

Work plan for the Stockholm-Marmara network inside the TUSENET project

1.0 Overall project description.

Overall objectives:

- To strengthen the continued process of democratisation and respect for human rights, and to promote closer links with European cooperation structures and common values.
- To inspire reform of the municipal sector, and development of UMT.

Project aims:

- To strengthen the local politicians and staff in knowledge and information regarding good management practice, to meet new demands.
- To clarify the division of responsibilities and powers between local politicians and staff.
- To develop good practice in human resources management and secure that employment procedures are just and fair, promoting competence.
- To strengthen the participation of citizens and civic organisations in local decision making and activities.
- To strengthen the municipalities and UMT in the safe-guarding of municipal interests and having adequate resources for their tasks.
- Enhanced knowledge in the municipalities about EU practices and about how to access EU funding.
- The Parties will develop cooperation within the areas that described in the approved application, namely with special focus on environmental protection, technical infrastructure, sewage, waste and recycling management.
- Taking into account the following horizontal themes in all project activities:
 - (1) Gender equality,
 - (2) Sustainable development,
 - (3) Transparency, accountability, ethics and public participation in local administration,
 - (4) Efficient service production, and
 - (5) Know-how about EU practices and funding.

Other municipal issues that come up on the agenda during the project implementation, if the partners agree about such issues and the tasks in question can be financed in a manner acceptable to all parties.

1.1 Objectives in the project (project benefits), background and analysis/interests behind the chosen input and activities.

The focus area for this project is described as – Sustainable Solid Waste Management of Istanbul Local Government. So far the expectation of the project has been formulated as: to increase awareness, firstly of technical staff and, secondly of the public in each district; to contribute setting up a sustainable packing waste system; to prepare a strategic waste management plan and; to make it achievable.

The focus area has been identified by the Turkish partners, with support from the Swedish partners. Furthermore, the activities in this work plan were all selected because of their potential to impact on the overall aims and objectives of the project.

Responsibilities for waste management in Turkey are shared. District Municipalities are responsible for collecting of waste and metropolitan is responsible for the final treatment.

A strategic plan for different questions is a mandatory task for District Municipalities with more than 50000 residents. The partners in this network have, even if they are smaller than 50000, all agreed to make a strategic plan including waste management.

It need to be underlined that the participating Municipalities have already a system for waste management, but now are looking for improvement.

The participating District Municipalities are Zeytinburnu and Buyukcekmece. Adalar and City of Nacka are associated members to the group and the project.

To intensify the contact between the City of Stockholm and Nacka an expanded group of District Municipalities were attending part of the latest study tour to Sweden. This could be a tool to help the region to cooperate for environmental and economical sound solutions of waste management.

2.0 Identified problems that will be taken care of in the project (Justification)

Waste management has been chosen as a focus area because all the participating municipalities have great potential to develop more recycling. Every day 14 000 ton of waste is brought to sanitary landfills. Soon there will be lack of space to use the existing two landfills. Metropolitan like to find a way to incinerate waste, but is also very keen to reduce the amount of waste brought to future incineration. A plant for incineration of waste could not be constructed and finished until approximately 5 years.

Turkey has ongoing negotiations with EU. They need to find a way to fulfil the EU conditions for waste management.

Turkey has decided upon producers responsibility, but not yet been implementing these directives.

Istanbul is increasing its population with 450 000 people every year. This is an extremely demanding task for the local society to be prepared to find reasonable conditions for the number of people moving into Istanbul. Quite a few of them are illiterate. To reach them with information about waste management is a severe challenge for the local authorities.

The partners in this project have decided to try to increase municipal and public awareness on environment and waste management after a learning process in Sweden. With the study tour to Sweden 2008 we had the ambitions to give our partners the necessary tools to share this information.

An extended group, consisting of district Municipalities from Marmara region, has at one's own expenses been visiting Stockholm. This group is almost similar to the target group for basic information on environment and waste management. This target group will therefore be represented by at least 25 Turkish Municipalities.

