



This Project is co-financed by  
the European Union and the Republic of Turkey





**Union of Provinces and Town Twinning Booklet can be accessed online at the following link:**

<http://www.yereldeab.org.tr/sehireslestirme/Yayinlar.aspx>

*This booklet was prepared within the scope of the project titled "Town Twinning between Turkey and the EU" implemented by the Directorate for EU Affairs with the co-financing of the European Union and the Republic of Turkey under the Instrument for Pre-accession Assistance (IPA II). The content of this publication does not reflect the official views of the above mentioned institutions.*

*The original text of the booklet was drafted in Turkish.*

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## LIST of ABBREVIATIONS

<b>ADF</b>	Assembly of the Departments of France French Departments ( <i>Assemblée des Départements de France</i> )
<b>AER</b>	Assembly of European Regions
<b>ALDA</b>	European Association for Local Democracy
<b>APW</b>	Association of Walloon Provinces ( <i>Association des Provinces Wallonnes</i> )
<b>ARLEM</b>	Euro-Mediterranean Regional and Local Assembly ( <i>Assemblée Régionale et Locale Euro-Méditerranéenne</i> )
<b>BGUSRDNS</b>	Regional Development National Strategy 2014-2023 ( <i>Bölgesel Gelişme Ulusal Stratejisi 2014-2023</i> )
<b>CEMR</b>	Council of European Municipalities and Regions
<b>CEPLI</b>	European Confederation of Local Intermediate Local Authorities ( <i>Confédération Européenne des Pouvoirs Locaux Intermédiaires</i> )
<b>CFCU</b>	Central Finance and Contracts Unit
<b>CONGRESS</b>	Council of Europe Congress of Local and Regional Authorities
<b>CoR</b>	Committee of the Regions of EU
<b>CPMR/CRPM</b>	Conference of Peripheral Maritime Regions
<b>CSNGO</b>	Non-Governmental Civil Society Organization
<b>DLT</b>	German County Association ( <i>Deutscher Landkreistag</i> )
<b>ENPE</b>	Union of Greek Regions ( <i>Ένωση Περιφερειών Ελλάδας</i> )
<b>EU</b>	European Union
<b>EUROMONTANA</b>	European Association of Mountain Areas
<b>FEMP</b>	Federation of Spanish Municipalities and Provinces ( <i>Federación Española de Municipios y Provincias</i> )
<b>IPA</b>	Instrument for Pre-accession Assistance
<b>IPO</b>	Association of Netherlands Provinces ( <i>Interprovinciaal Overleg</i> )
<b>KENTGES</b>	Integrated Urban Development Strategy and Action Plan 2010-2023
<b>MEWA</b>	Middle East and West Asia
<b>MÖÖSZ</b>	National Association of County Local Governments of Hungary ( <i>Megyei Önkormányzatok Országos Szövetsége</i> )

<b>PRAG</b>	Practical Guide on Contract Procedures for European Union External Action
<b>PURPLE</b>	Peri-urban Regions Platform Europe
<b>SDG</b>	Sustainable Development Goals
<b>SPA</b>	Special Provincial Administration
<b>TWIN</b>	Town Twinning Between Turkey and the EU Project
<b>UCLG</b>	United Cities and Local Governments
<b>UMT</b>	Union of Municipalities of Turkey
<b>UNCJR</b>	National Union of County Councils of Romania ( <i>Uniunea Nationala A Consiliilor Judetene Din Romania</i> )
<b>UP</b>	Union of Provinces
<b>UPI</b>	Union of Provinces of Italy ( <i>Unione Province d'Italia</i> )
<b>VİBEM</b>	Provincial Union Continuing Education Center of the Union of Provinces
<b>VNG</b>	Union Association of Netherlands Dutch Municipalities ( <i>Vereniging van Nederlandse Gemeenten</i> )
<b>VVP</b>	Union Association of Flemish Provinces ( <i>Vereniging Vlaamse Provincies</i> )
<b>YİKOB</b>	Investment Monitoring and Coordination Directorate
<b>ZPP</b>	Union of Provinces of Poland ( <i>Związek Powiatów Polskich</i> )

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## 1. Introduction

The Project Town Twinning between Turkey and the European Union (TWIN) is a technical assistance project implemented by the Directorate for EU Affairs with co-financing from the European Union (EU) and the Republic of Turkey under the Instrument for Pre-accession Assistance (IPA II).

The overall objective of the project is to increase the administrative capacity at local level in Turkey's EU accession process by creating sustainable structures for exchange between local authorities in Turkey and the EU Member States.

In order to contribute to achieving this objective, various activities based on the method of town twinning are designed within the context of this project. Some of these activities focus on the exchange of information and experience through a series of events including training programmes, workshops, study visits, and an internship programme, which are conducted domestically and abroad. In addition, a grant scheme is implemented to enable the acquisition of practical experience and to establish sustainable co-operation networks in the field of town twinning. Furthermore, a number of analyses and evaluation activities are envisaged to support and complement all these activities. Promotion and awareness-raising activities in relation to town twinning and the EU acquis are also incorporated within the context of the project.

The preparation of a booklet focusing on the Union of Provinces that provided close support and direct contribution to the whole process as one of the key stakeholders of implementation has not been envisaged as one of the project activities geared toward increasing awareness and visibility but was carried out as an additional sub-activity, which was brought to the agenda during implementation, and it aims to increase awareness and knowledge about the comprehensive activities carried out by the Union of Provinces in this area. With the purpose of conveying in a simple and concise manner the basics about the structure and the functioning of the Union of Provinces, which is the only representative of the intermediate level local governments at the central level<sup>1</sup> in Turkey, the booklet is targeted to become one of the main resources for relevant officials in Turkey as well as for representatives visiting from abroad to carry out work in this field.

Union of Provinces and Town Twinning Booklet prepared in this context is presented to a broad spectrum of readers including in particular the officials of local governments, as well as the representatives from all public institutions, civil society organizations, and employees of the private sector.

The booklet begins by providing general information in relation to the project. Then, basic information is provided about the structure and functioning of the Union of Provinces, the basic services it offers, and the town twinning activities it has supported within the scope of its foreign relations and the project. In the next section, the main policy documents in the EU and in Turkey regarding the duties of intermediate level local governments are presented, and examples from similar intermediate level local government associations in the EU are given.

This booklet prepared by compiling information from a variety of resources is expected to contribute to increasing the awareness on the duties and powers of the Union of Provinces. In this way, information and experiences to be obtained and shared through meaningful and effective cooperation to be developed at both national and international level, and particularly with EU, are going to provide important input to furthering the improvement of living standards in every aspect, and to pave the way for better quality, more effective, and more efficient service delivery at local level in Turkey.

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<sup>1</sup> The provincial level can be regarded as the intermediate level, which is the first step of the territorial administration between the central government at the country level and the municipal administrations at the urban level.



## 2. General Information on the Project

The project on Town Twinning Between Turkey and the European Union is designed to encompass an implementation period of 32 months between 6 April 2018 and 5 December 2020.

The main Beneficiary of the project is the Directorate for EU Affairs. The key stakeholders of the project consist of the General Directorate of Local Governments within the Ministry of Environment and Urbanism, the Union of Municipalities of Turkey (UMT), and the Union of Provinces. The Central Finance and Contracts Unit (CFCU) is the Contracting Authority of the project.

