.
4. Finalize a draft policy paper after consultations with GDLA and other government officials. The paper will include a road map for the improvement of the neighbourhood management system in light with the new local administration system, mainly the introduction of new MMs.

(Outputs A.2.1.6: Report on the Results of the Interviews; Policy Paper and Road Map on Improvement of Neighbourhood Management System)

To reach R.2.2:

A.2.2.1: Develop and implement local service delivery standards in order to simplify the processes for service provision

As the Law 6360 became effective in 2014, there has been a need for the new MMs to have a coherent and simplified set of service delivery standards in order to fulfil their responsibilities under the referred Law. The standards will not be binding but be a useful guidance to ensure consistency in local service delivery. It is expected to be used by GDLA in monitoring of the implementation of reforms in terms of local service delivery.

To this aim, following sub-activities will be carried out:

1. Assess the current situation in MM with regards to effectiveness of the service delivery in areas. The PT will thereby conduct structured **face-to-face interviews** with the

representative staff of the MMs in 10 selected MMs and **focus group discussions** in selected MMs. The MMs where the interviews are to be held will be identified during the 2nd quarter of second year of project implementation, based on the criteria to be developed by the PT. The result of A.2.1.1 will also be utilized for the current situation analysis. The result of the interviews will be compiled in **current situation assessment report**.

2. Based on the findings, **identify 5 service areas** that need improvement. This will be done by the PT in consultation with MoI/GDLA.
3. Develop draft **service delivery need standards** for the use of municipalities on selected 5 areas. This will be developed by the PT with support of senior STEs.
4. Discuss and finalize the draft standards with the 10 selected MMs in two 1-day **workshops** to be held in Ankara (approximately 50 participants each; 30 participants will be among MoI/GDLA and UMT and 70 from selected MMs, who will be attending out of Ankara).
5. **Publish and disseminate** the referred standards among municipalities. In total 800 copies will be produced and disseminated.
6. **Organize ten 1-day seminars** in selected 10 MM with the participation of governors, district governors and mayors in order to sensitize them about new service delivery standards and discuss its actual implementation at the local level. Each seminar is expected to have approximately 50 participants in total. The seminars will be held in selected MMs to be identified after the development of the standards.
7. Develop an **Implementation Guideline** for the realization of service delivery standards, relying on the results of the workshops and seminars
8. Publish and disseminate the Guidelines among municipalities. In total 800 copies will be produced and disseminated.
9. Conduct **pilot studies** in 2 selected MM to test the progress against the implementation of the new standards. The pilot municipalities will be determined after the completion of the Guidelines and based on the consultations with GDLA.

(Outputs A.2.2.1: Current Situation Assessment Report; Local Service Delivery Standards, Implementation Guidelines)

A.2.2.2: Develop and Implement Participatory Local Governance Model for new 14 MM

Relying on the experiences and lessons learned from the previously implemented EU funded Projects by the MoI in the field of local governance, the Project will address the institutionalization of participatory local governance mechanisms in 14 new MMs. Participatory local governance mechanisms to be applied in referred MM would include practical tools, and guidance to measure citizen satisfaction on local services and improve participatory decision making at the local level. In addition, targeted trainings and awareness raisings interventions will be developed for local governance structures including the citizen assemblies, NGOs and elected public officials at local level will be realized.

To this aim, the following sub-activities will be carried out:

1. Assess the current situation regarding local participatory mechanisms through:
 - Structured **face-to-face interviews** (minimum 100 interviewees) with the local participatory mechanisms and the local stakeholders in new 14 MM. This will be conducted by the PT with the support of senior STEs.
 - Three two-day **workshops** with the participation of the local stakeholders and participatory mechanism (approximately 50 participants for each; in total 75 participants attending from out of town). The provinces where the workshops are conducted will be determined during the last quarter of the first year of project implementation.

2. Develop a **current situation assessment report** on functioning of local participatory mechanisms. This report will be developed by the PT with support of senior STEs.
3. Draft guidelines for the effective operation of participatory mechanisms and organize two 1-day **workshops** to discuss the guidelines with the participation of selected representatives of local participatory mechanisms in 14 MMs, UMT and MoI (approximately 50 participants each). The Project will also benefit from the participatory guidelines developed under LAR-II. The provinces where the workshops be conducted will be determined during after the completion of the situation assessment report.
4. Finalize the **guidelines** and disseminate among the 30 MMs and the local participatory mechanisms. In total, 800 copies will be produced and disseminated.
5. Identify 4 MMs where pilot practices to improve participatory mechanism will be implemented. The pilots will be identified in consultation with MoI and UMT, based on the findings of the assessment of the current circumstances that will be realized as explained above.
6. Conduct targeted trainings in pilot provinces (4) on practical tools of citizen engagement in local decision making provinces. The target groups of the training will be the representatives of the local participatory mechanism including citizen assemblies, mukhtars, etc. In total, it is planned to conduct two 2-day trainings in each pilot having approximately 50 participants for each (400 in total). This will be done by the PT with the support of senior STEs.
7. Organize **two awareness raising events** in each of 4 pilot provinces (8 in total) for the organized and un-organized civil society in pilot provinces with the aim of enhancing the level of engagement in local decision making and cooperation with the local authorities. The event will be in form of town-hall meeting, where the level of interaction between the duty bearers (local administrators) and right holders will be strengthened and the key areas of need for service delivery and relevant policies will be discussed. In total approximately 400 local actors are expected to participate.
8. Prepare **success and human stories** from trainings and awareness raising events to be used on website and social media: These will be the main content for social media and website. They will be prepared by the UNDP Turkey Communications team aiming to get a sense of possible impacts of the events to the practices of the participants.
9. Preparing a **documentary style short movie**, content of which will aim to raise the awareness of the public at large about the scope of the Project activities on enhanced participation in local decision making processes and the available mechanisms at the local level. The movie will be broadcasted in MMs screens, websites of the MoI, UMT and MMs. The content of the movies includes the documentary and human stories from the events under this activity.

(Outputs A.2.2.2: Guidelines on Participatory Mechanisms; Result Report on the Awareness Raising Events, Documentary Style Short Movie)

A.2.2.3. Assess EU experiences with good practices and lessons learned for enhancing transparency and accountability in local authorities and develop the secondary legislation for enhancing transparency and accountability in local authorities

In order to support the efforts of the local authorities and GDLA for enhancing transparency and accountability, the Project will support the ongoing efforts of local authorities to enhance transparency in their daily services through the comparative assessment of transparency and accountability practices in EU member states and development of a secondary legislation for enhancing transparency. To this end, different country experiences and legislations that have been reviewed under this activity will be benefitted.

In specific terms, the following activities will be realized for the development of the secondary legislation:

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1. Conduct a **desk review** of the best practices and lessons learned in approximately 5 EU member states on adoption of transparency and accountability in local governance systems by the PT with support of junior and senior STEs
2. Develop a **comparative assessment** report on the improvement of transparency and accountability measures in Turkey comparing with the experiences in EU member states. The Report will be developed by the PT with support of senior STEs and include certain recommendations for improvement in the context of Turkey. The report will not be published.
3. Relying on the results of the comparative assessment, organize a **technical visit** to a selected EU Member State with the aim of reviewing the systems, experiences and lessons learned. 12 participants including the officials from GDLA and 2 PT members will participate to the technical visit, which will have a duration of 6 days. EU Member State where the visit will be conducted will be determined during the Inception Phase of the Project. The report of the technical visit will be prepared by the PT.
4. In line with the comparative assessment report and technical visit, develop the **first draft of the secondary legislation** regulating transparency measures by local authorities. Senior and junior STEs under the leadership of PT and MoI will facilitate the process and its consultation with the local authorities.
5. Organize a 2-day **workshop** in Ankara with the participation of the group of experts, GDLA and selected local authorities (approximately 75 participants; 7 of them will be from MoI & UMT and 68 from MMs, attending out of town) and in order to discuss the results of the comparative assessment report and finalize the draft secondary legislation.
6. Finalize the draft secondary legislation and **submit to the higher authorities** of the MoI for its assessment and possible endorsement.