There need to be cooperation and understanding for finding solutions for recycling and good practice for waste management.

With the visit to Stockholm and getting to know each other within the two groups the project has supported a possibility for future success.

3.0 Area of deployment and activities with responsibilities for each activity with a time schedule.

Year	2009		2009		2010		2010		Responsible
Quarter	1	2	3	4	1	2	3	4	
Joint activities									
Work meeting in Istanbul Feb 2009 1. SWMPs and Master plan.				x	x				Production/revise of Master plan /SWMP by IMM is not finished.
Planning for targets, investments and activities in the Master plan by IMM				?	?				Production/revise of Master plan /SWMP by IMM is not finished.
Planning for targets, investments and activities by Buyukcekmece				x	x				Buyukcekmece
Planning for targets, investments and activities by Zeytinburnu				x	x				Zeytinburnu
Planning for targets, investments and activities by Adalar.				x	x				Adalar
1.2 Political process and approval of plans				x	x				IMM and individual Turkish partners
1.3 Implementation of SWMPs and Master Plan (List of activities to be tackled as work of implementation after presentation of plans)					x	x			Master Plan =IMM (see above). SWMP= individual District Municipalities
1.4 Work meeting in Istanbul April 2009 SWMPs and Master plan.									
1.5 Study visit to Sweden, June 2009 Study visit to Sweden, Stockholm. Focus area will be decided according to implementation of the goals in Master Plan (?) and SWMPs		x							Swedish team in coop with Turkish project group. The study tour is focused on effective and professional communication within the administration and with citizens. Besides there will be some field studies.
1.6 Work meeting in Istanbul Production of SWMP in connection to the work meeting				x					

1.7 Dissemination of Master plan (?) and SWMPs as national good examples				x	x	x	x	x	The Turkish team in coop with e.g. UMT. Production of Master plan by IMM is unclear. This part of activity is depending of prolongation of the entire Tusenet project until October 2010
1.8 Implementation of plan within each participating municipality									The Turkish team. This part of activity is depending of prolongation of the entire Tusenet project until October 2010
1.8 Reports - Bi-month report to SALA International	x	x	x	x	x				The Swedish coordinator is responsible for production of a draft report. The Turkish team is involved by IMM, who is also responsible for that local process.
1.9 Work meeting and dissemination of result by a conference. February 15 – 19, 2010 Concrete discussions about the Swedish involvement in implementation of the SWMP. Ideas about the planning for the Conference must be fulfilled through email contacts not later than December 2009. A preliminary theme is: <i>“Studies on local and regional level within waste management that should be done in the period of EU participation”.</i>									The Swedish coordinator is responsible for preparing the work meeting. The Turkish team is responsible for, in cooperation with the Swedish team to prepare a conference during the period February 15 – 19.
2. Awareness activities									
2.1 Revised programme delivered at the end of 2009 Evaluation of carried out information activity (October 2009) and presentation of plan for future activities	x								Project group in Turkey. Maintenance of the Turkish website for awareness is one item to be considered.
2.2 Implementation of awareness activities Informing selected districts municipalities around transfer stations	xx	xx	xx	xx	xx				Turkish project group, especially IMM

2.3 Awareness conference Conference discussing experiences from awareness activities	x	x	x	x					Turkish project group
3. Progress report to secure results and understanding									
3.1 Bi - Month report incl. awareness Month report, comments and remarks, from Stockholm/Nacka and partners in Istanbul.	x	x	x	x	x				The Swedish coordinator is responsible for producing the draft report and sends it to the Turkish team for special remarks. It should be delivered to SALA International at a timetable that has been agreed.

Remarks

The information given in this matrix above is for the moment a bit unsure. Especially for the question of production of a master plan from IMM.

1. We are waiting for a report about future awareness activities.

We are waiting for a draft plan for a conference for dissemination of result planned to take place February 2010.

4.0 Foreseen obstacles and difficulties in reaching results and suggestions on how these obstacles/possible weaknesses can be handled.