The target groups of the project consist of the Directorate for EU Affairs and the key stakeholders mentioned above as well as the local authorities in Turkey and the grant beneficiaries (local governments from Turkey and EU countries).

Technical Assistance for the Project is provided by WYG Turkey, in consortium with Tetra Tech International Development B.V., WEglobal, and VNG International.

The purpose of the project, with the overall objective to increase administrative capacity at local level in Turkey's EU accession process, is to create sustainable structures for exchange between local authorities in Turkey and EU Member States in areas relevant for EU Accession.

The activities planned for the two-year implementation period of the project are envisaged to focus on the following four areas:

1. Improving the capacity of key institutions for town twinning initiatives with the EU (the Directorate for EU Affairs, the Ministry of Interior, the General Directorate of Local Governments within the Ministry of Environment and Urbanism, the Union of Municipalities of Turkey, and the Union of Provinces), and preparing a road map to give guidance for further structural improvements.
2. Sustaining and improving the relations between key partners in the EU member countries and Turkey for town twinning.
3. Improving the capacity of Turkish local authorities in areas relevant for EU accession and disseminating best practices.
4. Increasing the quantity and quality of town twinning initiatives involving Turkish local authorities, including promotion of involvement of key stakeholders such as non-governmental organizations and citizens at local level.

The project activities are grouped under two components; the first component focuses on “technical assistance for the implementation of the grant scheme” and the second component focuses on “capacity building activities”. Component 1 encompasses the activities for the implementation of the grant scheme under which local governments from Turkey and the EU carry out small-scale town twinning projects together as beneficiary and co-beneficiary. Component 2 primarily focuses on capacity building activities and comprises a series of analyses, evaluation studies, and training activities in the areas of town twinning and EU acquis.

Detailed and up-to-date information on the activities conducted under the project are provided in the “Yerelde AB” website ([www.yereldeab.org.tr](http://www.yereldeab.org.tr)), which is the main online portal in relation to the EU harmonization activities at the local level.



### 3. General Information on the Union of Provinces

In this section, general information about the structure and functioning of the Union of Provinces, the services it provides to the special provincial administrations (SPAs) and to the investment monitoring and coordination directorates (YİKOBs), and the foreign relations of the Union of Provinces are presented. This information, compiled in line with the relevant legislation and the resources provided by the Union of Provinces, draws the general framework for the structure and functioning of the Union of Provinces.

#### 3.1 Structure and Functioning of the Union of Provinces

The Union of Provinces was established in 1985 as the Union of Provincial Services. Law No. 5355 regulates the nationwide unions as follows:

##### **Law No. 5355 on Unions of Local Authorities**

###### *Founding nationwide unions*

**Article 20-** Only one nationwide union for special provincial administrations and another for municipalities may be founded to represent the respective groups of local governments in order to protect the interests of local governments, assist their development, train their personnel and provide opinion in legislative preparations on local governments. This shall not prevent founding other unions of local governments for the same purposes less than nationwide. The special provincial administrations and municipalities shall be natural members to their respective nationwide union. Investment monitoring and coordination directorates shall become members of the nationwide union consisting of special provincial administrations, and carry the same rights, powers and duties.<sup>2</sup>

The nationwide unions may, in addition to the objectives indicated in the first paragraph, provide guidance to local governments; encourage assistance and cooperation between local governments, exchange of technical knowledge and administrative experiences, assist in dissemination of best practices.

[...]

Of the unions indicated in the first paragraph, the union assembly for the special provincial administrations shall be composed of the provincial governors, and members at the number indicated in the union charter to be elected from among the members of each general provincial council.

The membership fee to be paid by a member local government to the unions indicated in the third and fourth paragraphs shall be determined by the union council as a ratio of the last finalized budget of such governments and be paid to the union by the entity which distributes the apportionments from the general budget tax revenues to such local governments upon the request of the union.

Special provincial administrations and investment monitoring and coordination directorates are natural members of the Union of Provinces, which have administrative and financial autonomy under Law No. 5355.

The Union of Provinces is based in Ankara, and its Charter lists the goals and duties of the Union as follows:

- a) Providing guidance to special provincial administrations and investment monitoring and coordination directorates,

<sup>2</sup> In accordance with Article 31 of Law No. 7148 dated 18.10.2018 on Making Amendments to Highway Traffic Law and Certain Laws, YİKOBs have become members of the Union of Provinces with the same rights, powers and duties as the special provincial administrations.

- b) Protecting the interests of special provincial administrations and investment monitoring and coordination directorates and assisting their development,
- c) Promoting assistance and cooperation, technical and administrative experience information exchange among special provincial administrations and investment monitoring and coordination directorates in their fields of activity,
- d) Assisting the dissemination of good practice examples,
- e) Organizing vocational and skills training for elected and appointed personnel and officials of special provincial administrations and investment monitoring and coordination directorates,
- f) Providing opinions in the preparation of laws concerning local governments and investment monitoring and coordination directorates,
- g) Providing technical support to the development of information and technology applications of special provincial administrations and investment monitoring and coordination directorates,
- h) Following the developments about local government in the world; carrying out activities such as research and development, conference, seminar, panel, roundtable meeting, and technical and vocational visit on issues concerning special provincial administrations and investment monitoring and coordination directorates,
- i) Publishing and having published books, magazines, bulletins and similar printed materials related to the fields of activity of local governments and investment monitoring and coordination directorates,
- j) In order to perform the services stipulated in the law; cooperating and carrying out joint service projects with public institutions and organizations, universities, public professional organisations and civil society organizations that perform duties and services in the fields of activity of local governments and investment monitoring and coordination directorates,
- k) Cooperating with international organizations and foreign country local government associations, institutions and similar organizations operating in the fields of activity of local government and investment monitoring and coordination directorates; carrying out joint projects; becoming member of such organizations when necessary; helping protect and develop the interests of local governments; mediating the relations of the union members with these organizations and local governments of the other countries when necessary,
- l) Contributing to the activities and preparations in the European Union process that our country should carry out about local administrations and investment monitoring and coordination directorates; helping members of the Union benefit from grants, technical assistance, twinning and similar programs and opportunities of the European Union,
- m) Constructing or ensuring the construction and operation of facilities for economic, touristic, cultural, sports, educational and social purposes; establishing enterprises and companies, and cooperating with the central administration when necessary for that purpose. Supporting the restoration works of buildings that are historical buildings in order to protect public cultural assets. In addition, establishing foundations and being party to existing foundations,
- n) Establishing facilities under the name of province house for “education and morale” in the provinces, acquiring movable and immovable property, renting, leasing, or using them jointly,
- o) Constructing and having constructed schools and dormitories for students studying in primary and secondary education institutions; renting, operating, making operate or jointly using the dormitories whose construction is completed,
- p) Ensuring the establishment of facilities related to health issues and to cooperate with the central administration on these issues,
- q) Carrying out all kinds of activities and initiatives that will contribute to the development of special provincial administrations and investment monitoring and coordination directorates in accordance with the relevant legislation and the provisions of this charter.

The organs of the Union of Provinces are defined in the Charter as the Union Assembly, the Union Council and the President of the Union.

**The Union Assembly** consists of the governors of the provinces where the Union members are located and one member elected by secret ballot from the general provincial council members in the provinces with special provincial administration.

