

## **Standard Summary Project Fiche – IPA decentralized National programmes**

### **1. Basic information**

**1.1 CRIS Number:** TR2011/02.04

**1.2 Title:** Strengthening of Local Investment Planning Capacity with the Participation of Local Actors

**1.3 Sector:** Justice, Home Affairs and Fundamental Rights

**1.4 Location:** Ankara,

Provinces within TR90 Nomenclature of Territorial Units for Statistics (**Trabzon**, Ordu, Gümüşhane, Giresun, Artvin, Rize)

Provinces within TRA1 Nomenclature of Territorial Units for Statistics (**Erzurum**, Bayburt, Erzincan)

Provinces within TRC3 Nomenclature of Territorial Units for Statistics (**Mardin**, Siirt, Batman, Şırnak)

### **Implementing arrangements:**

#### **1.5 Implementing Agency:**

The CFCU will be Implementing Agency and will be responsible for all procedural aspects of the tendering process, contracting matters and financial management, including payment of project activities. The director of the CFCU will act as Programme Authorizing Officer (PAO) of the project. The contact details of CFCU Director are given below:

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#### **1.6 Beneficiary (including details of SPO):**

**Key Beneficiary:** MoI- Directorate of Strategy Development

**Other Beneficiaries:** Undersecretariat of State Planning Organization, Development Agencies, Local Authorities, Professional Associations and Civil Society Organizations

#### **Pilot Institutions:**

Provinces within TR90 Nomenclature of Territorial Units for Statistics (**Trabzon**, Ordu, Gümüşhane, Giresun, Artvin, Rize)

Provinces within TRA1 Nomenclature of Territorial Units for Statistics (**Erzurum**, Bayburt, Erzincan)

Provinces within TRC3 Nomenclature of Territorial Units for Statistics (**Mardin**, Siirt, Batman, Şırnak)

**SPO:** Mr. Muhammet KIRILMAZ

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### **Financing:**

**1.7 Overall cost (VAT excluded)<sup>1</sup>:** EUR 2.000.000

**1.8 EU contribution:** EUR 1.800.000

**1.9 Final date for contracting:** 2 years after the signature of Financing Agreement

**1.10 Final date for execution of contracts:** 2 years after the final date for contracting

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<sup>1</sup> The total cost of the project should be net of VAT and/or other taxes. Should this not be the case, the amount of VAT and the reasons why it should be considered eligible should be clearly indicated (see Section 7.6)

**1.11 Final date for disbursements:** 1 year after the end date for the execution of contracts

## **2. Overall Objective and Project Purpose**

### **2.1 Overall Objective:**

Establish a well functioning and effective civil service and to proceed with modernization of the public administration in order to assure the effectiveness and efficiency of the planning and programming of public investments at local level

### **2.2 Project purpose:**

Adequate capacity of the local public administration for local investment planning and sound coordination among stakeholders.

### **2.3 Link with AP/NPAA/Progress Report**

#### **Accession Partnership (AP)**

AP in its title of “Ability to assume the obligations of membership” reads that “Reinforce the establishment of institutional structures and strengthen administrative capacity in the areas of programming, project preparation, monitoring, evaluation and financial management and control, particularly at the level of line ministries, to implement EU pre-accession programmes as a preparation for the implementation of the Community’s cohesion policy.”

It also says in its Medium-Term Priorities that “Develop at central, regional and local level the administrative capacity for the implementation of possible future Community cohesion policy.”

#### **NPAA**

The National Programme for the Adoption of the Acquis for Turkey 2008, under the Chapter 22 and Priority 22.2 Developing at central, regional and local level the administrative capacity for the implementation of possible future Community cohesion policy, states that “Strengthen the capacity of planning, programming, coordination and monitoring at provincial level and ensure effective working of Provincial Coordination Committee through increasing the capacity and authority of Provincial Directorate of Planning and Coordination”

#### **Progress Report**

Turkey 2010 Progress Report underlines in its Chapter 22 that “Administrative capacity at regional level remains weak. The regional development committee (RDC), which aims to coordinate regional development policies among central institutions and between the local level and the centre is envisaged as a main element of Turkey’s new regional policy and is scheduled to be established in 2010, but no concrete developments can be reported yet.”

#### **Pre-Accession Economic Programme 2008**

One of the five development axes defined in the Ninth Development Plan of Turkey covering the period of 2007-2013 is Ensuring Regional Development. As it is stated in the Plan; within the frame of development approach based on local dynamics and internal potential, the main objectives of regional development policies are as follows:

- increasing institutional capacity at local level,
- disseminating economical development and social welfare across the country in a balanced way,
- reducing socio-economic development disparities between urban and rural areas by enhancing welfare in rural areas.

### **2.4 Link with MIPD**

<sup>1</sup> Annex 16 — Template of project fiche for IPA programmes / component I – decentralised management

The Project is in conformity with the priorities and objective of Multi-Annual Indicative Planning Document (MIPD). In the final draft 2011-2013 MIPD, within the scope of “the Sector Objectives for EU support over next three years” under the “Justice, Home Affairs and Fundamental Rights” sector, the issue of “establishing a well functioning and effective civil service and to proceed with modernization of the public administrations” is specified as a fourth objective. The issue of “Effective implementation of the legislation regarding the reform and restructuring of the central public administration and transferring authority to the local and provincial administrations” is also included as an indicator under the same sector.

It is also considered that the Project’s activities, results and objectives are linked with the objectives and priorities of “Private sector development” sector. The objectives included under this sector such as “to reduce regional disparities”, “to maintain sustainable economic activity which create wealth and employment” “to foster local democracy and public participation as well as for accelerate regional development, ensure sustainability and reduce inter-regional and intra-regional disparities” are closely related with the objectives of the Project.

## **2.5 Link with National Development Plan (where applicable)**

Under the title of “Basic aims: Improvement axis” of the 9th development plan, which covers the years from 2007 to 2013, “actualizing the regional development” is aimed and in this scope two aims have been established:

While regional development policies will on the one hand serve for national development in terms of increasing the efficiency of the regions and will contribute to employment and competition power, on the other hand it will serve for the basic aim of decreasing the improvement differences between regions and rural-urban areas.

The policies at central level are to become more compatible and efficient, appropriate development atmosphere based on local dynamics and interior potential will be made available, institutional capacity will be increased at local level, and rural development will be accelerated.

Under the framework of these objectives the issues mentioned below are aimed:

- Regional improvement policy will be activated at central level
- Institutional capacity will be increased at local level

## **2.6 Link with sector strategies and national/ sectoral investment plans(where applicable)**

### **2010 Annual Programme**

Under the title of “Increasing the Institutional Capacity at local level”, it has been stressed that “provincial community investments have been reviewed, Provincial coordination and monitoring system has been designed in order to improve the efficiency and functionality of Provincial coordination boards, human resources and technical capacity of Provincial planning and coordination bodies, which will play an important role in the local coordination activities, should be increased.