I. Problems with political support for the project.

This is not a problem for the project today, but there is a need to a quick response from SIDA to an eventual prolongation of the entire project. We have been informed about new project with other partners coming up. This might create some resistance or possibilities to continue to work with Tusenet project in the way we have done so far.

The overall objective for this project is to increase the capacity of the Turkish Municipalities. With the outcome of the SWMP delivered during October 2009 we feel a very strong support for the project from the municipalities.

There might be a difference between Metropolitan (IMM) and the District Municipalities taken part in this project. At this time we don't know if there will be production of a Master plan/SWMP during the project period up-till February 2010. IMM is for the moment planning to revise an existing plan.

It seems to us that the associated partner, Adalar, has turned out to be a strong and active force in this cooperation through active involvement by the new Mayor.

How these obstacles/possible weaknesses can be handled

To decrease the risk of wavering political support, the partnership must strive for visible impact on the level of public information and signs of improvements in service delivery.

It is important that the project is deeply anchored in the administrative organisation in the participating Municipalities, but also in both the political majority and minority. The main objectives in the project have to be discussed in the quarterly follow-up meetings, not least to highlight the significance of these objectives in contributing to political support for Turkish EU accession.

We also need to have written material which could be used for newcomer to be updated about what has happened in the project.

It needs to be underlined that each partner has an obligation to look for information if they can't take part in meetings or if they need to change representative. Of course we will support as much as possible to get a continuously functional group.

II. Problems in communication

There is a lack of knowledge in English, mainly in the Turkish municipalities. Most of the communication between the Stockholm and Nacka and the Turkish Municipalities takes place by e-mail. It is often important to get a fast reply on questions and suggestions. For this reason it is important to have one person in each municipality who is involved in the project that is "almost" fluent in English and responsible for the contact with the partners in Sweden.

IMM has supported the process of understanding by highly professional interpreter. We are very much obliged for that.

The different municipalities have now delivered draft SWMP which need to be translated into English. We are waiting for that interpretation otherwise we can't support the process.

How these obstacles/possible weaknesses can be handled

To be integrated in the EU family it is important that Turkish Municipalities have knowledge of the English language as one of the important demands when recruiting new staff members. It is also important that those who are working with development projects get the

possibility to have English-studies during working hours. But this takes time. To run this project it is important that the Turkish Municipalities take good care of the staff members who are English speaking and give them time and responsibility to work in the project.

The translation of key documents will also be important to ensure wider readership/ownership of the project activities.

Every participant need to have as much information as possible. IMM has been pointed out as responsible for an updated mail list for all the actual partners. We have an agreement to answer mail as quick as possible. It seems to function very well.

III.Problems with continuation

A change of leading persons in the project is also a major problem and might harm the project badly. It could be the people having contact with Mayors or people producing material according to the activities listed above.

How these obstacles/possible weaknesses can be handled

No-one is employed in the Municipality for lifetime, but it is important that those who are working operationally in the project have the prerequisites to perform well and to do a good job in the project, and to be proud of the work done. This is a question that has to be discussed on a regular basis during the follow-up meeting each quarter.

A bi-monthly status letter will be the natural forum to follow up these questions.

IV.Dependent upon other organisations

A lot of the activities are dependent on decisions taken by other authorities.

One of the goals for this project about Strategic waste planning is an ambition, from IMM and the National Environment and Forest department, that the final product will be admitted as Guideline on SWM for all Municipalities in Turkey. The dissemination and promotion of these Guidelines will provide a useful 'test-case' for UMT to represent the interests of its members, as well as promoting reform in Turkey's municipal sector.

During the work on the SWMP and the Guidelines we have underlined the importance of transparent process by making it possible for participation of citizens and civic organisations in local decision making and activities.

How these obstacles/possible weaknesses can be handled

It is important that the organisations that the project is dependent on are invited to such cooperation and are well informed about the development of Tusenet project. We must strongly work to protect the existing Turkish resources not to be divided in an unsuitable way.