**The Union Council** consists of seven principal members, including the President of the Union and three governors to be elected for a year from the Assembly's own members, and three provincial assembly members. The Union Council elections are held by secret ballot in May, during the beginning of term meeting. Persons whose term of office has expired may be re-elected.

**The President of the Union** is the Deputy Minister of the Ministry of Interior and is the head of the Union administration and representative of the legal entity.

The organisation of the Union of Provinces consists of the Secretariat-General, Registrar's Office, Financial Services Department, Strategy Development Department, and Human Resources and Training Department (Figure 1). The President of the Union determines with a directive which tasks they have transferred to the Secretary-General. The Secretary-General of the Union organizes and conducts the services of the Union in the name of the President and in line with his orders, according to the legislative provisions, the decisions of the Union Assembly and the Union Council, the objectives and policies of the Union, the strategic plan and the annual work program.

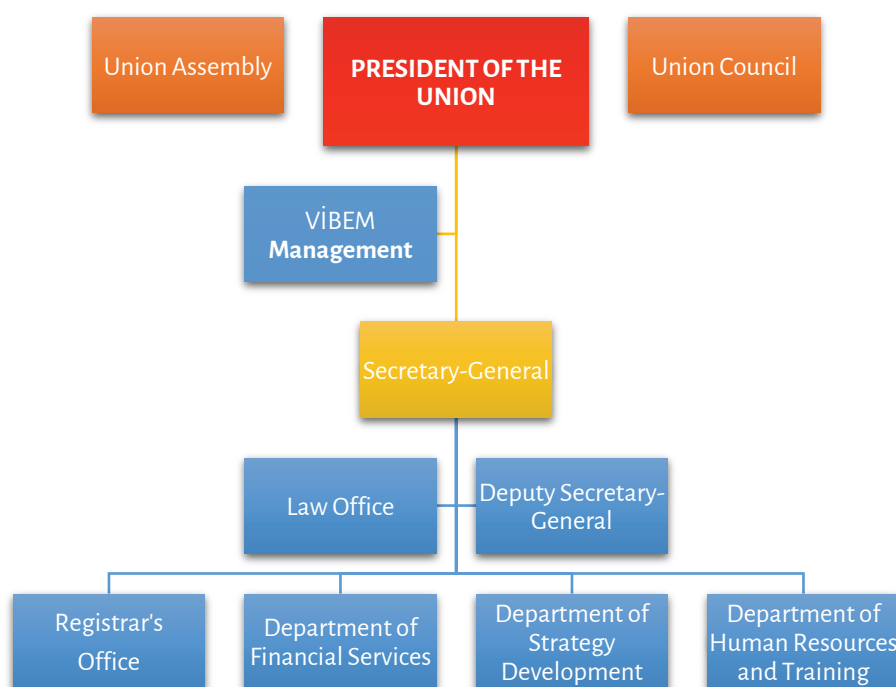


Figure 1: Organization chart of the Union of Provinces

The members of the Union of Provinces pay one percent of their finalized budgets to the Union as a contribution to the Union's operating expenses.

### 3.2 Services Provided by the Union of Provinces to Special Provincial Administrations (SPAs) and Investment Monitoring and Coordination Directorates (YİKOBs)

The mission and vision of the Union of Provinces are stated in the 2018 Annual Report prepared in accordance with the Law No. 5018 on Public Financial Management and Control:

### Mission

Increasing the service quality of our members, protecting their rights and interests and carrying out stakeholder-oriented activities based on global, national and regional developments.

### Vision

Being a Union that can think globally and act locally by working together with our members by emphasizing the understanding of citizen-orientation and citizen satisfaction.

The areas determined as their strategic objectives are listed below:

- 1) Ensuring the institutionalization of the Union of Provinces.
- 2) Increasing the recognition of the Union of Provinces and strengthen internal and external communication.
- 3) Ensuring that the Union of Provinces can use its resources effectively and efficiently.
- 4) Contributing to the development of its members and to increase the quality of the social, economic, technical and environmental services they offer.
- 5) Developing projects within the framework of social responsibility with the understanding of “service to the society and citizen-orientation” within the scope of the area of operation, ensuring project development by its members or supporting developed projects.
- 6) Developing training and guidance activities for its members.
- 7) Representing its members in the field of local government at national and international level, cooperating with relevant national and foreign institutions and organizations, and conveying good examples to their members within the scope of their duties.

Guidance and capacity building activities are among the primary services that the Union of Provinces provide to its members. The Union of Provinces Continuing Education Centre (VİBEM), which was established in 2008 for this purpose, organizes seminars, workshops and distance education programs in many different fields for the elected and appointed special provincial administration officials and YİKOB officials. It is aimed at strengthening local decision making and service delivery processes by implementing training programs covering various topics such as zoning, public works, business licenses, inspection, public procurement legislation, financial services, plan and budget, environment, energy, health, agriculture, human resources, European Union programs and individual development and by mediating the sharing of good practice examples by the Union of Provinces.

The Union of Provinces also provides the following services to special provincial administrations and YİKOBs:

- Construction of student dormitories.
- Construction of kindergartens.
- Support to the protection of cultural heritage and restoration of historical monuments.
- Construction of cultural centres.
- Operation of the Guest House facilities.



### 3.3 International Relations of the Union of Provinces

The international relations of the Union of Provinces are carried out in accordance with Article 74 of the Law No. 5393 on Municipality, which is stated below.

#### Law No. 5393 on Municipality

##### International Relations

**Article 74-** Subject to the resolution of the municipal council, the municipality may be a founding member or member of international organisations or bodies concerned with matters relating to the municipality's purview.

The municipality may carry out joint activity and service projects, or may establish town twinning relationship with such organizations and bodies, and with foreign local authorities.

Activities conducted under the terms of the first and second paragraphs shall be undertaken in a manner consistent with foreign policy and with international treaties, and be subject to prior authorisation by the Ministry of Environment and Urbanism<sup>3</sup>.

International relations, the framework of which is drawn up in accordance with Articles (h), (k) and (l) of the Charter, are carried out by the Strategy Development Department. The activities at the level of the Council of Europe, of which our country has been a member since 1950, are the main activities of the related processes. Together with UMT, the Union of Provinces undertakes the secretarial duties of the Congress of Local and Regional Authorities of the Council of Europe (CONGRESS) in Turkey and represents intermediate level local governments of Turkey before the CONGRESS.

The representatives of the Union of Provinces also attended overseas study visits organized within the scope of Town Twinning Between Turkey and the EU Project. During these visits, prospective cooperation opportunities were discussed among the Union of Croatian Provinces ([www.udruga-gradova.hr](http://www.udruga-gradova.hr)), the Association of Czechia Regions (<http://www.asociacekraju.cz>), and the Union of Provinces.

### 3.4 Town Twinning Activities Supported by the Union of Provinces

Town twinning activities supported by the Union of Provinces are also carried out in accordance with Article 74 of the Law No. 5393 on Municipality mentioned above. Four of the 23 town twinning projects implemented under the Town Twinning Between Turkey and EU Project were conducted at the governorate and district governorate level. Detailed information on these projects is provided below.