It has been stated that on the one hand, between central and local institutions the flow of information and cooperation at the planning, implementation, monitoring and evaluation stages will be activated; on the other hand the efficiency and coordination of local establishments will be strengthened in terms of planning, implementing, monitoring and evaluating of the local based socio-economic enterprises and provincial community investments.

In this framework, the statement of “the mechanisms, which are to support the coordination among the establishments at local level, will be improved and the capacity of the establishments will be strengthened” has been included in the program as the number 98 priority and two precautions have been foreseen as regards this priority. Precaution 239, which is “Provincial coordination and

monitoring system will be improved” and Precaution 240, which is “Provincial planning and coordination bodies will be strengthened”, have both been included in the program as mentioned.

### **Mid-term Program**

**2009-2011:** In the scope of “Regional development and reducing the differences of Regional development”, “Increasing the institutional capacity at local level” is aimed and accordingly in order to activate the provincial coordination boards and to make the provincial development efforts be the focus point, provincial coordination and monitoring system will be improved, and also through this system the issues discussed in the provincial coordination boards will be followed by the center as well. In this way, increasing the technical and human resources capacity of Provincial Directorates of Planning and Coordination will be enabled.

**2010-2012:** Under the title of “Increasing the institutional capacity at local level” it is stated that “Provincial Coordination and Monitoring System (İKİS) is aimed to be established in order to support to processes of coordination between central and local institutions, decision-making and flow of information”

### **Local Authorities Reform Programme – LAR**

Key objectives of LAR such as "development of democratic decision-making mechanisms at the local governments" and "improvement of quality of local public services and accession of citizens" are in conformity with the priorities and objective of the Project.

### **60. Government Program Action Plan**

The Project is compatible with the perspective of "spread out institutional building capacity activities such as programming, designing and project management of the local authorities" covered by 60. Government Programme Action Plan, under the title of "Citizens and Results Based Management"

## **3. Description of project**

### **3.1 Background and justification:**

#### **Institutions of Investment Planning Process in Turkey**

Undersecretariat of State Planning Organization (DPT) is authorized to prepare, monitor and coordinate development plans and annual programmes of the country by Decree-Law on The Establishment and Duties of The State Planning Organization, numbered 540.

The process of planning and investment in Turkey is carried out in coordination with the DPT. In local level, governors are in charged of steering, coordinating and monitoring of the implementation of planning and programmes as follows:

- Law on Provincial Administration, numbered 5442 charges governors with planning by establishing Provincial Directorates of Planning and Coordination. These Provincial Directorates are responsible principally for monitoring public investments envisaged in planning, programmes and annual programmes, and determining problems in this process, and informing governors of these problems in order to find solutions at local.
- Law on the Organization and Duties of the MoI, numbered 3152, authorizes the MoI to employ “Provincial Planning Experts” in provinces in the field of implementation of planning and programmes.

Provincial Planning Experts, one of the career civil servants systems in Turkey, begin active duty as assistant expert after a number of exams -specific competitions and qualifying examination. They start to serve as expert after three years period, which covers a number thesis, pre-service training and so on.

## **Investment Planning Process**

Multi-stage planning process is being implemented in Turkey, and the emphasis is mainly on project planning. Projects are seen as the basic elements of the macro plan, annual programs and implementation sectoral plans, and are the most effective concrete tools to access abstract targets.

Development Plans are implemented with the annual programmes. Public Investment Program for the next year begins with the issuing of Investment Program Preparation Guidelines booklet attached to the Prime Ministry circular to all relevant public institutions and organizations.

Organizations in question prepare their annual investment proposals within the basic principles of the booklet, and submit them to the DPT.

Organizations in question prepare their annual investment proposals in accordance with the Medium Term Program objectives, policies, priorities, strategic plans and performance programs, environmental effects and any sector master plan, as well as governorship's comments within Level 2 statistical regions.

Preparatory process of the province-scale investment proposals of the organizations in question continue as follows:

Provincial Coordination Council (ICC): Provincial investment and socio-economic developments, problems and solutions are evaluated and organizational cooperation and coordination is maintained. It is gathered in March, June and October, at least three times in a year. In these meetings, the professional organizations, industry and trade chambers, associations, foundations and other civil society organizations are invited to be consulted by the governors.

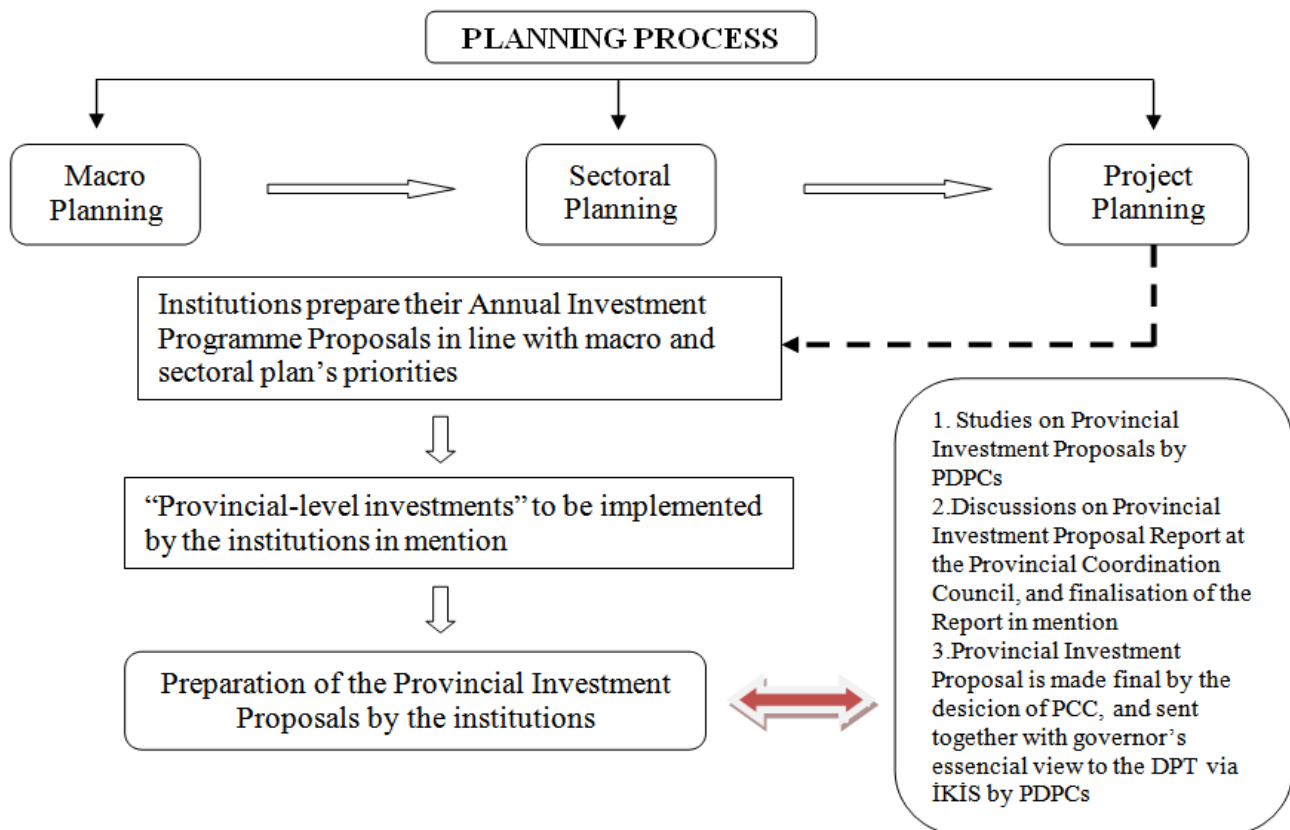
For March and October, the agenda of the meetings is investment and socio-economic developments, monitoring and coordinating of the activities. The June ones is evaluating of the measures and investment proposals for the next year, and discussion on the governor's essential views.