5.0 Follow-up, proposals/plans on how to measure the results.

The success of this partnership will ultimately be measured by how well the specific activities have contributed to the achievement of the project aims, namely:

- Enhance the knowledge of local politicians/staff on good management practice.
- Enhance civic participation in local decision making.
- Strengthen the municipalities and UMT in the safe-guarding of municipal interests.
- Enhanced knowledge in the municipalities about EU practices.

An assessment of the partnership's contribution to other horizontal and vertical project aims will also need to be undertaken.

The different projects and activities will be reviewed against the indicators outlined below during the joint work meeting held each quarter of a year. Log books on the project process will be written every month both from the Swedish and Turkish partners and interchanged.

Municipal competence and knowledge enhancement will be measured by observation. Furthermore, consultation with beneficiaries will help to outline perceptions of the most significant individual and institutional changes that have come about as a result of the project. These views will be used, discussed and summarized in an internal conference within the group.

The final study tour to Sweden 2009 will also be part of the process to give the participating municipalities knowledge's about EU practices. We focus this time more on the need of smart and intelligent communication processes. Besides there will also be some field studies.

5.1 Expected outcomes and results

The expected results are as follows:

Products

- Guide lines for production of SWMPs
- Example of SWMPs produced by participating municipalities.

Outcomes

- Increased understanding and experiences of how to produced anchored municipal plans
- Enhanced knowledge about EU practices.

Result	Indicator	When	Responsible
To measure our contribution to the overall TUSENET aims we will handle it in the following way: <ul style="list-style-type: none"> - Study tour to Sweden - Gender aspects 	No. participants in study tour Female participation in	Once a year. 2009	Stockholm IMM

<p>Stakeholder perception of 'Most Significant Change (Org)</p> <p>Stakeholder perception of 'Most Significant Change' (individual)</p>	<p>Municipal decision-making</p> <p>Stakeholder perception of 'Most Significant Change (organizational ie. Municipalities)</p> <p>Stakeholder perception of 'Most Significant Change' (individual ie. Municipal staff)</p>	<p>2009</p> <p>2009</p>	
<p>Draft Strategy for SWMP prepared for all three Municipalities</p>	<p>The project group finished the SWMP work</p>	<p>October 2009</p>	<p>Project group</p>
<p>Draft Strategy for SWMP for all three Municipalities tabled for discussion</p>	<p>Draft consulted by x internal stakeholders</p>	<p>October 2009</p>	<p>Project group</p>

Public and NGO participation in SWMP development	No of people/groups consulted	October 2009	The Turkish Municipalities in the project
Strategy for Sustainable Waste Management Plan agreed	Decision taken in each Municipal City council	October 2009	The three Turkish Municipalities in the project
Master plan 'good example' for SWMP agreed	The Ministry of Environment and Forrest has approved the Master plan - 'good example'	October 2009	IMM (It is for the moment unclear if this will be finished during this project period.
Master plan 'good example' used as a national policy advocacy tool	Dissemination and promotion by UMT	February 2010	Project group
Follow-up on utilisation of Good example	No. of cases of adoption of Good example	February - August 2010	UMT
Information in a Conference about awareness for special selected people and the following planned information to District Municipalities	List of participants, gender perspective and evaluation formula	December 2008	Municipalities in Turkey. Support from Stockholm and Nacka about creating programme and formula for evaluation
Adoption of public information approaches	No. of visible campaigns,	October 2009	The Turkish Municipalities in the

	media coverage, etc.		project
Strategy for implementation of SWMP Conference in February 2010	Create a programme , timetable for the implementation of each SWMP	November – December 2009	The project group
Study tour to Stockholm. We will focus on professional information and communication within administration and with the citizens. We will also focus on field studies about demolition waste and biogas.	Number of Participants	June 2009	City of Stockholm in cooperation with the project group

6.0 Documentation and reporting – instructions on regular reporting.

On the regular seminars held each quarter of a year the plans and activities will be followed-up and a bi-month report will be sent to all partners and SALA IDA.

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