(Outputs A.2.2.3: Comparative Assessment Report; Technical Visit Report; Draft secondary legislation)

A.2.2.4. Develop a policy paper on reforming the Local Government Electoral System and Strengthening of Municipal Councils

Municipal councils have limited power in terms of decision making and should encourage public participation at expected levels. Ideas on how to change this situation need to be generated and debated. This proposed activity is an extension of the work that was completed on the strengthening of the elected municipal councils in LAR-II and aims to prepare a policy paper and generate a debate on changes that could be made to the local electoral system to make individual councilors more responsible and accountable and to give them greater powers of oversight. The paper would also include discussion regarding changes to the rules of procedure for council meetings that would have the effect of making them more open and enabling the public to make presentations on matters of concern.

To this end, the following sub- activities will be carried out:

1. Conduct structured **face-to-face interviews** with central and local government officials (minimum 50) to obtain their views and comments on the need to make changes to the local electoral system and the rules of procedure for municipal council meetings. A report on the results of the interviews will be prepared by senior STEs.
2. Complete a report on the results of the interviews and organize six 1-day **regional consultation events** with approximately 50 central and local government officials participating to each to discuss the report and generate further ideas regarding the future responsibilities of mukhtars. The places of the regional meetings will be identified following the completion of the interviews.
3. Prepare a draft policy by the PT with the support of STEs for the GDLA that discusses the overall findings and conclusions of the regional consultation events and proposes recommended changes.

4. Finalize **draft policy paper** after consultations with GDLA and other government officials. The finalized paper will be submitted to the MoI for its possible use and reference in reform of the local government electoral system.

(Outputs A.2.2.4: Policy Paper on reforming the Local Government Electoral System and Strengthening of Municipal Councils)

To reach R.2.3:

Turkey's rapid urbanization has transformed the country demographically and economically. Mechanization of agriculture resulted in a flow of much the rural population towards cities. These unskilled rural migrants boosted the economy of the rapidly industrializing country. While planning urban areas, issues such as providing equality of opportunity in accessing to sustainable living conditions, producing strong policies for ensuring visibility of women in urban areas, designing accessible housing stocks suitable for the use of elderly and disabled people, and providing positive discrimination for disadvantaged groups must be taken into account. This is a critical service of the local authorities in local administration reform processes to develop inclusive policies on urbanization, create sustainable environments for its implementation and enhance the level of trust and satisfaction by the local population. To this end, the Project will address the low level of awareness of the public on the rapid urbanization and its consequences and develop tailored capacity development programs.

A.2.3.1 Conduct Needs assessment for public awareness on urbanization targeting the disadvantaged groups (population affected by internal migration, youth, women, children)

In order to measure the level of public awareness on urbanization, a survey study addressing the population affected by internal migration, youth, women, and children will be conducted. The survey, methodology, sampling will be developed by the PT with the support of STEs and the interviews will be made by a professional company, which has a broad range of network of surveyors at local level in selected 10 provinces that are mostly affected by the urbanization. The number of expected interviewees is approximately 10,000, which would represent all referred population that is affected by urbanization. The interviews will be made face-to-face by the surveyors, who will be the staff of the professional company (more than 1,000 surveyors are expected to work for the survey).

As the PT does not have such human resources at the local level, the added value of the company in this work is the broad range of surveyors to be mobilized at the local level. The professional company will only implement the survey at the local level, whereas all background work including the development of the sampling, methodology, questionnaire, etc. will be done by the PT with support of junior and senior STEs. The analysis of the results will also be made by the PT with support of the STEs, based on the rough results data provided by the professional company, in a report.

The provinces, where the survey will be carried out will be selected by the PT in coordination with GDLA based on the criteria to be determined, including but not limited to, i) population; ii) level of economic development; and iii) geographical location. The sampling of the survey will equally represent the women, children, disabled as disadvantaged groups.

Based on the results of the survey, the needs for the public awareness raising interventions will be proposed by junior and senior STEs. The needs assessment report will thereby include the design and scope of the capacity development programs to be realized under A.2.3.2 and A.2.3.3.

(Outputs A.2.3.1: Survey Report; Needs assessment report on public awareness on urbanization)

A.2.3.2. Design and implement capacity enhancement programs on urban awareness for the staff of Women Centers, Child Development Centers and other relevant social service units

Tailor made training modules will be developed and delivered to the staff of Women Centers, Child Development Centers and other relevant social service units at the local level responding to the needs explored under A.2.3.1. It is expected that these staff will transfer the knowledge that they have to

their target groups of service. In total, it is planned that 350 staff in total will be benefitted from five 1-day programs, each having approximately 70 participants. The programs will be delivered to the referred social service units/institutions in 10 provinces where the survey will be conducted.

(Outputs A.2.3.2: Tailor made Training modules)

A.2.3.3. Design and implement capacity enhancement programs on urban awareness to be delivered to selected staff of MMs

Tailor made training modules will be developed and delivered to the staff of the selected staff of MMs responding to the needs explored under A.2.3.1. In total, approximately 350 staff of MMs are expected to benefit from five 1-day training programs (each having 70 participants). The provinces where the trainings are held will be determined before the launch of the survey study in accordance with the defined criteria.

(Outputs A.2.3.3: Tailor made Training modules)

Component 3- Online Management Information Systems Installed and Updated

The MoI initiated two important databases with YEREL BILGI and BEPER Projects. YEREL BILGI aims to provide information about GDLA affiliated to local administrations, special provincial administrations, their corporations, municipalities and corporations belonging to municipalities, district governorates, villages, and associations through a single database. Whereas, BEPER Project is a performance measurement system to appraise performance of municipalities and make comparison among municipalities.

In the scope of the LAR-II, a needs assessment was conducted addressing the needs of online management tools of the MoI. The assessment clearly addresses that functioning of BEPER Project needs a sound, fast and updated database and source of information. Therefore, success of BEPER Project depends on functioning and success of YEREL BILGI Project. In other words, these two projects are related to each other and YEREL BILGI has priority. BEPER Project will function by using YEREL BILGI projects data. In other words, the sustainability of BEPER basically depends on YEREL BILGI system.

With regards to the implementation of YEREL BILGI, there are areas that need improvement to function effectively and respond to the challenges faced in its implementation. Those needs include, but not limited to, the following:

- The system should be compatible with the e-Interior Project used by different units of the MoI through its transformation to C# and MSSQL languages.
- The system needs to have user-friendly interface enabling the introduction and/or removal of new items and themes responding to the needs of the local authorities and the GDLA.
- New set of questions needs to be introduced to the system.
- There is a certain need to create a platform to identify the questions that are not responded on time by the local authorities and take measures for improvement.

Within this framework, the Project will contribute to improved flow of information and increased accessibility of the available data produced in the form of secondary legislation, decrees and decisions, both at the national and local levels and within the country. Under the current state of functioning, the GDLA does not have a systematic that enables to access all relevant and updated data which prevent to make decisions in a holistic way. The Project will address the effective communication flow within the departments of the GDLA as well as update of the YEREL BILGI in a way to ensure its linkage with the local. In addition, the technical capacity for effective use of YEREL BILGI will be enhanced. The SPD will provide support for the development of the personnel management system in local authorities through the provision of the data in their records.