The necessary data for the Meetings in mention are inserted to Provincial Coordination and Monitoring System (İKİS), and evaluated then submitted to Provincial Coordination Committees by Provincial Directorates of Planning and Coordination. (PDPC)

The governor's essential views on investment proposals are arranged after technical studies and evaluations, and inserted into İKİS by PDPCs.

This governor's essential views in addition to investment proposals are sent to central organizations (ministries) by the investment public authorities at local. (provincial branches of ministries)

Investment in the local planning process is conducted in the leg as described above. Finally, these eventual investment proposals are studied and examined at technical level by the DPT.



**Figure 1:** Investment Planning Process, and role and places of the Local Actors in this Process

### **Problem Analysis:**

One of the most important elements of investment project planning process is the provincial investment proposals are prepared rationally. Therefore, strengthening the preparation and implementation stages of planning capacity at local, increasing the elements of the process of research and analysis, planning, collaboration and coordination among planning actors, and enhancing participation level are extremely important.

The existing processes of preparation of provincial investment proposals and local investment planning (project planning) are not functioning well due to a lack of capacity in the local legs.

- 1. Lack of coordination among local actors:** There is a lack of horizontal coordination among local investor institutions in the process of needs analysis and prioritization. For this reason, it is observed that investment projects do not complement each other.
- 2. Lack of joint working culture and participation:** Local actors cannot participate effectively in the process of investment planning. As a result, the investments, in practice, are planned at central level and cannot meet local needs, and public resources are utilized inefficiently.
- 3. There is a lack of capacity for investment planning at local level:** There is a certain amount of deficiencies in technical and human capacity of the Provincial Directorates of Planning and Coordination (PDPCs). The PDPCs are the key elements in Turkey in the process of investment

planning. They are especially weak and have no sufficient qualification in certain areas, such as sector and the needs analysis, preparation of investment projects, development plans.

- 4. Certain problems stem from the structure of the Provincial Coordination Councils (PCCs):**  
The PCCs have no sub-committee to evaluate sectoral and local needs in the process of determining of local investment projects.

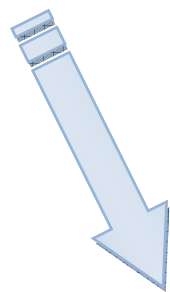
As a result, the investments are planned at central level, and, due to lack of coordination, public resources are utilized inefficiently. Furthermore, in the process of planning of public investments, local needs are inescapably ignored, and principle of subsidiary cannot be applied. Therefore, this issue disables the strong local planning culture and again disables the local scale investments being complimentary to each other and, by this way, regional and local development have not been maintained sufficiently.

Different stages in the process of project planning, the issue of project participation dimension is becoming more important with each passing day. In this regard, on the basis of objective criteria to allocate public resources to ensure efficiency and serve a variety of social goals is of great importance to institutionalization. In this process of efforts of institutionalization, priorities, sectoral needs etc. need to be analyzed in order to allocate public resources in an efficient way. Therefore, there needs to be conducted a number of studies in order to reach prepared legislation, text book and the process of flow tools.

It is needed to establish a well institutionalized project management system that covers project development, preparation, analysis, selection and funding of the application and complete the post monitoring-evaluation stages, in order to increase public services' efficiencies.

From this point of view, the Project aims to review necessary structures for local investment planning, determine the standards for these structures, increase and ensure participation strategy to be placed, and increase of planning actors' qualifications.

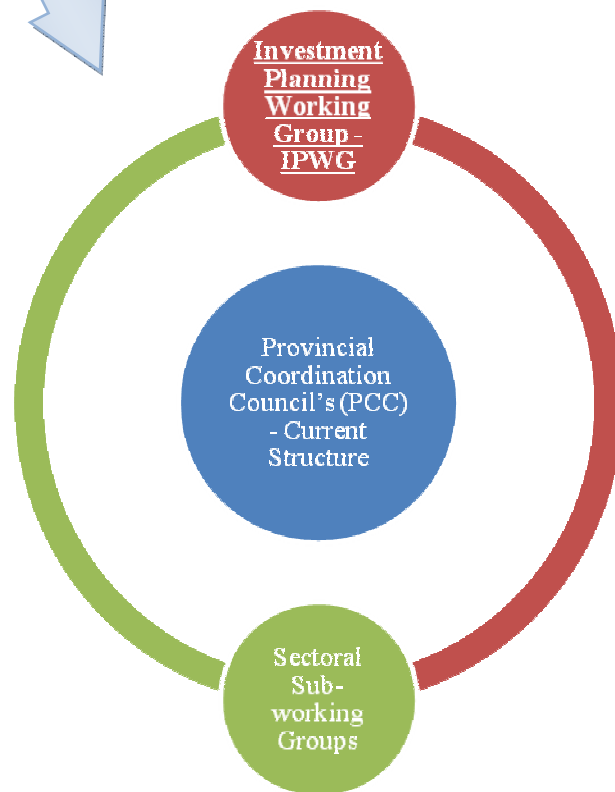
## LOCAL INVESTMENT PLANNING SYSTEM (Reinforced and localized)



Created structures (WGs etc.) within pilot implementations, Provincial Coordination Council's (PCC) research and analysis capacity will try to be strengthened.

By ensuring maximum participation of local actors, investment proposals will be prepared by participation of local actors.

Investment planning process in the provinces lasts only 3 days a year. It will be achieved this process to go without time limit around a constructed system



### Legal basis:

-Law on Provincial Administration, No. 5442, Article 24.

-Council of Ministers' Decisions on Implementation, Co-ordination and Monitoring of Annual Programmes

Chairman: governor

Formulation: Local authorities, investor organizations, professional organizations, chambers, professional associations and foundations to be determined by the governor

Period of the meeting and time: A one-day meetings in March, June, October

### PROBLEMS WITH REGARD TO THE CURRENT STRUCTURE

1. There is not any structure for preparatory works about investment planning, research, sector analysis etc. before the Provincial Coordination Council (PCC) meetings,
2. PCC's meetings are too short to achieve its goals. There is not any sub-committees to make sector analysis,
3. No independent / sufficient budgetary means,
4. There is not any separate legislation for PCCs (except for Council of Minister's decisions and a regulation with regard to PDPCs)



## **Current legislation**

The list of legislation is provided in the annex 4.