Table 1: Town Twinning projects under 'Town Twinning Between Turkey and the European Union Project'

Project beneficiary	Partner in EU	Project topic	Approximate budget (euros)
Governorate of Izmir	Ripalimosani – Campobasso, Italy	Strengthening local administrations for migration management	144,000
Governorate of Osmaniye	Sofia, Bulgaria	Sharing information between local and regional administrations for success in harmonization with the EU	115,000
District Governorate of Suluova (Amasya)	Daugavpils, Latvia	Inter-city cooperation for environmental protection	139,000

<sup>3</sup> In accordance with the protocol signed between the Ministry of Interior and the Ministry of Environment and Urbanism, the Ministry of Interior is authorized for the operation and procedures concerning the unions of local authorities.

Project beneficiary	Partner in EU	Project topic	Approximate budget (euros)
District Governorate of Tavşanlı (Kütahya)	Maritsa - Plovdiv, Bulgaria	Cooperation for new opportunities	109,000

Concrete outputs have been achieved in the following areas through sustainable partnerships created by the town twinning activities listed above:

- Workshops were organized at various scales in order to share experiences and transfer expertise in Turkey and abroad.
- Collaborations and awareness-raising activities were organized with educational institutions, professional organizations, private sector and civil society organizations.
- Study visits were organized abroad to strengthen the capacities of local government officials.
- Training programs were designed and implemented to improve local decision-making and service delivery processes.
- Information was shared on EU policies and the EU harmonization process and local governance.
- Publications were prepared on healthy environment and waste management.
- Long-term partnership strategies were developed.
- Web sites and social media channels were created to strengthen information sharing and communication in related areas.



## 4. Role of Unions Established by Intermediate Level Local Governments in EU and in Turkey

Local authorities develop cooperation in a wide range of fields and at different scales through various unions they have established at regional, national and international levels; they work in coordination to create solutions to common problems, and contribute to improving living standards by increasing the quality of local services. This section first focuses on the main policy documents on the subject, and then gives examples from similar intermediate level local government unions in the EU.

### 4.1 Related Basic Policy Documents

The main international policy document concerning local government unions is **Sustainable Development Goals** (SDGs) set by the United Nations in 2016. Although most of the 17 objectives can be considered to have relevance to local governments, the Goal 11 titled “Sustainable Cities and Communities” is directly related to local governments. The targets listed under this goal and expected to be achieved by 2030 are as follows:

1. By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.
2. By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.
3. By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.
4. Strengthen efforts to protect and safeguard the world’s cultural and natural heritage.
5. By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations.
6. By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.
7. By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.

The three larger-scale targets set as complementary to these objectives are listed below:

- A. Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning.
- B. By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels.
- C. Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials.

The **New Urban Agenda** adopted by the United Nations in 2016 also sets out the policy principles and priorities adopted at the international level with the 'Quito Declaration on Sustainable Cities and Human Settlements for All' and 'Quito Implementation Plan for the New Urban Agenda'.

In 2013, a Forum of Regions<sup>4</sup> was established within the United Cities and Local Governments (UCLG) in order to obtain direct contributions from intermediate level local governments and to strengthen their roles in the international agenda in achieving the goals and targets set within the scope of SDGs and the New Urban Agenda.

<sup>4</sup> For more information: <https://www.uclg.org/en/forum-regions>



Regarding local governments, the main policy document at EU level is the **Urban Agenda for the EU** launched with the Pact of Amsterdam adopted in 2016. The Urban Agenda for the EU, which aims at better regulation, better funding, and better knowledge for improving decision-making and service delivery processes at the local level, focuses specifically on:

1. Inclusion of immigrants and refugees.
2. Air quality.
3. Urban poverty.
4. Housing.
5. Circular economy.
6. Jobs and skills in the local economy.
7. Climate adaptation and green infrastructure solutions.
8. Energy transition.
9. Sustainable use of land and nature-based solutions.
10. Urban mobility.
11. Digital transition.
12. Innovative and responsible public procurement.

By establishing partnerships between the levels of government in the areas determined within the framework of the Urban Agenda for the EU, action plans are developed with participatory methods and activities are carried out to achieve the set goals.

The main policy document in Turkey on this subject is the **Eleventh Development Plan**. Some of the targets and policies determined concerning local governments within the scope of the plan are presented below:

- Stable and Strong Economy
  - Governance processes of state-owned enterprises and local administrations will be improved and fiscal implementations will be controlled within the framework of sustainability.
  - Own revenues of local governments will be increased in order to strengthen their financial structures.
- Competitive Production and Productivity
  - The applications of local administrations regarding investment permits will be reviewed and simplified, complicating applications will be removed, and e-municipality applications will be uniformized by generalizing.
  - In order to strengthen public investment management process, perform necessary interventions on time and achieve more effective results, standardization will be assured over the processes of preparation, implementation, monitoring and evaluation of investment projects, including public-private sector cooperation, across all public institutions including local administrations and institutional capacity will be enhanced.
  - A monitoring and evaluation unit will be established within the Presidency for the investment projects and related expenditures of all public institutions, including local administrations.
  - The architecture relating to Intelligent Transportation Systems (ITS), which ensures energy and time saving in the road network, traffic safety, and efficient use of highway capacity will be completed and put into practice.
- Qualified People, Strong Society
  - Local administrations will support the practices aimed at increasing youth employment by taking into consideration the work and labour potential in their regions.
  - The accessibility of the social assistance in rural areas will be facilitated, and the role of local administrations in this field will be increased.
  - The branding practices of local administrations and the related public institutions for important spaces that add identity to the city will be encouraged and expanded.
  - The role of local administrations, the private sector and civil society in the provision of cultural and artistic services will be strengthened.
  - The integrity and the inter-institutional coordination will be ensured in long-term home care services provided by different institutions, and arrangements will be made to enable local administrations to take a greater role in the provision of services.

- Liveable Cities, Sustainable Environment
  - In order to improve the original identity of the cities; a support program for local administrations will be developed by İller Bankası A.Ş. (İLBANK) to preserve and revitalize natural, historical and cultural values.
  - In order to increase accessibility and security of public spaces, local administrations will be supported to perform needs analysis for vulnerable groups on neighbourhood basis and to improve service quality.
  - Spatial planning system will be developed within the framework of principles and rules determined in cooperation with central institutions to include effective participation mechanisms at neighbourhood level and monitoring and auditing processes; where planning and implementation carried out by local administrations will be taken as a basis.
  - Institutional, technical and legal infrastructure will be strengthened to establish and share urban data infrastructure at provincial, district and neighbourhood scale.
  - Local administrations will be encouraged to prepare smart city strategies and road maps, smart city projects will be selected and implemented by taking into account the prioritized areas and capabilities at national level and development of domestic production for smart city applications will be supported.
  - Guidance with regard to National Smart City Strategy and Action Plan will be provided to local administrations to prepare smart city strategies and road maps.
  - Dissemination of the renewal of historical urban centres and creating a shared financing model with local administrations in urban transformation implementations will be provided and in 81 provinces historical city centres will be transformed in a way to emphasize the identity of the city and their designs will be realized with horizontal architecture and people-oriented approach.
  - Each provincial border will be equipped with water and sewerage administrations, which previously established only within the borders of the metropolitan municipalities, through legislation.
  - Domestic solid waste recovery and disposal facility projects and transfer station projects that local administrations within adequate financial power have difficulty in financing will be supported within the scope of a program.
  - In order to meet the local infrastructure and superstructure needs of the villages, financial support will be provided for construction of high quality and accessible road network, drinking water, wastewater facility, small irrigation facility within the within the scope of KÖYDES for non-metropolitan provinces and Rural Infrastructure Project of Metropolitan Cities (KIRDES) for cities with metropolitan municipalities, settlements returning from villages and towns to the neighbourhood.
  - By clarifying the duties, authorities and responsibilities of institutions and organizations on environment, coordination and cooperation between public, private sector, local administrations and NGOs will be improved, environmental awareness of the society will be increased and effective environmental management will be ensured.
  - Legislative studies will be carried out in order to improve the harmonization of public institutions and organizations with each other and local administrations in their authorities and duties, to eliminate conflicts and to strengthen coordination and cooperation with other stakeholders in implementation.
  - Air quality action plans will be prepared at local level and legislation on pollution and emission control will be updated.
  - Local disaster prevention projects for disasters that have occurred or are likely to occur will be prepared and implementation capacity will be increased.
  - Local post-disaster recovery plans will be prepared for high-risk areas.
  - Social awareness against disasters and emergencies will be increased and capacities of the units responsible for disaster management at local level will be strengthened.
  - Technical and administrative capacities of local disaster management units will be strengthened.
- Rule of Law, Democratization and Good Governance
  - It is aimed to increase the capacity of local administrations to provide services and to restore a more transparent and accountable structure in order to carry out public services by the administrative units closest to citizens and to increase the citizen satisfaction.
  - Decision-making processes such as zoning changes, resource allocation and prioritization will be made transparent in local administrations and will be published online.
  - The audit and accountability mechanism will be strengthened in local administrations, including the affiliated and subsidiary companies.
  - Alignment between the priorities of the local administrations' strategic plans and resource allocations will be increased.
  - A method will be developed to standardize local administration services and supervise compliance with these standards.