The activities under this component will serve for the achievement of the Result 3.1.

A.3.1.1 Develop a software to facilitate the communication flow within the departments of the GDLA

MoI has been using YEREL BILGI as its local information Project from 2012. Currently, there are some limitations of the system which would be addressed in the scope of the Project, including the following: i) new question modules cannot be added; ii) reports cannot be shared electronically; communication flow cannot be established with the personnel who are entering data in local administrations; and data control is not automatic which requires personal control system arrangements. In addition, there are software infrastructure related incapacibilities due to the technical sub-structure that is being deployed.

Department of Information Technologies of Ministry of Interior develops ".Net" projects using the object-oriented architecture, which is prepared by using the "Frameworks" that can work on the servers where the Windows operating systems are installed, and presents them for use of the Ministry.

In this framework, the current software used under YEREL BILGI is planned to be renewed to ensure effective communication flow in parallel with the technical capacity and changed requirements of the Ministry.

Within this framework, further consultations with the MoI during the project design process revealed that, the MoI is in need of an integrated software based management systems and solutions which would entail both effective communication flow within the departments of the GDLA at national/local levels as well as and efficient YEREL BILGI management system to be used to manage, monitor and access data generated by the local authorities. In this sense, a software system to be developed within the scope of A.3.1.1 will target both the communication within the GDLA as well as the update of YEREL BILGI system.

A database will be established within the GDLA, which would include all necessary documentation, including circulars, secondary legislation, decrees and relevant decisions taken at the local and national level.

(Outputs A.3.1.1.A software to facilitate the communication flow within the departments of the GDLA)

A.3.1.2. Update of the YEREL BILGI Project management system in the light of developed Software system:

Department of Information Technologies of MoI develops ".Net" projects using the object-oriented architecture, which is prepared by using the "Frameworks" that can work on the servers where the Windows operating systems are installed, and presents them for the use of the MoI. YEREL BILGI software will be updated in parallel with the technical capacity of the MoI and the software system that will be developed under A.3.1.1 will be integrated into the updated software system to ensure consistency and complementarity. The following activities will therefore be carried out by the STEs to be recruited in scope of the Project under the substantial guidance of the PT.

- All color, design and other sub-images of the system will be created,
- The user login screens will be re-created and the phone verification security protocol will be added,
- The modules will be rewritten as per the new question sets to be developed in the scope of the Project. These modules will be added to the "web service" technology so that the data can be shared with other public institutions or stakeholders,
- Development and reporting of set of questions.

Based on the results of the above, the application of the modules will be procured from a professional company. All details of the system and technical specifications requested (including database design, web project application and all modules) will be defined by the STEs and PT, whereas the professional company will only apply it into the system under close guidance and instruction of the PT.

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The new set of questionnaires that are referred above on certain information concerning local service delivery will be developed by PT and integrated to the already existing system by the MoI. These questions are expected to address the following topics:

- Intercity path lengths (roads, streets, bicycle roads, trams, etc.);
- The youth camps, community centers for women, children, etc. under the coordination of local authorities;
- A legislation information bank where the GDLA and the local administrators can have direct access to follow the developments, changes in certain laws and legislations;
- A system where different practices of local authorities can be compared even by the users themselves;
- Data Entry Screen concerning the amount of car park charges that the metropolitan district municipalities collect according to the Law No: 6360;
- Identification of the capacities of the metropolitan district municipalities to garbage collection/separation;
- Establishment of technical data libraries for the municipalities that do not use e-municipality system or the ones that plan to establish geographical information system to facilitate the collection and maintenance of a documentation for education of the staff of local authorities;
- The improvement of the questionnaire set concerning the data of personnel recruitment in local authorities;
- Development of a separate page on frequently asked questions by local authorities;
- Development of a separate page on the work of neighbourhood mukhtars.

In addition, the updated system will pave a way to develop a personnel management system for the local authorities in close coordination with the SPD.

(Outputs A.3.1.2. Updated YEREL Bilgi System)

A.3.1.3. Develop a user-friendly guideline for the use and update of the system

The updated YEREL BİLGİ system will host all relevant documentation and enable accessibility and data-literacy on region and provincial level as well as on thematic basis. A user-friendly guideline will be developed by STEs under guidance of PT for the use and update of the software system, as the pace of the developments in the field of local authorities is very rapid. The guideline is expected to include practical information about the system. In total 800 copies of the guideline will be produced and disseminated among the MMs and selected district municipalities.

(Outputs A.3.1.3. User-friendly guideline)

A.3.1.4. Deliver tailor-made trainings to the staff of GDLA on effective use of the software system in alignment with YEREL BİLGİ management system

Training program will be developed and delivered by the senior STEs for the selected staff of the GDLA for effective and efficient use of the updated system. Training will mainly focus on the functioning of the system, data collection and entry and update from the local authorities. In total, there will be three 2-days trainings in Ankara for 10 staff of GDLA.

(Outputs A.3.1.3. Training modules)

A.4.1 Project Closure Event

In order to inform all stakeholders and media about the results and outputs generated by the project, a Closure Event will be held in Ankara with the participation of representatives from line ministries, local administrators, civil society organizations, academia, media and international partners

(approximately 250 participants). As a result of the half-day Closure Event, a press report including the outputs produced and results achieved during the lifetime of the Project will be developed.

1.4. Methodology

1.4.1 Methods

In designing the Project activities, the PT will bring together its ability to advocate, advise, promote dialogue, achieve consensus and build transparent and accountable institutions in line with international norms and standards. Promotion of change in the field of local governance both through upstream actions targeting institutional reforms and policy level interventions and downstream actions for strengthened individuals especially the disadvantaged groups of women, children, people with disabilities will be key in Project interventions. This will be enabled by efforts to foster impartial 'spaces' for dialogue, agreement, coordination and action across organized and non-organized groups and interests, especially in design and implementation of activities concerning legislative and policy development for improved local service delivery as well as the promotion of an effective functioning Metropolitan Municipality models and the transparency, accountable and participatory local governance mechanisms.

For all activities:

- Number of participants is stated indicatively, which may show slight differences. If the numbers diverge considerably, necessary measures will be taken by the Organization in order to ensure the expected results to be reached.
- All stakeholders (including CFCU and the EUD) will be informed by UNDP about exact dates/locations of the events/activities at least 2 weeks before the event/activity to make possible of participation (if required by them) to activities and close monitoring of the general implementation of the Project.
- No per diems will be paid to the civil servants but their costs will be reimbursed based on the actual cost incurred by them.
- The costs of the travel and accommodation of the event participants will be covered under project budget and the justifications are provided in budget justification part.

For specific legislative framework development activities under Component 1:

- The draft legislation frameworks and the policies to be developed will be discussed with the practitioners at the local level through regional/national meetings, which will be conducted in the course of the Project.
- In order to reflect the concerns of the disadvantaged groups (including women, disabled, youth, etc.) to the legislative/policy development process under Component 1 and ensure that they do not fall through the cracks of reform processes, civil society representatives and private sector companies will also be invited to the LDC and CGLA meetings, if needed.

For all capacity building activities:

- The training modules should be adapted and modified over time, and in response to local demand. This will require some system of regular and periodic evaluation.
- Promote efforts to develop Trainer of Trainers (ToT) Programs building around the training modules. The implementation of these ToT programs would help to develop a geographically dispersed cadre of trainers capable of delivering the concerned modules.
- Trainers should be drawn from and developed in regional institutions, particularly the regional municipal associations, universities, and research and training institutes.
- To ensure the greatest possible impact of these training modules overtime, the UMT will enhance and formalize its efforts to decentralize the provision of training services to the regional municipal associations.

