



## **Workplan for the Umeå-Central Turkey Region network within the tusenet project**

### **1 The tusenet project**

#### **1.1 Overall project description**

The tusenet-project is a part of the Swedish programme för cooperation with Turkey – a programme aiming at strengthening the process of democratization a respect for human rights in Turkey and promoting closer links with European cooperation structures and common values.

The project is built on cooperation between six networks of Swedish-Turkish municipalities, involving 5 Swedish and 23 Turkish municipalities. The tusenet-project is implemented during the period of 2006 to 2010. Umeå has taken part in the project since 2007.

#### **1.2 The project 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.

#### **1.3 The aims of the project**

- 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.
- Taking into account the following horizontal themes in all project activities:
  - gender equality,
  - sustainable development,

- transparency, accountability, ethics and public participation in local administration,
- efficient service production, and
- 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 and according to the agreement.

## **2 The Umeå – Central Turkey network**

### **2.1 Background and objectives of the partnership**

The focus areas for this partnership are taxes, charges, budgeting, financial follow-up and monitoring, as well as skills and leadership development in HRM. During the seminars there has also been discussions about how to inform and communicate with the citizens.

The meetings during 2007 have been directed to knowledge transfer and information about municipal issues in general in Sweden and Turkey and on several lectures and discussion about the focus areas.

The Turkish municipalities expressed in the beginning of 2008 that they would like to concentrate on one issue at each seminar. They need strategic programmes for recruiting and training of staff, competence development, and also for phase-out of personnel. They also need to develop ideas on how to handle economic long-term planning, budgeting and economic follow-up. According to law every official institution in Turkey has to present a strategical plan for the next five years including municipalities. The content of this project serve as one of the tools to facilitate that process.

The Turkish visit to Umeå in February 2008 was concentrated on different Human Resources Management (HRM) issues. The visit also resulted in a programme for project activities during the rest of 2008 with the following objectives and frame content:

#### ***General objective:***

Increasing the quality and capacity in HRM

#### ***Specific objectives:***

1. Establishing a network between officials and experts in the municipalities for sharing good examples
2. Increasing the quality and efficiency of staff
3. Extending the intercultural learning between Turkey and Sweden

#### ***Expected results:***

Well educated municipal staff for preparing for an efficient and feasible HMR

Strengthen the staff performance and work results (performing management, career paths, motivation, incentives, communication, working conditions and job-descriptions)

Increasing and deepening cultural understanding  
 Employees experienced to work in an international environment.

### **Products**

| <b>Products</b>  | <b>Indicators</b>  | <b>Time</b> | <b>Responsible</b>     |
|--|--|-------------|------------------------|
| A handbook with methods and standard routines in HRM <ul style="list-style-type: none"> <li>• Competence planning</li> <li>• Leadership and management</li> <li>• Recruiting, maintaining and develop personnel</li> <li>• Health promotion</li> <li>• Rehabilitation</li> <li>• Jobenlargement</li> </ul> | The handbook produced and disseminated to other municipalities | By jan 2010 | All project partners   |
| A regional network of professionals  | An established network   | Oct 2009    | Turkish municipalities |
| A training programme for professionals in HRM  | Programme  | Oct 2009    | All project partners   |
| A sustained Turkish-Swedish partnership  | Renewed agreement  | Febr 2010   | All project partners   |

### **Activities:**

The instruments used in the project are training courses, on-the-job training, case-studies, work-shops, study visits, presentations, cultural events.

### **Kick-off Conference- Antalya February 2007**

The first initial meeting between partners hold in Antalya with the other city Sweden. During the confarence the partners worked on situational analysis in Turkish Municipalities. The brief information about partner cities were shared to other cities in the module partners.

### **Bursa Study Visit 20-21 May 2007**

After the situational analysis in Antalya during the Kick-off Conferance, the work contuniue in Bursa with the situational ananalysis of Turkish Municipalities in the area of Human Resource Management and Financial Management. The meeting of politicians from both part had chance to meet and discuss about he partnership.

During the visit, both part agree upon making an application possible the EU Funding Program for Civil Dialogue

### **Umea Visit 1 25-30 August 2007**

15 participants from 5 Turkish Municipalities has attended to the visit which hold on the subjects about the structure of Swedish Public Sector, Municipal Budgetting, Personal Policies. General Information about Umea and City Management in Umea.

### **Altidag Meeting 25-28 October 2008**

The meeting was about to share stystems in Human Resource Management and Coomunication with the citizens.

### **Umea Visit 2 25-29 February 2008**

18 participants has attented the visit which was bout the Personalpolicies-goals and implementation, Competence planning, Leadership and management in a Swedish municipality, Quality in service-production

### **Coordination Meetings**

As general, 3 coordination meetings took part in the project before the main visits and meetings in order to agree on on subjets and program.

### **Tepebasi Visit 10-13 June 2008**

The vist hold on subjects of overall theme economy- and financial administration and the presentations and discussions were concentrated under the following headlines: Economy in a Swedish municipality- budgeting, accounting an d economic planning Economy in a Turkish municipality – a comparison Sweden-Turkey, planning systems in a Swedish context – processes and plans in Physical and Economic planning and , Examples from a Swedish planning reality.