- Administrative, financial and technical minimum standards of the services of local administrations will be determined; and legislation on the implementation of these standards will be made.
- The level and capacity of specialization of human resources in local administrations will be increased.
- Trainings will be provided to improve the qualifications of personnel working at local administrations.
- The participation mechanisms of disadvantaged groups in the representation and decision-making processes of the local administrations will be strengthened, a certain amount of participation will be ensured in the city councils, and the needs of these groups will be taken into consideration more in the provision of local services such as public voting in important decisions to be taken.
- Local administrations will be restructured to increase efficiency of their service provision.
- The optimum service and geographical area size will be determined for local administrations, and modelling and legislation study will be carried out for the restructuring of local administrations based on multiple-criteria classification system in accordance with local service requirements.
- Sustainability of the settled areas in villages will be ensured and service access will be facilitated in the metropolitan areas where villages turn into neighbourhoods.
- The urban well-being and security will be strengthened by taking into account the characteristics and dynamics of the cities in the provision of local administration services.
- Local administrations' projects on urban well-being and security will be supported.
- Mechanisms will be established to enable the regulations and measures to be made for stray animals, and local administrations' projects on rehabilitating stray animals will be supported.
- Quantity and quality of local government services provided through e-Government Gateway will be increased.
- Cooperation and coordination between central agencies and local governments in e-government activities will be increased.
- Current legislation regarding the collection and reporting of development assistance data provided by public institutions, local administrations and non-governmental organisations will be updated.
- In order to ensure the follow-up and review and the coordination of SDG implementation at national level, the National Sustainable Development Coordination Board will be established under the Presidency of Strategy and Budget in a flexible structure for the participation of representatives of local administrations, academia, private sector and non-governmental organisations in addition to related public institutions.

**The 2020 Presidential Annual Program** also sets out the annual measures, the institutions to cooperate with the responsible institution, and the activities and projects to be carried out in accordance with the objectives and policies within the Eleventh Development Plan.

The main national policy document addressing spatial policies is the **Regional Development National Strategy** (BGUS) covering the years 2014-2023. This document defines the development goals and new regional policy of Turkey and determines the principles and general objectives of regional development. The principles to be taken as basis within the scope of BGUS are as follows:

- 1) Compliance and complementarity with national priorities
- 2) Equal opportunity in development
- 3) Sustainability
- 4) Productivity
- 5) Participation, cooperation and partnership
- 6) Multi-level governance
- 7) Decentralisation and subsidiarity

The regional development vision and objectives determined in line with these principles are presented in Figure 2.

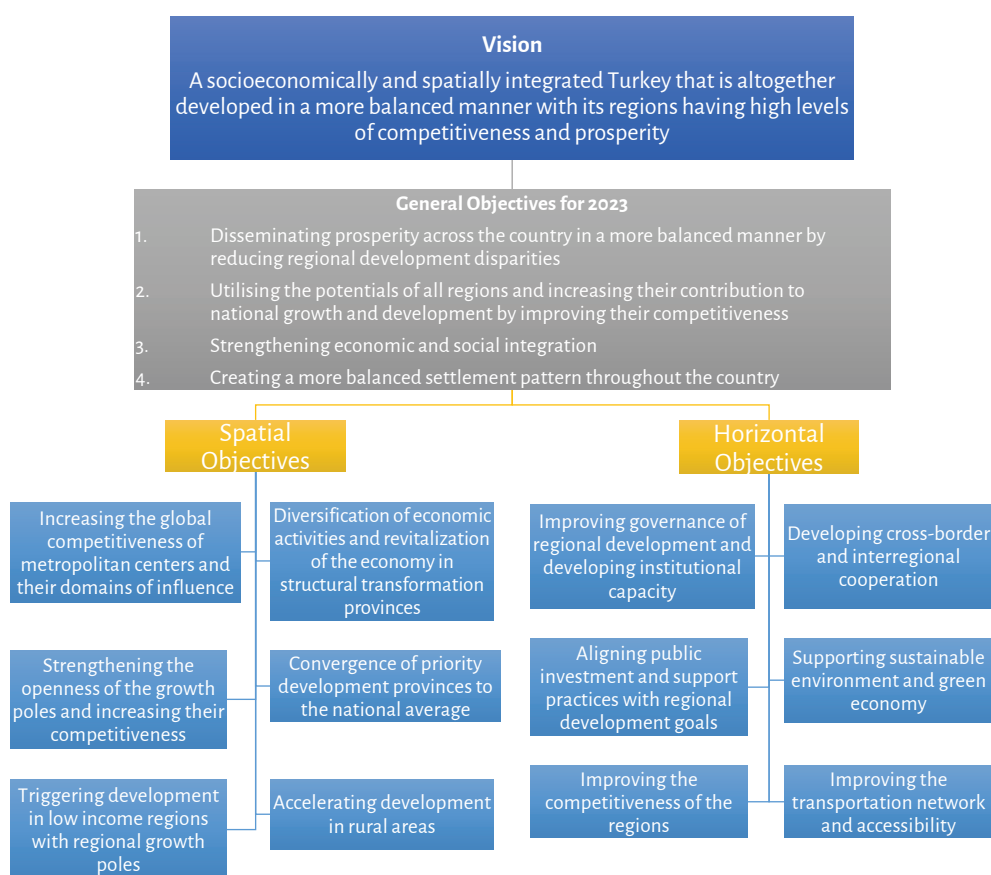


Figure 2: Vision and objectives of the Regional Development National Strategy

Another policy document at the national level that directly concerns local governments is the **Integrated Urban Development Strategy and Action Plan** (KENTGES). Some of the strategies and actions determined for local administration unions and special provincial administrations within the scope of this document prepared to cover the years 2010-2023 are as follows:

Strategy 1.4: The capacities of local governments will be strengthened in relation to spatial planning and implementation in compliance with their expanding duties, powers and responsibilities.