- Trainers, experts, activity venues etc. will be decided in consultation with the MoI/GDLA.
- Agenda and attendance sheet will be prepared for each day of the activities.
- Venue rent, cost of technologic equipment (if needed), costs of stationary and documentation and meeting package will be covered by the Project budget. The meeting package refers to the costs for lunch, tea and coffee breaks. The cost of the technical equipment refers to the sound system equipment and relevant equipment for the interpretation services, if needed. Stationary and documentation refer to any expenditure for the printing and procurement of supporting documents to be distributed to the participants.
- Evaluation forms both before and after the trainings and technical visits will be distributed to the participants in order to assess the effectiveness of the activity and assessment for further improvement.
- Durations stated for the technical visits do not include the travel days unless it is proven to be more cost effective (e.g. some activities can be carried out during the arrival/departure day).

Other than the above, the following methodology will be adopted in legislative making and capacity development responses of the project:

1. Policies and programmes will ensure an explicit focus on the disadvantaged. The concerns of the disadvantaged will be included in Project concept and design from the outset so that they do not fall through the cracks of reform processes. People's perceptions of service delivery, the obstacles they face and the ways they address them will be analyzed and understood. This would therefore prevent the risk of widening existing gaps in the field.
2. Capacity development for GDLA and the MMs will build on existing strengths and weaknesses and the solutions will be tailor made. The programme will be built on the strengths and capacities of people and institutions.
3. An integrated approach for effective reforms on local governance will be adopted. This involves strengthening the constituents to seek their rights and hold the local authorities accountable for the services delivered.
4. Wide participation of all relevant stakeholders in design and implementation of the Project interventions will be ensured. As the local governance reforms affect and concern the entire society and must, therefore, involve social participation and consensus. Particular attention will therefore be made to consultations with duty-bearers, claim-holders, universities and civil society organizations. In that respect, age, gender and local specific approaches will be sought. Among other results/objectives, participation will also increase the likelihood of sustainability.
5. Find solutions for problems instead of imitating models. The Project interventions will be based on the lessons learned and best practices in EU Member States. At this point, focusing on identifying and solving problems rather than trying to match one or another model in different country will be the key. It is because each reform process is unique in terms of the solutions that can be applied. The challenge is to learn from other experiences but also to provide customized solutions for particular situations in the context of Turkey.
6. Visibility and advocacy platforms for increased ownership of the transformation processes brought by the LARs in Turkey will be promoted in scope of the Project through the training and awareness raising programs.
7. Piloting LAR initiatives at local level and connecting the results for creating policy impact at the national level either through legislative amendments or implementation measures, which are responsive to the evolved demands of citizens and universal norms will be key in relevant project implementations.
8. Regarding geographical targeting, the selection of pilots will be representative to the current context of Turkey, in terms of population, level of economic and social development, the interest and demand of the MMs.

1.4.2 Management Structure and Team / Project Office

1.4.2.1 Management Structure

Mol/GDLA is the Beneficiary of the Project, whereas UMT, MoF and SPD will act as the implementing partners. UNDP will provide technical assistance to the Mol and implementing partners for efficient and effective implementation of the Project through the Direct Grant Agreement, signed between Central Finance and Contracts Unit (CFCU) and UNDP, and endorsed by Delegation of the European Union to Turkey (EUD).

Ministry of Interior, General Directorate for Local Authorities

The GDLA will be responsible for:

- Contributing to the initiating the project activities and further carrying out the start-up activities aimed at preparation of the work plan of relevant activities;
- Following and monitoring the proper implementation of activities of the project;
- Mobilizing and coordinating other institutions involved in the project;
- Reviewing and approving the Project outputs on behalf of Mol;
- Ensuring proper participation and representation of relevant Turkish institutions (MoF, UMT and SPD) in activities organized by the Project.

Ministry of Finance

The MoF is among the implementing partners of the Project and will support in design and implementation of the Project activities under Component 1, in particular provide substantial contribution to the legislation drafting processes. The project related correspondences from/to the MoF will be made through Mol.

The MoF will contribute to the relevant activities under Component 1 and invited to the Monthly Management and PSC meetings to contribute to the relevant results of the Project.

Union of Municipalities of Turkey

The UMT is among the implementing partners of the Project and will be consulted in design and implementation of the Project activities, including the scope, venue and target groups of the training programs, technical visits, etc. The project related correspondences from/to the UMT will be made through Mol.

The UMT will contribute to the relevant activities under Component 1 and 2, which are explained in detail under Project activities. UMT will be invited to the Monthly Management and PSC meetings to contribute to the relevant results of the Project.

State Personnel Department

The SPD is among the implementing partners of the Project and will be consulted in design and implementation of the Project activities under Component 1, and provide substantial input the activities on human resource management and performance evaluation systems. The project related correspondences from/to the SPD will be made through Mol.

The SPD will contribute to the relevant activities under Component 1 and be invited to the Monthly Management and PSC meetings to contribute to the relevant results of the Project.

The European Union Delegation in Ankara

The European Union Delegation in Turkey as the representative of the Commission will be involved in the monitoring of the Project.

Central Finance and Contracts Unit

The CFCU, as the **Contracting Authority**, is responsible for administration, overall project supervision, review and final approval of reports as well as financial management including payments related to the contract. The CFCU has the ultimate responsibility for the correct use of funds.

United Nations Development Programme

The UNDP will manage the project through a direct grant agreement that will be signed with the CFCU as per the Financing Agreement between the European Commission and the Government of Turkey.

Project Steering Committee (PSC)

At the top of the project management structure, there is the Steering Committee. PSC will be chaired by the GDLA and will convene on semi-annual basis in the premises of the MoI. The PSC will consist of representatives of the GDLA and implementing partners (MoF, UMT, SPD) and UNDP. The EUD and CFCU will participate to the PSC meetings as observers. The PSC will meet to discuss the progress of the project, verify the achievement of the outputs and mandatory results and discuss actions to be undertaken or whenever deemed necessary by its members. The MoI/GDLA, when necessary, may invite other relevant participants in the PSC meetings. The responsibility for the organization of the PSC meetings including preparation of minutes lies with the PT.

Quarterly management meetings will be held, with the participation of the MoI/GDLA, UNDP, CFCU and EUD, for regular exchange of information on all matters arising out of this Project. MoF, UMT, SPD will be invited to the meetings, if needed. Meetings will be called by any of those institutions and shall be arranged by the UNDP and chaired by the GDLA, and will be held at the MoI premises, unless otherwise agreed by the parties. The minutes of the meetings will be drafted by the PT in Turkish and English and sent to the participants following the meetings.

In general terms and along with others, the following is expected to be discussed in quarterly management meetings:

- Achievement of the outputs and results specified in the action or as amended,
- Actions to be undertaken in following quarters in terms of achievement of indicators in the action,
- Design and monitor of the outreach and communications activities among relevant partner/beneficiary institutions,
- Progress made towards project indicators in line with the log frame,
- Linkage among different project components/contracts and the project linked with the activities of other projects, donors or through national fund.

1.4.2.2. Project Team (PT)

UNDP will establish a Project Team (PT), which will work in close cooperation with the GDLA. PT will be composed of long and short term high-caliber experts to be backstopped by the UNDP. The PT will be headed by Chief Technical Advisor (CTA).

The selection of the PT members will be made in compliance with UNDP rules and equal opportunity policies. The PT responsibilities include:

- Maintaining liaison with government authorities to determine what the immediate and mid-term priorities of the Project are including the preparation of plans to address these priorities;
- Management of project activities in order to ensure that immediate and mid-term priorities are within the scope of the project;
- Acting as the secretariat for the Project Steering Committee.