Reasons behind lack of planning capacity and deficiency in project development at local are as follows;

- Deficiency in technological infrastructure and physical sources of Provincial Directorates of Planning and Coordination and local authorities,
- Deficiency in planning experts in terms of quality and quantity,
- Problems stem from legislation that needs to be amended in compliance with the current requirements,
- Lack of fruitful working environment on the issues of provincial and regional development among local units,

A new paradigm in Turkey comes into prominence, and it cares about specialization and planning at local level.

This new planning approach at local is based on two relevant feet that are different each other: Development Agencies and PDPCs.

These two actors get together in a common ground that is “Ensuring Regional and Local Development”

## **3.2 Assessment of project impact, catalytic effect, sustainability and cross border impact (where applicable)**

### **Project Impact**

The Project will serve the priorities highlighted in the AP, NPAA and other reports prepared by the EU Commission, and will lead to further alignment with EU practices by analyzing current planning and investment system, and strengthen the implementation capacity in Turkey. It will also contribute to the investment planning process to be prepared with the participation of local actors, by taking into consideration local needs and priorities.

### **Catalytic Effect**

This Project will help significantly to remove problems that may arise with the implementation of İKİS system by providing a number of detailed trainings for local users regarding local investment projects.

It will increase capacity at the local, and bring a local needs approach to the planning perspective, and ensure public resources will be utilized in compliance with the local needs. Therefore, this Project, for this reason, will affect positively regional development and contribute to reducing regional disparities.

### **Sustainability**

Building of local capacity, a joint planning and working understanding culture are all fundamental component of the Project that will ensure the sustainability of the Project’s expected results.

Approximately 900 persons will be trained and qualified within the project, and their experiences to be obtained at the end of the Project can be transferred in the process of investment planning in Turkey.

Human capacity of the Provincial Directorates of Planning and Coordination (PDPCs) will be increased at the end of the Project. As the PDPCs are the key elements in Turkey in the process of investment planning, increase in their capacity will affect directly and positively country’s efforts in this field.

Intensive and comprehensive training activities will be important and expanded throughout the country, and the skills and experiences gained thanks to the Project will be disseminated by PDPCs, which are organized under the umbrella of 81 governorships.

The Project establishes a direct link with the Provincial Coordination and Monitoring System (İKİS). With the software support of the İKİS, continuity of the importance of understanding of local planning can be ensured.

Experiences gained and lessons learnt at the end of the Project will be disseminated by means of preparing a guideline and necessary legislation to be implemented across the country.

Experiences and lessons gained in the pilot implementation in accordance with the results of local-oriented and participatory approach in the process of investment planning will be a great asset.

Capacity of İKİS at local and results of the Project will increase more active participation of local actors in the process of public planning.

A number of national training programs with the participation of the Undersecretariat of State Planning Organization will be prepared at the point of sustainability of training results. In this framework, participants trained in first phase of training activities will be utilized as trainer.

Outputs of the project will be disseminated throughout the country diligently.

**Cross border impact: (where applicable)**

N/A

**3.3 Results and measurable indicators:**

**Result 1:** Adequate institutional capacity of the units coordinating local actors and local investment planning.

**Measurable indicators in relation with result 1:**

- 300 trained deputy governors, district governors and other managers among local actors, and 200 trained provincial planning experts and manager between 2-8 quarters of the Project.
- 400 (13x30) trained staff working for the local actors and local investor institutions within 13 provinces of TR90, TRA1 and TRC3 Nomenclature of Territorial Units for Statistics.
- Sustainable training programme in place and training of trainers completed.

**Result 2:** Responsibilities of local actors are defined and they have a clearly defined role to actively participate in the process of investment planning.

**Measurable indicators in relation with result 2:**

- Number of NGOs that will be involved in the process of local investment in the Trabzon, Erzurum and Mardin.
- Processes have been defined where civil society organizations will be consulted.
- Positive changes of local actors' perspective with regards to the process of public investment in Trabzon, Erzurum and Mardin.
- Acceptance level of proposed projects in the Trabzon, Erzurum and Mardin that will be produced as a result of the Alternative Provincial Investment Proposal, and included in the year of 2014 Provincial Investment Proposal by the IPWG and SSWG, and then evaluated by the Provincial Coordination Council (PCC) and accepted by the DPT.
- Positive changes in the coverage ratio of problems and needs analysis for each sector between the previous two years Provincial Investment Programme and Proposals and the ones to be proposed at the end of the Project period.

**3.4. Activities:**

**Component 1: Adequate institutional capacity of the units coordinating local actors and local investment planning.**

This component aims at increasing the capacity at the local. The foreseen activities within the framework of the Component 1 are given below:

**Activity 1.1:** Relevant material with regards to the trainings have been prepared,

**Means:** TA, PSC, Senior Project Officer and his office and WG at the headquarter, Technical Assistance Team, Local Advisory Groups, DPT Advisory Group,

**Activity 1.2:** Need analysis with regards to the training have been carried out

**Means:** TA, PSC, Senior Project Officer and his office and WG at the headquarter Technical Assistance Team, Local Advisory Groups, DPT Advisory Group,

**Activity 1.3:** Modal training programmes within the project will be prepared

**Means:** TA, PSC, Senior Project Officer and his office and WG at the headquarter Technical Assistance Team, Local Advisory Groups, DPT Advisory Group

**(Activity 1.1-1.3: 30 days\*6 experts)**

**Activity 1.4:** A two-day seminar will be held for 300 participants of deputy governors, district governors and other managers among local actors responsible for coordination of local investment planning process at the local level **(6 days\*6 experts) (3 groups\*2 days)**

**Means:** TA, PSC, Senior Project Officer and his office and WG at the headquarter, Technical Assistance Team, Local Advisory Groups, DPT Advisory Group

**Activity 1.5:** Approximately 200 experts and managers working at the PDPCs will be given 240 hours training of trainers on the subjects of coordinating and analyzing of local investment planning process.

**(40 days\*6 experts)**

**Means:** TA, PSC, Senior Project Officer and his office and WG at the headquarter, Technical Assistance Team, Local Advisory Groups, DPT Advisory Group

**Activity 1.6:** Approximately 400 participants from local development and investor (local authorities, investor institutions, development agencies, NGOs, professional organizations etc.) within 13 provinces of TR90, TRA1 and TRC3 Nomenclature of Territorial Units for Statistics will be given a 40-hour thematic training in 13 groups on needs analysis, project management, Provincial Coordination and Monitoring System (İKİS), relations between investment plan and development plan.