Action 1.4.2: Capacities of the units responsible for spatial planning and implementation in the special provincial administrations will be developed.

Action 1.4.4: Occupational and technical training programs will be given to technical personnel in the municipalities and special provincial administrations.

Strategy 3.2: Special attention will be paid to make sure balanced and fair distribution in the implementations of land and area arrangement, and new applications will be developed including transformation practices.

Action 3.2.2: In transformation practices, diversification of land and area arrangement methods as well as implementations by ad valorem arrangements will be encouraged.

Strategy 3.3: It will be ensured that constructions will be made in such a way to be safe, of high-quality and free from man-made and environmental health risks in accordance with the international standards.

Action 3.3.2: The studies on developing environmentally-friendly construction processes and methods will be carried out.

- Strategy 5.1: In the work of spatial planning, policies, programs and plans will be developed in relation to comprehensive transport systems that may be implemented according to the size of settlements.
- Action 5.1.2: Urban transportation plans will be drawn up and implemented by protecting environmental, technical, economic and social values.
- Strategy 6.1: Integrated implementation will be ensured for urban infrastructure plans, projects and applications with spatial planning.
- Action 6.1.2: In plan amendments, the “urban technical infrastructure impact assessment report” will be drawn up.
- Strategy 9.1: In the process of urbanization and spatial planning, approaches which adopt protection of natural and cultural assets will be encouraged.
- Action 9.1.2: Within the scope of protection activities, traditional and local construction materials and technologies will be improved.
- Strategy 11.2: : The processes intended to reduce risks will be made effective by identifying disasters hazards and risks.
- Action 11.2.2: Integrated hazard maps will be drawn up.

Together with these basic policy documents that are directly related to local governments, sectoral policy documents developed for different topics and regional plans prepared by development agencies form the main basis of the studies to be carried out by both intermediate level local governments and the unions of these local governments.

## 4.2 Examples of Similar Intermediate Local Government Unions in Europe

The most comprehensive structure that represents and gives voice to local and regional governments in Europe is the Council of Europe Congress of Local and Regional Authorities (CONGRESS). Founded in 1953 in the form of a committee, The CONGRESS gained its current structure in 1994, and monitors the implementation of the European Charter of Local Self-government on a continental basis, with representatives elected at local and regional levels from 47 member countries of the Council of Europe. The CONGRESS, which is one of the most important structures of Europe in the field of local governments also works in cooperation with the Council of European Municipalities and Regions (CEMR), the Committee of the Regions (CoR) of the European Union, and the Assembly of European Regions (AER).

When the local government unions in Europe are analysed, it is seen that the structure and jurisdiction of the local and regional governments in the EU member countries vary according to their own administrative systems. However, there are many local and regional government unions, whether organized at national or international levels, that have taken active and effective roles in ensuring collaboration and coordination for the purposes of improving local decision-making and service delivery processes. The main examples of these associations include CEMR, CoR and AER, and summary information on regional unions established among different country groups, and national unions formed by each country's own local governments are given below.

### **Council of European Municipalities and Regions (CEMR)**

Council of European Municipalities and Regions (CEMR) was established in 1951 by bringing together the national unions of local governments in Europe to create a harmonious, peaceful, and democratic Europe bound by the principles of local self-government, subsidiarity, and citizen participation. CEMR has 60 member unions representing 100.000 local governments from 41 countries and covers all sub-national government levels including provincial, regional, and local. The headquarters of CEMR is in Brussels, Belgium and it also serves as the European section of the United Cities and Local Governments (UCLG). The only local government union member of CEMR from Turkey is the UMT.

CEMR's main policy priorities and activities in these areas are given in Figure 3:

Governance, democracy and citizenship	Economic, social and territorial cohesion	International engagement and cooperation	Environment, climate and energy	Local and regional public services
<ul style="list-style-type: none"> <li>· Governance and citizenship</li> <li>· Young local and regional elected representatives</li> <li>· Town twinning</li> <li>· Equality of women and men in local life</li> </ul>	<ul style="list-style-type: none"> <li>· Cohesion policy</li> <li>· Diversity and integration</li> <li>· Project: Reference Framework for Sustainable Cities</li> <li>· Project: Local and Regional Dialogues on Cohesion Policy</li> </ul>	<ul style="list-style-type: none"> <li>· UCLG &amp; Global Taskforce</li> <li>· PLATFORMA: European platform of local and regional authorities for development</li> </ul>	<ul style="list-style-type: none"> <li>· Mobility</li> <li>· Climate and energy transition</li> <li>· Waste management and circular economy</li> <li>· Project: Covenant of Mayors</li> <li>· Project: Covenant of Mayors Office for Sub-Saharan Africa</li> </ul>	<ul style="list-style-type: none"> <li>· Digitalisation</li> <li>· Local and regional governments as employers</li> <li>· Local and regional governments as service providers</li> </ul>

Figure 3: CEMR's policy priorities and activities

CEMR determines what kind of activities it will carry out annually with the work programmes defined, prepares official opinions, information notes, publications and news bulletins in the areas that it is active, represents the interests of member local government unions at the European level, and conducts activities to strengthen its members.

### Committee of the Regions (CoR)

Committee of the Regions (CoR) is a council in which the local and regional governments of the member states of the European Union are represented and political representatives from all member states are involved. Members meet in Brussels at most six times a year to carry out assessments and take decisions on EU-level legislative proposals. European Commission and Council of the European Union should consult the CoR when agenda include a wide range of topics such as economic, social and spatial cohesion, structural funds, development fund, social fund, employment and social affairs, education, youth, vocational training, culture and sports, environment, energy and climate change, transportation, Trans-European Networks and public health, and has effects at local and regional level. In many other areas, including these listed areas, the European Commission, the Council of the European Union and the European Parliament can consult with CoR to get their views and suggestions. Consultation of CoR at every stage of the EU's legislative processes was adopted by the Lisbon Treaty in 2009, and CoR can bring regulations, which it considers that the institutional rights of local and regional governments are neglected to the European Court of Justice.

CoR conducts its work through six commissions (Figure 4) that specialize in different policy areas. The proposals prepared by the commissions are reported in the form of official opinions and are discussed and resolved in the general assembly. Making more than 50 opinions a year, CoR publishes reports called 'Impact Report' every year in order to transparently evaluate the effects of its work on EU policies and legal regulations.

<b>CIVEX</b> Commission for Citizenship, Governance, Institutional & External Affairs	<b>COTER</b> Commission for Territorial Cohesion Policy and EU Budget	<b>ECON</b> Commission for Economy Policy	<b>ENVE</b> Commission for the Environment, Climate Change and Energy	<b>NAT</b> Commission for Natural Resources	<b>SEDEC</b> Commission for Social Policy, Education, Employment, Research and Culture
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Figure 4: Commissions of the European Committee of the Regions (CoR)

In addition to the commissions listed above, inter-regional groups can also be created within CoR and policy priorities of different regions in different areas can be specifically addressed. CoR has separate committees or working groups for relations with EU candidate countries and a working group for Turkey was formed in 2006. With the aim of maintaining international relations between local and regional administrations effectively and efficiently among EU neighbouring countries, two separate structures, including members from Eastern European and Mediterranean countries, have been created. The Euro-Mediterranean Regional and Local Assembly (ARLEM) which is one of these structures, was established in 2010. In ARLEM, which has a 80-member council out of which 40 are representatives from

EU countries and 40 are representatives from other 15 countries with Mediterranean borders, Turkey is represented by 5 members, all being metropolitan mayors.