The MoI will also task relevant staff to cooperate with the PT and liaise with the PT on day-to-day project activities. For day-to-day interactions, the PT Chief Technical Advisor and the staff assigned by the GDLA will be the main contact persons for the project stakeholders.

All recruitment would be carried out in accordance with UNDP rules and regulations. UNDP will regularly inform the CFCU, as being the Contracting Authority, EUD and the MoI/GDLA about the

recruitment process, the final results of the recruitment as well as any changes of human resources policy or any replacement during project implementation period.

1.4.2.2.1 Key Experts

Key Expert 1 (Chief Technical Advisor-CTA)

The CTA is a Key Expert (KE) to be recruited for 480 w/days. The CTA shall be the leader of the PT. S/he shall be responsible for smooth implementation of the Project, providing technical inputs to all components and all reporting and documentation. His/her functions do not include managerial, supervisory and/or representative functions. S/he will report to UNDP Portfolio Manager(s).

Qualification and skills:

- Master or PhD degree in international relations or public administration or business administration or urban/regional planning or law or economy;
- Good command of spoken and written English (Good command of spoken and written in Turkish will be an asset).
-

General professional experience:

- Minimum 15 years of professional experience;
- Minimum 5 years of professional experience in working for international institutions/organizations.

Specific Professional Experience:

- Minimum 8 years of specific working experience in provision of technical assistance on implementation of local administration reform initiatives and/or democratic governance;
- Experience in at least 2 international projects as a senior expert in the local administration reform and/or improvement processes.

Key Experts 2 and 3 (Experts of Capacity Development for Effective Service Delivery and Local Governance)

KE 2 and 3 will be working under the coordination of CTA and providing technical expertise for the achievement of the results under Component 1 and 2. KE 2 and 3 will each invest for 480 w/days during the project lifetime. S/he will also provide technical inputs to the other activities of the project through injecting lessons learned to other components and vice versa. The KE 2 and 3 will report to UNDP Portfolio Manager(s). Each expert (KE 2 and 3) shall have the below qualifications and skills and professional experiences:

Qualifications and Skills:

- University degree in international relations or public administration or urban and regional planning or business administration or economy;
- Master degree in related fields stated above will be an asset;
- Good command of spoken and written English (Good command of spoken and written in Turkish will be an asset).

General Professional Experience:

- Minimum 8 years of professional experience;
- Minimum 3 years of professional experience in working for international institutions/organizations.

Specific Professional Experience:

- Minimum 4 years of specific working experience in local service planning and delivery and adoption of democratic governance processes;
- Experience in at least 1 international projects as a senior expert in the local administration reform and/or improvement processes.

1.4.2.2.2. Administrative and Support Staff

Project Manager (PM; Full time - 24 months)

The PM will be provided for full time during the project period (24 months). The PM will be in charge of managing operational issues (i.e. mobilization of short-term experts, procurement, payments etc.) as well as managing contractual relations with the Contracting Authority. S/he will ensure that all reporting be carried as defined in the General Conditions of the Agreement (Annex-II). S/he shall be responsible for reviewing progress reports and output related substantial documentation, as well as liaising with national and international stakeholders at the institutional level. S/he will report to the UNDP Programme Manager(s).

Qualifications and skills:

- University degree in political/administrative sciences, advanced degrees in the same fields preferred (in any other related fields). In the absence of a university degree, equivalent professional experience of minimum 12 years in the relevant fields;
- Master or PhD degree in relevant fields will be an asset;
- Good command of spoken and written English;
- Good command of spoken and written Turkish will be an asset.

General professional experience:

- Minimum 7 years of professional experience.

Specific professional experience:

- Minimum 5 years of experience working with international institutions/organizations;
- Minimum 3 years of experience in project management
- Experience in working with local administrations not less than 3 years;
- Experience in at least 1 project in collaboration with governmental organizations;
- Experience in at least 1 project within the rules and contractual procedures of EU;
- Experience in at least 1 project within the rules and contractual procedures of UNDP.

Project Associate (PAS – Full time 24 months)

The PAS will be provided for full time during the project period (24 months). The PAS will assist primarily the CTA in fulfilling his/her duties and tasks. The PAS shall be responsible for drafting progress reports and output related substantial documentation, as well as liaising with national and international stakeholders at the institutional level. S/he will also provide soft-assistance to the government counterpart at the MoI and other key experts, as deemed necessary by the CTA. S/he will report to the PM.

Qualifications and skills:

- University degree in political/administrative sciences or any other related field;
- Good command of spoken and written Turkish and English.

General professional experience:

- Minimum 6 years of professional experience.

Specific professional experience:

- Minimum 2 years of experience working with international institutions/organizations;
- Experience in at least 1 project in collaboration with governmental organizations will be an asset.

Project Assistant/Interpreter (PA - Full time 24 months)

The PA will be provided for full time during the project period (24 months). The PA will provide the PT with sufficient administrative support. In addition to their daily routine, the PA will also fulfill the tasks to be assigned by the CTA and/or PM. The PA will be tasked to assist the experts (including STEs) who cannot speak Turkish to interact with the Project's stakeholders most of whom are not fluent in English, to translate outputs of the project. In addition to the PA, some interpretation and translation services will be acquired for other professional work (such as simultaneous interpretation in high-profile events and professional translation of legislative pieces). S/he will report to the PM.

Qualifications and skills:

- University degree in translation and interpretation;
- Good command of spoken and written Turkish and English.

General professional experience:

- Minimum 3 years of professional experience.

Specific professional experience:

- Experience in fully working for at least 1 project in collaboration with international institutions/organizations;
- Experience in at least 1 project within the rules and contractual procedures of EU will be an asset.

UNDP DIRECT PROJECT COSTED STAFF AND ROLES

In addition to the project staff, depending on the nature of the work and complexity a number of technical and administrative roles and services are covered by the UNDP country office and are cost-shared within the office. Based on the needs of the Project and the projected inputs, the following positions are included, on a pro-rata basis, as direct costs to the Project. The time allocation is based on the existing workflow in the UNDP office and is pro-rated to the scale of the budget and the scope of the Project requiring different time inputs from different positions.

Portfolio Manager (20% time allocation for 24 months)

The Portfolio Manager will supervise the KEs and PM and provide thematic guidance to the PM and CTA, in relation to LAR. S/he will serve as a senior representative and engage with stakeholders accordingly. S/he will maintain oversight on the delivery of the project and will be prepared to represent UNDP at the national/regional/international level. In specific terms, the Portfolio Manager will provide strategic guidance for the sustainability of the reform efforts in local administrations in Turkish context for better service delivery and in line with international principles. In addition, the Portfolio Manager will ensure coordination and coherence with other projects/programs of UNDP and other organizations in the fields of local governance, civic engagement, gender equality, local economic development, etc.

Portfolio Administrator (30% time allocation for 24 months)

The Portfolio Administrator supports the Project by ensuring that it remains compliant with UNDP Rules and Regulations, with respect to (local) procurement, financial management and human

resources management. S/he liaises with the Programmes Service Centre (as described below). The procurement of the goods and services will be made under the guidance and close monitoring of the PAD. This will also include complex procurement processes, where there will be in deed of direct involvement of PAD. S/he will maintain a close working relationship with the PM and will provide further guidance to the PT, as required.

Communications Assistant (20% time allocation for 24 moths)

The Communications Assistant will maintain an appropriate degree of communications for the Project and in accordance with the EC-UN Joint Visibility Guidelines. The duties will include, but not be limited to: drafting of strategic communications, coordination of the development of promotional materials, drafting of speeches and presentations for public events, reporting (in relation to project communications) via the UNDP website and other fora approved by the stakeholders, management of media relations. The Communications Assistant will provide direct support to PT to ensure that UN-EU visibility guidelines are followed in the implementation of the project activities. Therefore, instead of external expert procurement, the Project will use internal UNDP resources to ensure effective and coherent communication activities, as outlined in Communication and Visibility Plan under the Project.