### **Side effects of tusenet**

### **TUSEPART**

Also the Umeå-Central Turkey partnership has worked out an application to the earlier mentioned the EU Programme. The title is Swedish-Turkish networking in Participatory Budgeting (TUSEPART), and aims at increasing the service quality, sharing good implementation methods and further develop the cooperation between the Turkish Municipalities and the City of Umeå. The project is approved with a budget of about 193 000 euro.

The implementation of this project has started on July 2008 and ending november 2009, fully program explained in the work plan. The general objective of the project is to strengthen the cooperation and networks between 5 Turkish Municipalities as the same as the Tusenet partners and Umeå in the area of Financial Management.

Specific objective of the TUSEPART project is to increase the service quality, sharing the good implementations and developing cooperations between 4 Turkish Municipalities (Osmangazi, Nilüfer, Yıldırım, Tepebaşı and Altındağ) and City of Umea, to increase the contributions of Turkish Local Authorities in the EU Accession Process of Turkey, and to increase the intercultural learning and cultural awareness between Turkish citizens and Swedish citizens.

### **Youth Projects**

During the period, Umea and some Turkish Municipalities from the Modelu has developed and implemented two youth exchange projects. Also in 2009, 6 young people ll come to Bursa to attend an International Youth Seminar on Youth Participation.

## Appendix

## Activity with timeline for the projects tusetnet and TUSEPART

| TIMELINE    | tusetnet   |           | TUSEPART  |          |
|-------------|--|-----------|---|----------|
|             | Activity   | Place     | Activity  | Place    |
| <b>2008</b> |  |           |   |          |
| 3-4 Jan     | Premeeting   | Nilüfer   |   |          |
| 25-29 Feb   | Seminars:<br>Personal policies-goals and implementation,<br>Competence planning,<br>Leadership and management in a Swedish municipality<br><br>Quality in service production | Umeå      |   |          |
| 25-26 April | Premeeting   | Yildirim  |   |          |
| 10-12 June  | Seminar: Comparison of budget processes in Turkey and Sweden<br><br>Economic and physical planning   | Tepebashi |   |          |
| 18-19 Aug   |  |           | Planning of the timeline of the project   | Umeå     |
| 10-11 Sept  | Meeting for coordination between Tusetnet and Tusepart projects  | Altindag  | Continued planning of project<br><br>Discussions of content and involvement of other parties in the project | Altindag |
| 22-23 Oct   |  |           | Inauguration conference<br><br>Presentation of the project  | Bursa    |

|           |   |        |  |       |
|-----------|---|--------|--|-------|
|           |   |        | Academic session   |       |
| Oct       |   |        | Publishing of WEB-site   |       |
| 10-15 Nov |   |        | <p>Study visit in Sweden:</p> <p>Budget process in a Swedish municipality</p> <p>Citizen's corner - the role of municipal library in local democracy</p> <p>How the city communicates with its citizens</p> <p>Role of the political parties in the budgetprocess</p> <p>Administration of taxes in Sweden</p> <p>Summing up</p> | Umeå  |
| 25-29 Nov |   |        | <p>Evaluation of the TUSEPART implementation process</p> <p>Participatory Budgeting experience in municipalities</p> <p>Debt management and long term investment planning</p> <p>Turkish tax system</p> <p>Gender sensitive budgeting in local government</p> <p>Presentation of Turkish political parties</p>                   | Bursa |
| Oct-dec   | <p>Exploring possibilities for job-shadowing</p> <p>Preparations for jobshadowing</p> | Umeå   |  |       |
| 3-4 Dec   | Half-time evaluation  | Amasya |  |       |
|           |   |        |  |       |

|               |  |        |   |          |
|---------------|--|--------|---|----------|
| <b>2009</b>   |  |        |   |          |
| 7-9 Jan       |  |        | Strategy Determination Meeting                  | Tepebasi |
| Jan-Sept      | Exchange of civil servants   |        |   |          |
| April         | Seminar: Recruiting, maintaining and develop personal  | Umeå   |   |          |
| 28-29 May     |  |        | Coordination meeting                            | Umeå     |
| Aug           |  |        | Seminar with surrounding Swedish municipalities | Umeå     |
| Sept          | Seminar: Health promotion, rehabilitation, job-enlargement   |        |   |          |
| 28 Sept-3 Oct | Heads of departments in the city of Umeå will make a study tour to all cooperating municipalities in Turkey (costs not included in the projects) |        |   |          |
| 5-7 Oct       |  |        | General Evaluation meeting                      | Antalya  |
| 8-9 Oct       |  |        | Final Report                                    | Antalya  |
| <b>2010</b>   |  |        |   |          |
| Jan           | Workshops<br>Seminars: how to introduce HRM in the organisation  | Umeå   |   |          |
| April         | Final evaluation of the project  | Turkey |   |          |