One of the most important studies carried out by CoR is the Territorial Impact Assessments<sup>5</sup> prepared since 2013 in order to evaluate the effects of the proposed new regulations on the local and regional level. With these reports, political decision-makers at all levels are both more informed about the effects of legal regulations at the local level and can contribute to the strengthening of the implementation by sharing more detailed information with the public regarding the purpose and content of the regulations.

### Assembly of European Regions (AER)

The Assembly of European Regions (AER) was established in 1985 as an international council representing regional governments in Europe and has members from local and regional governments from 35 European countries.

Although the general secretariat of AER is in Brussels, the offices of Strasburg (France) and Albalulia (Romania) were also established. From Turkey, a total of 11 local governments composed of Adana Metropolitan Municipality, Antalya Metropolitan Municipality, Denizli Metropolitan Municipality, Edirne Special Provincial Administration, Erzurum Metropolitan Municipality, Gaziantep Metropolitan Municipality, İzmir Metropolitan Municipality, Kayseri Metropolitan Municipality, Kırşehir Special Provincial Administration, Muş Special Provincial Administration, and Sakarya Metropolitan Municipality are full members of AER. With one of its main areas of work being advocating at the European level for the development and strengthening of regional governments, and with its research and analysis studies, it provides opinions on the strategic aspects of regional policies to European and national level decision-makers, on the other hand, it contributes to the development of the capacity of its members with specialization in different subjects, knowledge and collaboration networks, activities, monitoring and evaluation studies and success awards. With the research centre it has created under the name of Observatory on Regionalisation, it brings together field and country experts on regionalization and multi-level governance issues and prepares reports. Three committees were created within AER to share and publish good practice examples (Figure 5)

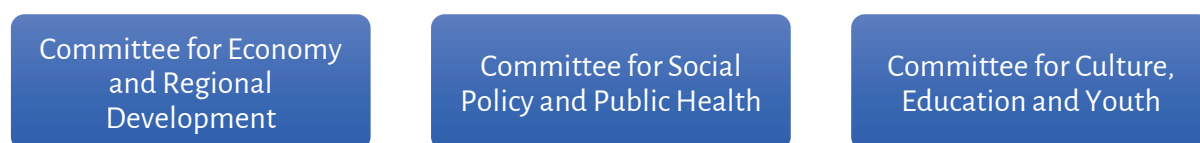


Figure 5: Committees of the Assembly of European Regions (AER)

AER has set the following political priorities for 2020-2025:

- Ensuring good governance.
- Promoting decentralisation and subsidiarity.
- Respecting and protecting social cohesion and cultural diversity, as well as strengthening intercultural dialogue.
- Advocating for a stronger cohesion policy that ensures and enhances interregional cooperation.
- Reaffirming regional commitment towards reaching the pre-established goals in the Agenda 2030.
- Fostering a society that is based on the promotion and protection of equality.

### European Confederation of Local Intermediate Authorities (CEPLI)

Founded in 2008 as a cooperation network of intermediate level local governments across Europe, the European Confederation of Local Intermediate Authorities (CEPLI) became in 2011 a non-profit organisation recognised under the Belgian Law. CEPLI is the first European confederation grouping nine national associations representing intermediate level local governments of eight European Countries (Germany, Belgium, Bulgaria, France, Italy, Hungary, Poland and Romania) and two European networks of intermediate level local governments (Arco Latino and Partenalia). Objectives of CEPLI are stated as follows:

<sup>5</sup> For more information: <https://cor.europa.eu/en/our-work/Pages/Territorial-Impact-Assessment.aspx>

- Increasing the participation of local intermediate authorities in the European decision-making process.
- Representing their interests at European level, especially with regard to the European legislation affecting their activities and policies.
- Developing a direct dialogue at European level, with institutions in charge of programs and major territorial policies as well as with other European associations and non-governmental organisations bringing together local and regional authorities.
- Strengthening the coherence and visibility of their interventions on European territory.
- Facilitating cooperation between local intermediate authorities and joint European projects.
- Establishing a permanent exchange of information and good practice between local communities.

#### **ArcoLatino (Latin Arc)**

ArcoLatino is a 30-member union established in 2002 with the aim of strengthening spatial cooperation in the Northwest Mediterranean. ArcoLatino, with members from France, Spain and Italy and based in Barcelona (Spain), aims to look for solutions upon discussions on local needs, to contribute to higher-level decision-making mechanisms through political collaborations between intermediate level local governments, to develop capacity building activities among members, and to support spatial development in the regions they affect. Its primary objectives are to:

1. Define a coordinated development and management strategy for the Latin Arc area by including and mobilising socioeconomic players with a bottom-up approach.
2. Establish dynamic, flexible consultation focusing on the most significant aspects of regional development.
3. Work on common projects and initiatives.
4. Defend the interests and needs of these territories in their dealings with European and national institutions.
5. Open up a space for cooperation with the countries of the Southern Mediterranean.

#### **Partenalia**

Partenalia is an association established in Brussels (Belgium) in 1993 to increase the visibility of intermediate local authorities and strengthen policies at the local level. Partenalia carries out its work in economy, innovation, social activities and spatial development in order to promote innovative initiatives and the exchange of best practices on a transnational scale. It has a total of 16 members from Belgium, England and Spain.

The international collaborations at European level listed above are just a few examples from the dozens of local government associations available. There are unions that have been established for general purposes, as well as unions with specialized fields of study based on the different characteristics of the regions. Examples of these are the **Peri-Urban Regions Platform Europe (PURPLE)** representing local governments located at the peri-urban region or exhibiting mixed urban and rural characteristics; the **European Mountain Area Regions Association (EUROMONTANA)** representing mountainous regions; the Conference of Peripheral Maritime Regions (CPMR/CRPM) bringing together the local governments of the Atlantic Arc, the Balkans and the Black Sea, the Baltic Sea, the Mediterranean, Islands and the North Sea basins and **ArcoAdriaticolonico** representing the local governments of coastal areas to the Adriatic and Ionian seas.

A summary of the national associations of intermediate level local governments in some European countries is presented in Table 2222 below.