Programme Services Centre Assistant (PSC Assistant - 10% time allocation for 24 moths)

Reporting to the Programme Services Centre Associate, the dedicated PSC Assistant will execute the duties of the Programme Services Centre in relation to the project. The PSC Assistant will work closely with the PT to ensure that all payments are made in a timely manner. Further, s/he will be responsible for the identification of local vendors as well as management and filing of project documentation (relating to project documents, financial records and reports, local procurement actions and staff contracts). The PSC Assistant will ensure that all transactions in the Project will be made timely and in line with the rules and procedures of UNDP.

Project Office Equipment:

The Project Office includes personal and shared furniture and equipment for the use of PT and short terms experts as well as for meetings with stakeholders. The details of the equipment and furniture are provided in the Budget. The equipment purchased under the Project will be transferred to the MoI/GDLA at the end of the Project.

1.4.2.2.3. Short Term Senior International and Local Experts

Short-Term Senior and Junior Experts (1720 days)

A total of 1720 man/days of short-term expertise will be mobilized for a number of activities. Two short-term expert categories have been identified and are presented below for ease of reference and consistency.

	Senior International STE	Senior Local STE	Junior International STE	Junior Local STE
Professional experience (years)	Min. 10	Min. 10	Min. 5	Min. 5
International experience (years)	Min. 2	N/A	Min.1	N/A
Local experience (years)	N/A	Min. 5	N/A	Min. 5

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The following table shows the number of days to be invested by STEs as per each project activity:

	Est. Days by Senior International STEs	Est. Days for Junior International STEs	Est. Days for Senior Local STEs	Est. Days by Junior Local STEs
Component 1 Activities				
A.1.1.1.	-	-	-	-
A.1.1.2.	20	-	20	-
A.1.1.3.	25	-	10	-
A.1.1.4.	30	-	10	-
A.1.1.5.	30	20	20	20
A.1.1.6.	20	-	10	-
A.1.1.7.	30	10	20	10
A.1.1.8.	20	10	20	10
A.1.1.9.	25	10	20	10
A.1.1.10.	20	10	20	10
A.1.1.11.	20	10	20	10
A.1.1.12.	20	15	10	15
A.1.1.13.	20	-	10	-
A.1.1.14.	20	-	10	-
TOTAL FOR COMPONENT 1:				670
Component 2 Activities				
A.2.1.1.	20	10	20	10
A.2.1.2.	20	-	20	-
A.2.1.3.	25	-	10	-
A.2.1.4.	30	-	10	-
A.2.1.5.	30	20	20	20
A.2.1.6.	20	-	10	-
A.2.2.1.	30	-	20	-
A.2.2.2.	20	10	20	10
A.2.2.3.	25	10	20	10
A.2.2.4.	20	10	20	10
A.2.3.1.	20	15	10	15
A.2.3.2.	20	-	10	-
A.2.3.3.	20	-	10	-
TOTAL FOR COMPONENT 2:				650
Component 3 Activities				
A.3.1.1.	-	-	100	-
A.3.1.2.	-	-	240	-
A.3.1.3.	-	-	50	-
A.3.1.4.	-	-	10	-
TOTAL FOR COMPONENT 3:				400

The STEs, both local and international, will be utilized to support the PT in specialized areas of local service delivery (i.e. performance management, human resources management, legislative making on

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local service delivery, etc.), e-governance systems (IT systems, software development, etc.) and participatory local governance mechanisms (capacity development on local governance, urban planning, awareness raising, gender equality and mainstreaming etc.). The expert members of the LDC are also considered under STE category. The duration of short-term assignment might vary in accordance with the specific requirements of the relevant assignment. A detailed resource schedule will be developed by the PT during the Inception Period.

To ensure that high quality expertise, particularly STEs from the EU member states, is effectively identified, recruited and deployed, if required, the UNDP will benefit and get into engagement with other international organizations, think tanks, universities or NGOs working in the field.

1.4.3 Visibility

The Budget of the Project includes a sizable amount of funds for actions related to the visibility of the Project and its outcomes. All necessary measures will be taken to ensure the visibility of the European Union and the Republic of Turkey. All visibility actions will be carried out in accordance with the General Conditions (ANNEX II - General Conditions PA Grant or Delegation Agreements, Article 8). The actions on visibility of the Project will follow the Joint Action Plan [of the United Nations (UN) and EC] and the “Joint Visibility Guidelines for EC-UN Actions in the Field”, the link to the guidelines is:

https://ec.europa.eu/europeaid/joint-visibility-guidelines-ec-un-actions-field_en

The EU-Turkey cooperation logo should be accompanied by the following text:

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

Confirmation must be sought from the MoI/GDLA, CFCU and the EUD regarding the visibility items.

Due to the need for intensive, coherent and specialized visibility actions, a certain amount of the funds set aside for visibility will be utilized. All equipment, if applicable, shall have a solidly fixed and durable label, as appropriate for each piece of equipment, with the standard EU-Turkey cooperation logo.

The entire visibility actions will be discussed and reviewed in detail during Inception Period in agreement with the MoI/GDLA, EUD and CFCU.

In specific terms, the following visibility related activities will be carried out during the lifetime of the Project at hand, which are detailed Communication and Visibility Plan:

- Preparing and maintaining a project website: Project description, events and activities will be published on this specific project websites.
- Forming and maintaining project social media presence: Project will have social media accounts updated daily and integrated with UNDP Turkey's accounts.
- Preparing success and human stories to be used on website and social media: These will be the main content for social media and website. They will be prepared by either UNDP Turkey Communications team.
- Organizing field visits to support communications of project results: Project outcomes and results should be turned in to visibility content.
- Preparing two different documentary style short movies: The main content of project's visibility are two high quality documentary style short movies.
- Preparing and distributing visibility materials: Theme based flyers, brochures, info-sheets, messages and other materials including project paper file, pen, notebook, USB, sticker; booklet about the scope and objective of the Project and its activities at the local level.
- Media Packages for various events and social media, which will include the details of the events which will be conducted in scope of the Project. The information will include the agenda, objectives and the key messages to be conveyed to the public about the LAR processes.

1.4.4 Reporting

Reports, that are mentioned below shall be submitted to the MoI, UMT, MoF, SPD, CFCU and the EUD, via an e-mail first, at the end of each reporting period specified below. The comments and/or corrections on the reports will be submitted to the Organization via e-mail within 15 calendar days after the receipt of them. The UNDP shall revise the report based on the comments and re-submit it within 10 calendar days via e-mail. If no comments are sent within 5 calendar days, the final version can be processed as hard copy. In case of further comments and/or corrections, the same cycle as outlined above will be done; however, for the purpose of timely finalization of the report, the parties may agree on different time limits. Once the final version is agreed by all parties, the Organization will prepare and submit the hard copy of the reports/documents as the final version within 10 calendar days for approval.

The reports must be submitted both in hard copy and in electronic version (readable by a Microsoft Office application). All reporting will be done in English and Turkish. The Turkish version of the reports should be prepared after the approval of English version and not subject to an approval.

Inception Report

Within 3 months of commencement of the Project, UNDP will prepare and submit for approval an Inception Report to the MoI, UMT, MoF, SPD, CFCU and the EUD, and the EUD, providing the outline of 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 first year's activities and a detailed work plan with estimated budget for the next 21 months.