**Means:** TA, PSC, Senior Project Officer and his office and WG at the headquarter, Technical Assistance Team Local Advisory Groups, DPT Advisory Group

**Component 2:** Responsibilities of local actors are defined and they have a clearly defined role to actively participate in the process of investment planning.

This component aims at realizing active participation of local actors in the planning process in the pilot provinces. Results and achievements of the activities will be disseminated throughout the country.

There is no way of active participation of local actors, a participatory approach by considering different local needs in the current investment planning process in Turkey.

By means of this Component, two different structures will be established in pilot provinces in order to ensure an active participation of local actors in the process. An “Investment Planning Working Group - IPWG” in Trabzon and three “Sectoral Sub-working Groups -SSWGs” in Trabzon, Erzurum and Mardin with the participation of members of PDPCs, development agencies, investor institutions, local authorities, civil society and professional organizations will be established.

#### **The way of work of this structure in pilot provinces:**

This structure will carry out a series of technical work during the preparatory process of planning in Trabzon, Erzurum and Mardin as follow:

- Investment proposals included in previous year’s investment programme of Trabzon, Erzurum and Mardin will be examined whether they are compliance with the main policy priorities, and results of this study will be reported.
- By means of analyzing of key policy documents (development plan, government programmes, annual programmes, sectoral plans and programmes, provincial development plans and so on.) a “prioritization of economic and social study” will be carried out for Trabzon, Erzurum and Mardin.
- Provincial-level and sector-level priorities and focal areas for Trabzon, Erzurum and Mardin will be determined, and these results will be compared with the results of study done on the key policy documents.
- A number of multi-dimension criteria will be determined within the scope of economic and social structure of the provinces in mention; these criteria will be ensured to be considered during the preparation of investment proposals of the same provinces.

Sectoral reports will be prepared by doing research in alternative investment areas. In this context, field research and analysis will be needed.

**Main output of this structure and works:**

“An Alternative Provincial Investment Proposal” will be prepared for each province of Trabzon, Erzurum and Mardin.

**Main function and contribution of these works:**

“An Alternative Provincial Investment Proposal” prepared by IPWG and SSWG in Trabzon, Erzurum and Mardin will be evaluated through Provincial Coordination and Monitoring System (İKİS), and will be included in the investment programme in concern.

**Duration:**

12 months

**Human Resources:**

1 Chief Technical Expert, 2 Key Experts, 3 Local Key Expert, WG of Directorate of Strategy Development, Advisory Group of State Planning Organization (DPT-AG), Governorships, Provincial Directorates of Planning and Coordination (PDPCs).

The foreseen activities within the framework of the Component 2 are given below:

**Activity 2.1:** To organize 4 study visits to the EU member states with the participation of totally 40 participants among members of WG of Directorate of Strategy Development, planning experts and managers and other local representatives from level 1 and 2 implementations in order to observe local investment planning process in-place.

**Means:** TA, PSC, Senior Project Officer and his office and WG at the headquarter, Technical Assistance Team, DPT Advisory Group,

**Activity 2.2:** To organize two information-day for members of central level decision makers of local planning actors concerning importance of active participation of local actors, and effective and strategic decision making in the process of local investment planning.

**(2 days\*6 experts)**

**Means:** TA, PSC, Senior Project Officer and his office and WG at the headquarter, Technical Assistance Team, Local Advisory Groups, DPT Advisory Group, Provincial Coordination Councils (PCC)

**Activity 2.3:** To organize information-days for members of local level decision makers and members of local actors within 13 provinces of TR90, TRA1 and TRC3 Nomenclature of Territorial Units for Statistics, concerning importance of active participation of local actors, and effective and strategic decision making in the process of local investment planning.

**(13 days\*6 experts) (13 groups\*1 day)**

**Means:** TA, PSC, Senior Project Officer and his office and WG at the headquarter, Technical Assistance Team, Local Advisory Groups, DPT Advisory Group, Provincial Coordination Councils (PCC)

**Activity 2.4:** To organize three workshops in Trabzon, Erzurum and Mardin for members of local actors and investor institutions concerning implementation and activities to be conducted in Trabzon, Erzurum and Mardin **(5 days\*6 experts)**

**Means:**TA, PSC, Senior Project Officer and his office and WG at the headquarter, Technical Assistance Team, Local Advisory Groups, DPT Advisory Group, Provincial Coordination Councils (PCC)

**Activity 2.5:** To establish an “Investment Planning Working Group - IPWG” and “Sectoral Sub-working Groups -SSWGs” in Trabzon, Erzurum and Mardin with the participation of members of PDPCs, development agencies, investor institutions, local authorities, civil society and professional organizations,

**(30 days\* 6 experts)**

**Means:**TA, PSC, Senior Project Officer and his office and WG at the headquarter, Technical Assistance Team, Local Advisory Groups, DPT Advisory Group, Provincial Coordination Councils (PCC)

**Activity 2.6:** To prepare an evaluation report in Trabzon, Erzurum and Mardin by IPWG and SSWGs regarding whether the existing investments are in compliance with the top level policy documents.

**Means:** TA, PSC, Senior Project Officer and his office and WG at the headquarter, Technical Assistance Team, Local Advisory Groups, DPT Advisory Group, Provincial Coordination Councils (PCCs)

**Activity 2.7:** A number of analyses on population data will be conducted in Trabzon, Erzurum and Mardin by IPWG and SSWGs in order to give direction to the investment proposal process,

**Means:** TA, PSC, Senior Project Officer and his office and WG at the headquarter, Technical Assistance Team, Local Advisory Groups, DPT Advisory Group, Provincial Coordination Councils (PCCs)

**Activity 2.8:** By using IKIS developed implemented by DPT and TUBITAK, problems and needs analysis for each sector will be done in Trabzon, Erzurum and Mardin by IPWG and SSWGs,

**Means:** TA, PSC, Senior Project Officer and his office and WG at the headquarter, Technical Assistance Team, Local Advisory Groups, DPT Advisory Group, Provincial Coordination Councils (PCCs)

**Activity 2.9:** By using IKIS developed implemented by DPT and TUBITAK, a prioritization work on the basis of sectoral needs for Provincial Investment Proposals will be conducted in Trabzon, Erzurum and Mardin by IPWG and SSWGs,

**Means:** TA, PSC, Senior Project Officer and his office and WG at the headquarter, Technical Assistance Team, Local Advisory Groups, DPT Advisory Group, Provincial Coordination Councils (PCCs)

**Activity 2.10:** “An Alternative Provincial Investment Proposal” will be prepared in the second half of Project period and be submitted to the Provincial Coordination Council (PCCs) by IPWG and SSWGs in Trabzon, Erzurum and Mardin.

**Means:** TA, PSC, Senior Project Officer and his office and WG at the headquarter, Technical Assistance Team, Local Advisory Groups, DPT Advisory Group, Provincial Coordination Councils (PCCs)

**Activity 2.11:** “An Alternative Provincial Investment Proposal” prepared by IPWG and SSWGs in Trabzon, Erzurum and Mardin will be inserted into the Provincial Coordination and Monitoring System (İKİS) by investor institutions to be discussed at Provincial Coordination Council’s meeting.

**Means:** TA, PSC, Senior Project Officer and his office and WG at the headquarter, Technical Assistance Team Local Advisory Groups, DPT Advisory Group.

**(Activity 2.6-2.11: 12 months\*6 experts)**

**Activity 2.12:** Experiences gained and lessons learnt by collective activities throughout 2.1 – 2.10 in Trabzon, Erzurum and Mardin will be made solid, And a guideline on the basis of before-mention experiences and lessons will be prepared by IPWG SSWGs and WG of Directorate of Strategy Development and Advisory Group of DPT. These outputs will be disseminated via Internet and media,

**(30 days\*4 experts)**

**Means:** TA, PSC, Senior Project Officer and his office and WG at the headquarter, Technical Assistance Team, Local Advisory Groups, DPT Advisory Group,

**Activity 2.13:** A number of legislative amendment proposals on the basis of the findings of the results of project implementation in Trabzon, Erzurum and Mardin will be prepared.

**(40 days\*4 experts)**

**Means:** TA, PSC, Senior Project Officer and his office and WG at the headquarter, Technical Assistance Team, Local Advisory Groups, DPT Advisory Group.

### **3.5 Conditionality and sequencing:**

N/A

### **3.6. Linked activities**

#### **Project of Provincial Coordination and Monitoring System (İKİS)**

Project of Provincial Coordination and Monitoring System (İKİS) is designed in order to plan and monitor provincial investments regularly; to ensure horizontal and vertical coordination; to determine problems and find solutions in the process. It is supported within the scope of Programme on Supporting Research and Development Projects of Public Institutions by TUBİTAK. Initial results of the İKİS have just been entered

into practice. The İKİS Project includes software that ensures investments are planned at local and investment planning complement each other. However, for the implementation of this project fully, local capacity building needs to be increased. In the absence of this capacity building, public investments cannot be planned in correct direction.

Provincial Directorates of Planning and Coordination (PDPCs) which ensure the horizontal coordination at local are the most important actors in this project of İKİS. Whether investment projects complement each other and consistent with regional and national plans is the responsibility of the PDPCs. Moreover, the PDPCs ensure the participation of local authorities, NGOs and trade associations in the preparation of projects process. Thus increasing the capacity of the PDPCs is of great significant.

The İKİS Project has been started on 1 March 2009, and aimed to be completed on 1 March 2011.

It is emphasized in the 2011 Annual Programme that the need of human resources and technical capacity of the PDPCs is ongoing. It is also emphasized in the Programme that development of İKİS Project to be continued in order to efficiently implement general planning and coordination activities in provincial-level.

### **Local Administration Reform Support Project (LAR 1-2)**

The Local Administration Reform Support Projects aim to increase local authorities' participation. In this context, a number of trainings have been given to local authorities regarding multi-year projects, preparation of investment plans and financial control. Support activities within the LAR 1-2 to improve communication between Governorates, districts and local authorities, building capacity of human resources will positively affect our Project.

Second phase of the Local Administration Reform Project was launched in November of 2009. It is planned to come to end in November of 2011. In this Project, it is aimed to increase administrative capacity of local authorities and enhance inter-agency cooperation.

### **Improved Strategic Management Capacity**

The 2010 EU-funded project TR2010/0136.01 Improved Strategic Management Capacity is directly linked with the Project in terms of ensuring of active participation by local actors in the process of decision making, and strengthening capacity of strategic decision making at local. The Main Beneficiary: Undersecretariat of the State Planning Organization (DPT). Co-beneficiaries: General Directorate for Local Authorities Ministry of Interior, General Directorate of Budget and Fiscal Control Ministry of Finance, The Council of Higher Education. Pilot Institutions: Strategy Development Unit of DPT, Strategy Development Unit of Prime Ministry, Strategy Development Unit of Ministry of Finance, Strategy Development Unit of Undersecretariat of Treasury)

The project by means of level-2 pilot implementation activities will contribute to reduce regional disparities and foster regional development. Therefore, the project has a direct reference to Regional Competitiveness Operational Programme within the scope of IPA Component III.

### **3.7 Lessons learned**

Local authorities have already obtained knowledge and experiences on municipal services within the scope of LAR 1 and 2. Furthermore, collaboration between governorates and local authorities has already been established, and these all will contribute directly to our way of work of participatory planning system. Increased level of knowledge and experiences at the local authorities managed by the LAR 1-2 will contribute positively to the Project.

The İKİS Project, which ensures public investments to be planned based on local requirements, shows us that there is a lack of capacity at local level. The Project will function more effectively; depending on the capacity at local is developed. Therefore, as a result of experiences gained by İKİS Project, the Project activities with regard to PDPCs will target to increase information sharing capacity and collaboration among local actors.

#### 4. Indicative Budget (amounts in EUR)

			SOURCES OF FUNDING										
			TOTAL EXP.RE	TOTAL PUBLIC EXP.RE	IPA EU CONTRIBUTION		NATIONAL PUBLIC CONTRIBUTION					PRIVATE CONTRIBUTION	
ACTIVITIES	IB (1)	INV (1)	EUR (a)=(b)+(e)	EUR (b)=(c)+(d)	EUR (c)	% (2)	Total EUR (d)=(x)+(y)+(z)	% (2)	Central EUR (x)	Regional / Local EUR (y)	IFIs EUR (z)	EUR (e)	% (3)
All Activities													
Contract of TA	-	-	2.000.000	2.000.000	1.800.000	90	200.000	10	200.000	N/A	N/A	N/A	-
TOTAL IB			2.000.000	2.000.000	1.800.000	90	200.000	10	200.000	N/A	N/A	N/A	-
TOTAL INV			N/A	N/A	N/A	-	N/A	-	N/A	N/A	N/A	N/A	-
<b>TOTAL PROJECT</b>				<b>2.000.000</b>	<b>1.800.000</b>		<b>200.000</b>		<b>200.000</b>	N/A	N/A	N/A	-

Amounts net of VAT

(1) In the Activity row use "X" to identify whether IB or INV

(2) Expressed in % of the **Public Expenditure** (column (b))

(3) Expressed in % of the **Total Expenditure** (column (a))

The Turkish authorities commit themselves to provide national co-financing according to the above provisions. The NAO will verify that co-financing has been provided in line with the above provisions before submitting requests for funds and final declarations adjusting payment requests to the above ratio as necessary.

## 5. Indicative Implementation Schedule (periods broken down per quarter)

Contracts	Start of Tendering	Signature of contract	Project Completion
Contract of TA	Q 1 2012	Q 3 2012	Q 3 2014

All projects should in principle be ready for tendering in the 1<sup>ST</sup> Quarter following the signature of the FA

## 6. Cross cutting issues (where applicable)

### 6.1 Equal Opportunity

Ministry of Interior is an equal opportunity employer. Selection of staff and other personnel to work on the projects will be based on objective assessments of qualification and experience, without regard to gender. Therefore, equal opportunities for men and women will be guaranteed.