Progress Report

A Progress Report will be submitted at the end of the first year to MoI, UMT, MoF, SPD, CFCU and the EUD in line with the Article 3 of the General Conditions. It will include sections on technical and financial performance. The progress report will present the project's performance during a specific interval of time and assess the progress made towards achieving the project's intended results and outputs, detailed action plan for the rest of the project duration. The report also will identify future challenges and actions recommended to address them.

Final Report

A Final Report will be submitted to MoI, UMT, MoF, SPD, CFCU and EUD in line with the Article 3 of the General Conditions following completion of project implementation period. The Final Report will document and comment on overall achievements against the original plan, highlight lessons learned and make recommendations on any follow-up actions required.

Name of Report	Time of submission*	Recipients
Inception Report (Turkish & English)	Within 1 month after the completion of the Inception Period.	MoI, UMT, MoF, SPD, CFCU, and EUD
Progress Report (Narrative and Financial) (Turkish & English)	Within 60 days after the period covered by such report. (as per General Conditions)	MoI, UMT, MoF, SPD, CFCU, and EUD
Final Report (Narrative and Financial) (Turkish & English)	Not later than 6 months after the end of the implementation period of the project (as per General Conditions)	MoI, UMT, MoF, SPD, CFCU, and EUD

**time of submission of the hard-copy version (final version) of the reports*

1.4.5 Project Audit

In line with the Financial and Administrative Framework Agreement (FAFA) and the General Conditions, the financial transactions and financial statements shall be subject to the internal and external auditing procedures laid down in the Financial Regulations, Rules and directives of UNDP.

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1.4.6 Project Evaluation

Evaluation and monitoring exercises will be undertaken in compliance with the provisions of the FAFA (Art.1) and the General Conditions (Art. 10). The project will be evaluated (technical evaluation) by an independent team of experts. The selection of independent team of experts for evaluation will be made in line with UNDP rules and procedures. The evaluation is expected to be conducted 1 month before the Project ends.

The assessment will be on the substance and immediate concrete results of the Project, and will, by no means, include any form of expenditure verification (or Audit) etc. As a result of the assessment, the impacts of the results achieved, lessons learned and good practices in terms of substance will be assessed in a report. Besides, the level of communication and visibility as well as recommendations for sustainability will also be explored in the said assessment.

1.6. Sustainability of the Project

1.6.1. Expected Results

Expected Impact on Target Groups/Beneficiaries

The project is expected to generate the following results:

- Administrative and operational capacities for efficient provision of local services enhanced,
- Administrative and operational capacities of the local authorities for the implementation of new Metropolitan Municipality Model strengthened,
- Institutional capacity of the local authorities in terms of service delivery and adoption of the principles of democratic governance enhanced,
- Public awareness on urbanization enhanced through institutional and individual capacity enhancement programmes,
- Efficiency of the local services enhanced through online managements systems.

1.6.2. Concrete Outputs

The following outputs will be achieved:

- Legislation Drafting Committee (LDC) and Consultative Group of Local Authorities (CGLA),
- Draft legislation loan system of local authorities through assessment of country experiences,
- Draft legislation for increasing the income of local authorities,
- Proposal to amend the relevant provisions of the Law No: 3572 and Regulation for Business License,
- Standards and principles for the establishment of an effective human resources management system in local administrations,
- Service standards ensuring the MMs and its District Municipalities to use %10 of their budgets for the infrastructure works in rural areas,
- Comparative assessment on effective collection of municipal accounts receivable,
- Performance management system to be adopted in Local Authorities,
- Draft legislation on the functioning of municipality-led enterprises in line with other country experiences,
- Draft legislation regulating the legal and institutional infrastructure of Water and Sewerage Administrations,
- Draft legislation for honours and ceremonies arranged by local authorities,
- Assessment of the impact of localizing EU *acquis* on the work and responsibilities of local authorities in Turkey,
- Comparative assessment study on functioning of the local authorities around the world,
- Assessment of the impact of the implementation of MM Law on local authorities,
- Software system for monitoring of the progress against the implementation of reforms in local administration,
- Enhanced cooperation and collaboration among the MM,
- Customized General Management and Job Skills Training Modules,
- Projection of new local administration system, which will be introduced with the abolishment of special provincial administrations in accordance with the Law No: 6360,
- Current situation analysis concerning the evolving role of neighbourhood management and road map for its improvement,
- Local service delivery standards in order to simplify the processes for service provision,
- Participatory Local Governance Model for new 14 MM,
- Draft secondary legislation for enhancing transparency in local authorities,
- Policy paper on reforming the Local Government Electoral System and Strengthening of Municipal Councils,

- Software to facilitate communication flow within GDLA and updated YEREL BILGI information management system

1.6.3. Multiplier effects

The intervention modality proposed for implementation of the project includes a number of measures to optimize the multiplier effects and sustainability of the impact after completion of the Project. These elements include, but are not limited to, improved legislative base, establishment of IT systems, comparative analysis and best practice reports. In addition to such outputs the project is expected to contribute significantly to the human resources capacity both at the central and local level through various training activities. The knowledge on other country experiences on local governance and know-how to be gained through the trainings will be used for future reform endeavors affecting the local administrations for human centered service delivery.

1.6.4. Sustainability

MoI will ensure policy-level sustainability of the Project. The 10th National Development Plan and Strategic Plan of MoI include specific measure to pursue the local administration reform in Turkey. The Project will support policy-level sustainability mainly through the [replicable] pilot actions that will be fulfilled throughout the Project. In addition, as the Project is based on the results and lessons learned of the LAR I & II, it would have a sounder basis for sustaining the results to be achieved.

The Project includes specific measures to ensure institutional sustainability as mentioned below:

- Development of a draft legislation framework for capacitating certain fields of local service delivery (loan system, municipal led enterprises, increase of income of local authorities, etc.);
- Development and implementation of local service delivery standards for simplified and continued service provision;
- Modelling for new MM;
- Development of a model that promotes transparency at local authorities.

Financial Aspect

The Project is geared towards establishment of required institutional capacity and the funds will be used for this specific purpose. As such, once the required institutional capacity is established and the MoI and MMs are with the skills and tools, they will be able to expand the implementation of the recommendations of the Project from its own resources. In specific terms, the recommendations for effective service delivery, local service delivery standards, establishment of participatory mechanisms are expected to be continued with the ownership and commitment of the MMs, even after the project ends.

Institutional Level

The project will develop significant capacities both at the central level and the local levels through design and delivery of the training programs. At this point, it is important to note that the training modules will be used by the MoI and UMT for further training programs to be delivered by training departments of MoI and UMT.

Policy Level

The MoI will ensure policy-level sustainability of the Project. The 10th Development Plan, medium-term plan and the annual programme include specific measure to pursue the LAR in Turkey. The Project will support policy-level sustainability mainly through the [replicable] pilot projects that will be fulfilled with the 2nd and 3rd Component of the Project. In addition, Strategic Plan of the MoI for 2015-2019 highlights the importance of ensuring efficiency, effectiveness, participation, openness and accountability at local administrations as one of its main goals.

1.6.5. Assumptions and risks

- The local elections in 2019 may have an impact on the timely achievement of the project results. The Project will have a dynamic approach in making necessary adjustments in the timelines for project activities;

- National and local institutions are fully committed to the development and implementation of policies and institutional changes required to be in line with European Charter of Local Self-governments;
- Continued political commitment to make necessary adjustments in primary and secondary legislation to enhance the effectiveness and efficiency of the local service delivery;
- Local authorities willing to cooperate and ready for the assistance as foreseen by the project intervention;
- Enhanced interest of the local authorities to adjust the local policies in line with EU *Acquis*;
- Trained staff members remain in their posts during the entire duration of the Project.