Expert staff who will participate in training of trainers consists of approximately 25% of women.

Training activities will be held and structures will be established within the scope of the Project under the equitable representation of women.

### 6.2 Environment

N/A

### 6.3 Minorities and vulnerable groups

According to the Turkish Constitutional System, the word minorities encompasses only groups of persons defined and recognized as such on the basis of multilateral or bilateral instruments to which Turkey is a party.

This project has no negative impact on minority and vulnerable groups.

### 6.4. Civil Society/Stakeholder involvement

This project is intended to create an atmosphere based on communication and collaboration among local planning actors. This will contribute to the economic and social development of province and region, by preparing investment projects nurtured by local needs.

In this context, to include local civil society organizations, working in the different activities, in the investment planning process is crucial. In this direction, Project's pilot implementations will ensure, to large extent, the participation of civil society organizations, professional chambers, etc. via Investment Planning Working Group - IPWG and Sub-sectoral Working Groups - SSWGs.

Active and efficient participation by civil society organizations (CSO) in the project activities constitutes as important pillar of this Project. CSOs will actively participate in the activities and process in accordance with their capacity. A study will be conducted with together Department of Association of the MoI in this regard.



## **ANNEXES**

1-Log frame in Standard Format

2-Amounts contracted and Disbursed per Quarter over the full duration of Programme

**ANNEX 1: Logical framework matrix in standard format**

<b>LOGFRAME PLANNING MATRIX FOR Project Fiche</b>		<b>Programme name and number</b> Strengthening of Local Investment Planning Capacity with the Participation of Local Actors -	
		<b>Contracting period expires:</b> 2 years after the signature of the Financing Agreement	<b>Disbursement period expires:</b> 1 year after the end date for the execution of contracts
		<b>Total budget:</b> € 2.000.000	<b>IPA budget:</b> € 1.800.000
<b>Overall objective</b>	<b>Objectively verifiable indicators</b>	<b>Sources of Verification</b>	
Establish a well functioning and effective civil service and to proceed with modernization of the public administration in order to assure the effectiveness and efficiency of the planning and programming of public investments at local level	<ul style="list-style-type: none"> <li>- Disparities among rural and urban area of Trabzon, Erzurum and Mardin provinces in terms of development index value reduced by 5% from the end of the project to 2020</li> <li>- Realized change rate of sectoral distribution of public investments in 2015, in the direction of local necessities, according to average figures of 2010.</li> </ul>	<p>European Commission's Annual Progress Reports for Turkey</p> <p>Annual Report of Sectoral Investment Statistics of State Planning Organization</p>	

Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
<p><b>Adequate capacity of the local public administration for local investment planning and sound coordination among stakeholders</b></p>	<p>Increase in the number of proposed projects for the year of 2014 Provincial Investment Proposal of 13 provinces of TR90, TRA1 and TRC3 Nomenclature of Territorial Units for Statistics.</p> <p>“Acceptance level” of proposed projects that will be produced as a result of the Alternative Provincial Investment Proposal, and to be included in the year of 2014 Provincial Investment Proposal by the IPWG and SSWGs, and then to be evaluated by the Provincial Coordination Council (PCC) in the central province of the TR90 Nomenclature of Territorial Units for Statistics, Trabzon.</p> <p>“Acceptance level” of proposed projects that will be produced as a result of the Alternative Provincial Investment Proposal, and to be evaluated by PCC and sent to DPT, and then to be included in Turkey 2014 Investment Programme.</p> <p>Increase in the number of NGOs that will involve in the process of investment planning in the central province of the TR90 Nomenclature of Territorial Units for Statistics, Trabzon.</p>	<p>Reports on training activities</p> <p>Records of participation in trainings, and material delivered</p> <p>Records of participation in conferences and seminars</p> <p>Trabzon, Erzurum and Mardin Provincial Investment Proposal of the year of 2014</p> <p>Investment Programme of the year of 2014 of Turkey</p> <p>Reports and minutes from the meetings held by Trabzon,</p>	<p>Project local stakeholders have already adopted the idea of local planning, and they have already been consulted and their opinion been regarded.</p>

	<p>Increase in the number of NGOs that will be represented in the PCC's meeting in the central province of the TR90 Nomenclature of Territorial Units for Statistics, Trabzon.</p> <p>Positive change rate of civil society in perception of affecting public policies in the area of national budgeting in Trabzon, Erzurum and Mardin provinces, measured between 2012-2015.</p> <p>Positive change rate of civil society in perception of influence on the process of policy making in Trabzon, Erzurum and Mardin provinces, measured between 2012-2015.</p>	<p>Erzurum and Mardin PCC</p> <p>Civil Society in Turkey: at a Turning Point CIVICUS Civil Society Index (CSI) Project Analytical Country Report for Turkey II</p> <p>Survey study</p> <p>TUSEV Assessment Report on Civil Society</p>	
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Results	Objectively verifiable indicators	Sources of Verification	Assumptions
<p><b>1. Adequate institutional capacity of the units coordinating local actors and local investment planning.</b></p> <p><b>2. Responsibilities of local actors are defined and they have a clearly defined role to actively participate in the process of investment planning.</b></p>	<p>300 trained deputy governors, district governors and other managers among local actors, and 200 trained provincial planning experts and managers between 2-8 quarters of the Project</p> <p>400 trained staff working for the local actors and local investor institutions within 13 provinces of TR90, TRA1 and TRC3 Nomenclature of Territorial Units for Statistics,</p> <p>Sustainable training programme in place and training of trainers completed</p> <p>Number of NGOs that will be involved in the process of local investment in the Trabzon, Erzurum and Mardin</p> <p>Processes have been defined where civil society organizations will be consulted.</p> <p>Positive changes of local actors' perspective with regards to the process of public investment in Trabzon, Erzurum and Mardin</p> <p>Acceptance level of proposed projects in the Trabzon, Erzurum and Mardin that will be produced as a result of the Alternative</p>	<p>Certificates</p> <p>Reports on training activities</p> <p>Reports on training activities</p> <p>Records of participation in conferences and seminars</p> <p>Two surveys with the local actors to be conducted at the beginning and at the end of the project.</p> <p>Reports on needs analysis and sectors</p> <p>Alternative Provincial Investment Proposal</p> <p>2014 Trabzon,Erzurum and</p>	<p>Active participation of the local actors into the activities has been guaranteed.</p>