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1.7. Logical Framework

	Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
Overall objective: Impact	To ensure effective, inclusive, accountable and participatory local governance in Turkey, in particular through support to further implementation of the LARs undertaken between 2003-2013, in line with international standards.	Compliance of Turkish Local Administration system with principles and standards set by the European Charter of Local Self-governments, other European conventions and the recommendations of the Council of Europe.	The introduction of new metropolitan municipality model in Turkey		Competent MMs with principles and standards set by the European Charter of Local Self-governments	- CoE (CLRAE) reports on Turkish Local Administration system and Turkey's compliance with ECLSG - EC Reports on Turkey's progress towards EU accession - Result-Oriented Monitoring (ROM) reports	National and local institutions are fully committed to the development and implementation of policies and institutional changes required to be in line with European Charter of Local Self-governments
Specific objective(s): Outcome(s)	To develop and strengthen the administrative capacity and cooperation of Turkish MoI and Local Authorities themselves in the task of ensuring the effective implementation of the new local administration model in line with principles of democratic governance.	Number of municipalities in which the new model of local administration is implemented; Level of satisfaction of local administration services users in municipalities benefiting from the assistance.	30 MMs implement the new model		Fully capacitated MMs to function in line with principles of democratic governance.	- CoE (CLRAE) reports on Turkish Local Administration system and Turkey's compliance with ECLSG - EC Reports on Turkey's progress towards EU accession - Monitoring by the Delegation	National and local institutions are fully committed to the development and implementation of policies and institutional changes required to deliver the action's results.

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	Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
Outputs	Op 1. Draft legislation loan system of local authorities through assessment of country experiences Draft legislation for increasing the income of local authorities	- Number of legislative packages for effective local service delivery submitted for the adoption of MoI by the end of second year - Standards and principles on human resources management at local authorities in place by the end of first year - Level of awareness on the work and responsibilities of local authorities born by EU <i>Acquis</i>	Article 68 of the Law No: 5393 Municipality Law regulating loan system (Y2016) There is no standards/principles on human resources management (Y2016) There is limited awareness/knowledge on localizing EU <i>Acquis</i> and its impact on changing roles of local administrations (Y2016) There is no software system on monitoring the implementation of reforms (Y2016)		The % 50 of the legislative measures targeted in strategic plan of MoI achieved through the project support %90 of the MMs mainstreamed local service delivery standards into their monitoring systems %80 of the staff of MMs benefitted from the trainings of the Project %90 of the MMs uses the updated YEREL BILGI system to collect, analyze data on local service delivery	- Interim and Final Reports of the project - Technical Reports - Comparative analysis reports - Assessment of the implementation of the legislative packages adopted and put into force. - Findings of surveys measuring the awareness and knowledge about the EU <i>Acquis</i> by the local authorities - Training needs assessment report - Training module and materials - Assessment reports on the implementation of developed local service delivery - Proposals of local governance structures converted to service delivery practice	Continued political commitment to make necessary adjustments in primary and secondary legislation to enhance the effectiveness and efficiency of the local service delivery; Local authorities willing to cooperate and ready for the assistance as foreseen by the project intervention; Enhanced interest of the local authorities to adjust the local policies in line with EU <i>Acquis</i> . Trained staff members remain in their posts during the entire duration of the Project
	Op 2. Proposal to amend the relevant provisions of the Law No: 3572 and Regulation for Business License						
	Op 3. Standards and principles for the establishment of an effective human resources management system in local administrations						
	Op 4. Service standards ensuring the MMs and its District Municipalities to use %10 of their budgets for the infrastructure works in rural areas						
	Op 5. Comparative assessment on effective collection of municipal accounts receivable						
	Op 6. Performance management system to be adopted in Local Authorities						
	Op 7. Draft legislation on the functioning of municipality-led enterprises						
	Op 8. Draft legislation regulating the legal and						

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	Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
	<p>institutional infrastructure of Water and Sewerage Administrations</p> <p>Op 9. Draft legislation for honours and ceremonies arranged by local authorities</p> <p>Op 10. Assessment of the impact of localizing EU acquis on the work and responsibilities of local authorities in Turkey</p> <p>Op 11. Comparative assessment study on functioning of the local authorities around the world</p> <p>Op 12. Assessment of the impact of the implementation of MM Law on local authorities</p> <p>Op 13. Software system for monitoring of the progress against the implementation of reforms in local administration</p> <p>Op 14. Enhanced cooperation and collaboration among the MMs</p> <p>Op 15. Customized General Management and Job Skills Training Modules</p>	<p>Municipality Law by the end of second year</p> <ul style="list-style-type: none"> - Number of joint platforms among the MM by the end of second year - % relevant staff of selected MM benefitted from customized General Management and Job Skills Training by the end of second year - Development and adoption of local service delivery standards by the end of first year - Adoption of a model for participatory local governance for 14 new MM by the end of second year - Development of legislative and policy measures for adoption of democratic governance principles by the end of second year - % of social service experts in selected provinces those have 				<ul style="list-style-type: none"> - Performance assessment of the trained staff - Attendance Sheets - Updated websites of local authorities in line with transparency principles - Statistical data/records on the use of online management systems 	

	Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
	<p>Op 16. Projection of new local administration system, which will be introduced with the abolishment of special provincial administrations in accordance with the Law No: 6360</p> <p>Op 17. Current situation analysis concerning the evolving role of neighbourhood management and road map for its improvement</p> <p>Op 18. Local service delivery standards in order to simplify the processes for service provision</p> <p>Op 19. Participatory Local Governance Model for new 14 MM</p> <p>Op 20. Draft secondary legislation for enhancing transparency in local authorities</p> <p>Op 21. Policy paper on reforming the Local Government Electoral System and Strengthening of Municipal Councils</p> <p>Op 22. Updated and user-friendly YEREL BILGI system</p>	<p>MM benefitted from the trainings</p> <ul style="list-style-type: none"> - %0 relevant staff of selected MM benefitted from the trainings - % of local services can be monitored and evaluated through on-line management systems - % of increase in the application of the on-line management systems - % increase in citizen satisfaction due to enhanced efficiency 					

✓ 8/1

Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
Activities	Activities under 3 components (1-Effective Local Service Delivery, 2-Capacity Building for New Metropolitan Municipality Model and Inclusive Local Governance Processes, 3-Online Management Information Systems Installed and Updatead) as detailed under Section 1.3 Description.	<p>Means:</p> <ul style="list-style-type: none"> Project Team (PT) Short term experts (STEs) Training costs technical visit costs Project Office costs Visibility and publication costs <p>Costs:</p> <ul style="list-style-type: none"> Covering the human resources, costs for travels, local office and services - details are indicated in the Budget for the Action. 				<p><i>Factors outside project management's control that may impact on the output-outcome linkage.</i></p>

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2. Administrative Table

ADMINISTRATIVE DATA	
Name of the Organisation	United Nations Development Programme
Abbreviation	UNDP
Country and date of registration	Turkey, N.A.
Registration number (or equivalent)	N.A
Address:	Yıldız Kule, Yukarı Dikmen Mah. Turan Güneş Bulvarı No: 106, 06550 Çankaya, Ankara/ Turkey
Phone No:	+90 312 454 11 00
Fax No:	+90 312 496 14 63
Name and title of the authorized person:	Claudio Tomasi – Country Director
Name, title and address (incl. phone and fax numbers) of the OLAF contact point:	<p>United Nations Development Programme</p> <p>Head of Investigations Section of the Office of Audit and Investigations</p> <p>One United Nations Plaza, DCI Building 4th floor, New York, NY 10017, USA</p> <p>Tel. +1-770-776-5678</p> <p>Fax. +1-877-557-8685</p>