	<p>Provincial Investment Proposal, and included in the year of 2014 Provincial Investment Proposal by the IPWG and SSWGs, and then evaluated by the Provincial Coordination Council (PCC) and accepted by the DPT.</p> <p>Positive changes in the coverage ratio of problems and needs analysis for each sector between the previous two years Provincial Investment Programme and Proposals and the ones to be proposed at the end of the Project period.</p>	<p>Mardin Provincial Investment Proposal</p> <p>2014 Turkey Investment Programme</p> <p>Two previous two years' Provincial Investment Proposals of Trabzon, Erzurum and Mardin</p>	
Activities	Means	Costs	Assumptions
<b>1. Adequate institutional capacity of the units coordinating local actors and local investment planning.</b>			
<p>1.1. Relevant material with regards to the trainings have been prepared,</p> <p>1.2. Need analysis with regards to the training have been carried out</p> <p>1.3. Modal training programmes within the project will be prepared</p> <p><b>(30 days*6 experts)</b></p>	<p>TA</p> <p>PSC,</p> <p>SPO and WG</p> <p>Technical Assistance Team</p> <p>Local Advisory Groups</p>	50.000€	

<p><b>1.4.</b> A two-day seminar will be held for 300 participants of deputy governors, district governors and other managers among local actors responsible for coordination of local investment planning process at the local level <b>(6 days*6 experts) (3 groups*2 days)</b></p>	<p>DPT Advisory Group</p>	<p>100.000€</p>	
<p><b>1.5.</b> Approximately 200 experts and managers working at the PDPCs will be given 240 hours training of trainers on the subjects of coordinating and analyzing of local investment planning process <b>(40 days*6 experts)</b></p>		<p>650.000€</p>	
<p><b>1.6.</b> Approximately 400 participants from local development and investor (local authorities, investor institutions, development agencies, NGOs, professional organizations etc.) within 13 provinces of TR90, TRA1 and TRC3 Nomenclature of Territorial Units for Statistics will be given a <b>40-hour thematic training in 13 groups on needs</b> analysis, project management, Provincial Coordination and Monitoring System (İKİS), relations between investment plan and development plan.</p>		<p>250.000 €</p>	<p>Project local stakeholders have already adopted the idea of local planning, and they have already been consulted and their opinion been regarded. Their active participation has been already guaranteed.</p>

<b>2. Responsibilities of local actors are defined and they have a clearly defined role to actively participate in the process of investment planning.</b>			
<p><b>2.1.</b> To organize 4 study visits to the EU member states with the participation of totally 40 participants among members of WG of Directorate of Strategy Development, planning experts and managers and other local representatives from level 1 and 2 implementations in order to observe local investment planning process in-place.</p>	<p>TA PSC, SPO and WG Technical Assistance Team</p>	<p>75.000 €</p>	
<p><b>2.2.</b> To organize two information-day for members of central level decision makers of local planning actors concerning importance of active participation of local actors, and effective and strategic decision making in the process of local investment planning. <b>(2 days*6 experts)</b></p>	<p>Local Advisory Groups DPT Advisory Group</p>	<p>20.000 €</p>	
<p><b>2.3.</b> To organize information-days, for members of local level decision makers and members of local actors within 13 provinces of TR90, TRA1 and TRC3 Nomenclature of Territorial Units for Statistics, concerning importance of active participation of local actors, and effective and strategic decision making in the process of local investment planning. <b>(13 days*6 experts) (13 groups*1 days)</b></p>		<p>70.000 €</p>	



<p><b>2.4.</b> To organize three workshop in Trabzon, Erzurum and Mardin for members of local actors and investor institutions concerning implementation and activities to be conducted in Trabzon, Erzurum and Mardin <b>(5 days*6 experts)</b></p>		30.000 €	Project local stakeholders have already adopted the idea of local planning, and they have already been consulted and their opinion been regarded. Their active participation has been already guaranteed.
<p><b>2.5.</b> To establish an “Investment Planning Working Group - IPWG” and “Sectoral Sub-working Groups -SSWGs” in Trabzon, Erzurum and Mardin with the participation of members of PDPCs, development agencies, investor institutions, local authorities, civil society and professional organizations, <b>(30 days* 6 experts)</b></p>		10.000 €	Project local stakeholders have already adopted the idea of local planning, and they have already been consulted and their opinion been regarded. Their active participation has been already guaranteed.
<p><b>2.6.</b> To prepare an evaluation report in Trabzon, Erzurum and Mardin by IPWG and SSWGs regarding whether the existing investments are in compliance with the top level policy documents.</p>		665.000 €	

<p>2.7. A number of analysis on population data will be conducted in Trabzon, Erzurum and Mardin by IPWG and SSWGs in order to give direction to the investment proposal process,</p> <p>2.8. By using IKIS developed implemented by DPT and TUBITAK, problems and needs analysis for each sector will be done in Trabzon, Erzurum and Mardin by IPWG and SSWGs</p> <p>2.9. By using IKIS developed implemented by DPT and TUBITAK, a prioritization work on the basis of sectoral needs for Provincial Investment Proposals will be conducted in Trabzon, Erzurum and Mardin by IPWG and SSWGs</p> <p>2.10. “An Alternative Provincial Investment Proposal” will be prepared in the second half of Project period and be submitted to the Provincial Coordination Council (PCCs) by IPWG and SSWGs in Trabzon, Erzurum and Mardin.</p> <p>2.11. “An Alternative Provincial Investment Proposal” prepared by IPWG and SSWGs in Trabzon, Erzurum and Mardin will be inserted into the Provincial Coordination and Monitoring System (İKİS) by investor institutions to be discussed at Provincial Coordination Council’s meeting. <b>(12 months*6 experts)</b></p>			<p>The idea of preparing An Alternative Provincial Investment Proposal has been agreed by local investor institutions.</p>
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<p><b>2.12.</b> Experiences gained and lessons learnt by collective activities throughout 2.1 – 2.10 in Trabzon, Erzurum and Mardin, will be made solid, and a guideline on the basis of before-mention experiences and lessons will be prepared by IPWG, SSWGs and WG of Directorate of Strategy Development and Advisory Group of DPT. These outputs will be disseminated via Internet and media, <b>(30 days*4 experts)</b></p>		50.000€	
<p><b>2.13.</b> A number of legislative amendment proposals on the basis of the findings of the results of project implementation in Trabzon, Erzurum and Mardin will be prepared <b>(40 days*4 experts)</b></p>		30.000 €	

**Pre conditions**

**ANNEX II: amounts (in €) Contracted and disbursed by quarter for the project (IPA contribution only)**

Contracted	2012		2013				2014				Total	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
TA Contract 1.1	1.800.000											<b>1.800.000</b>
<b>Cumulated</b>	1.800.000	1.800.000	1.800.000	1.800.000	1.800.000	1.800.000	1.800.000	1.800.000	1.800.000	1.800.000	1.800.000	<b>1.800.000</b>
<b>Disbursed</b>												
TA Contract 1.1		900.000			300.000		300.000		200.000	100.000		<b>1.800.000</b>
<b>Cumulated</b>		900.000	900.000	900.000	1.200.000	1.200.000	1.500.000	1.500.000	1.700.000	1.800.000		<b>1.800.000</b>