Table 2: National unions of intermediate level local governments in European countries

Country	Union	Date of establishment	Number of members	Activities
Germany	German County Association (DLT)	1916	294	7 commissions specific to different topics, research, analysis and publications, training



Country	Union	Date of establishment	Number of members	Activities
Belgium	Association of Flemish Provinces (VVP)	1995	5	16 commissions specific to different topics, research, analysis and publications, union of educational services at the provincial level
	Association of Walloon Provinces (APW)	1995	5	Research, analysis and publications, training, e-learning, volunteering
Czech Republic	Association of Czechia Regions (AKČR)	2001	13	Research, analysis, international representation, information
France	Assembly of Departments of France (ADF)	1946	103	14 commissions specific to different topics, research, analysis and publications, education institute
Croatia	Union of Provinces of Croatia	2002	126	Research, analysis, information, international relations
Netherlands	Association of Netherlands Provinces (IPO)	1986	12	Specialization, research, analysis and publications, training in 11 different policy areas
Spain	Federation of Spanish Municipalities and Provinces (FEMP)	1985	7.410	10 different departments and networks, specialization, research, analysis and publications, training, e-learning in 26 different policy areas
Italy	Union of Provinces of Italy (UPI)	1908	76	Research, analysis and publications, education academy, data provision
Hungary	National Association of County Local Governments of Hungary (MÖOSZ)	-	19	Information, awareness, international relations
Poland	Association of Polish Counties (ZPP)	1999	304	Research, analysis and publications, training, municipality and provincial ranking (benchmarking), consultancy
Romania	National Union of County Councils of Romania (UNCJR)	1993	40	Representation, capacity building, regional development
Turkey	Union of Provinces	1985	81	Representation, capacity building, continuing education centre
Greece	Association of Greek Regions (ENPE)	2011	13	Research, analysis and publications, training, promotion, international relations

## 5. Conclusion

Union of Provinces and Town Twinning Booklet prepared under the Project Town Twinning Between Turkey and the European Union provides summary information about the structure and functioning of the Union of Provinces, basic services it offers, its international relations and town twinning activities supported during the Project. In addition, the main policy documents in the EU and in Turkey related to the duties of intermediate level local governments are mentioned, and examples of similar intermediate level local government unions in the EU are given.

The increase of knowledge about the important activities conducted by the Union of Provinces, which represents all local governments at the intermediate level as one of the two nationwide local government unions at the central level, and making the services it provides to its members become more visible, effective and efficient will ensure that activities with positive effects on the service delivery capacity of local governments in Turkey will be increased. On the other hand, with the strengthening of the cooperation and coordination between the Union of Provinces and the UMT, initiatives for the promotion of local governments in Turkey at the international level and the development of intercultural relations will also increase.

The Union of Provinces has a special position to act as a two-way bridge between the local and central level, such as compiling various practices across the country, informing the central level of the problems encountered, and advising and guiding its members on the improvement of the application. Creating an environment and processes that will convey the opinions and needs of local governments, inform local governments in detail about the accepted policies and regulations, and provide effective and efficient sharing of information and experience between the two levels, by being directly involved in the policy development and regulation processes of the relevant units of the central government requires that the Union of Provinces' own structure and functioning to be adjusted accordingly.

The Union of Provinces, which has also an important position at the local level regarding EU harmonization and international cooperation, has the opportunity to contribute to the related processes both at central and local level, especially through effective cooperation with the counterpart institutions in EU countries. It is possible for the Union of Provinces to make extensive contributions to the use of resources that intermediate level local governments can benefit from, especially in the EU harmonization process, on the basis of good governance principles and in safeguarding the rights and interests of intermediate level local governments in harmonization arrangements.

## 6. References

A number of sources that have been used while preparing this booklet are provided below as legislation, publications, and web links.

### 6.1 Legislation

Related legislation are listed below by type:

#### Laws

Law No. 5018 on Public Financial Management and Control. Official Gazette No. 25326 dated 24.12.2003.

Law No. 5302 on Special Provincial Administration. Official Gazette No. 25745 dated 4.3.2005.

Law No. 5355 on Unions of Local Authorities. Official Gazette No. 25842 dated 11.6.2005.

### 6.2 Publications

Knox, R. and Emil, F. (2011) *Organisational Development Review of Union of Provincial Services*. Expert report of the Project titled Support to Further Implementation of Local Administration Reform in Turkey (LAR Phase II).

Presidency of the Republic of Turkey, Directorate of Strategy and Budget (2019) *Annual Program of the Presidency for 2020*. Ankara.

Presidency of the Republic of Turkey, Directorate of Strategy and Budget (2019) *Eleventh Development Plan*. Ankara.

[Former] Ministry of Development of the Republic of Turkey (2014) *Regional Development National Strategy: 2014-2023*. Ankara: General Directorate of Regional Development and Structural Harmonization.

Turkish Court of Accounts of the Republic of Turkey (2019) *Audit Report of the Turkish Court of Accounts of Union of Provinces 2018*. Ankara.

Union of Provinces (2019) *Annual Report 2018*. Ankara.

Higher Planning Council (2010) KENTGES: *Integrated Urban Development Strategy and Action Plan - 2010-2023*. Ankara.

### 6.3 Web Links

Web links in relation to the topic are listed below in alphabetical order:

EU Local Agenda	<a href="https://ec.europa.eu/futurium/en/node/1829">https://ec.europa.eu/futurium/en/node/1829</a>
German County Association (DLT)	<a href="http://www.landkreistag.de">www.landkreistag.de</a>
Arco Adriatico Ionico	<a href="http://www.arcadio.it">www.arcadio.it</a>
Arco Latino	<a href="http://www.en.arcolatino.org">www.en.arcolatino.org</a>
Assembly of French Departments of France (ADF)	<a href="http://www.departements.fr">www.departements.fr</a>
Assembly of European Regions	<a href="http://www.aer.eu">www.aer.eu</a>

Association of Czechia Republic Regions (AKČR)	<a href="http://www.asociacekrajju.cz/">http://www.asociacekrajju.cz/</a>
Association of Netherlands Provinces (IPO)	<a href="http://www.ipo.nl">www.ipo.nl</a>
Association of Polish Counties (ZPP)	<a href="http://www.zpp.pl">www.zpp.pl</a>
Association of Walloon Provinces (APW)	<a href="http://www.apw.be">www.apw.be</a>
EU Committee of the Regions (CoR):	<a href="http://www.cor.europa.eu">www.cor.europa.eu</a>
Congress of Local and Regional Authorities of the Council	
Council of European Municipalities and Regions (CEMR):	<a href="http://www.ccre.org">www.ccre.org</a>
CPMR/CRPM	<a href="http://www.cpmr.org">www.cpmr.org</a>
Directorate for EU Affairs:	<a href="http://www.ab.gov.tr">www.ab.gov.tr</a>
EUROMONTANA	<a href="http://www.euromontana.org/en/">www.euromontana.org/en/</a>
European Association for Local Democracy (ALDA):	<a href="http://www.alda-europe.eu">www.alda-europe.eu</a>
European Confederation of Local Intermediate Authorities (CEPLI)	<a href="http://www.cepli.eu">www.cepli.eu</a>
Federation of Spanish Municipalities and Provinces (FEMP)	<a href="http://www.femp.es">www.femp.es</a>
National Association of County Local Governments of Hungary (MÖÖSZ)	<a href="http://www.moosz.com">www.moosz.com</a>
National Union of County Councils of Romania (UNCJR)	<a href="http://www.uncjr.ro">www.uncjr.ro</a>
of Europe:	<a href="http://www.coe.int/en/web/congress">www.coe.int/en/web/congress</a>
Partenalia	<a href="http://www.partenalia.eu/index">www.partenalia.eu/index</a>
PURPLE	<a href="http://www.purple-eu.org/home/">www.purple-eu.org/home/</a>
Town Twinning:	<a href="http://www.twinning.org">www.twinning.org</a>
UCLG Middle East and West Asia (MEWA):	<a href="http://www.uclg-mewa.org">www.uclg-mewa.org</a>
Union of Croatia Provinces	<a href="http://www.udruga-gradova.hr/">http://www.udruga-gradova.hr/</a>
Union of Flemish Provinces (VVP)	<a href="http://www.vlaamseprovincies.be">www.vlaamseprovincies.be</a>
Union of Greek Regions (ENPE)	<a href="http://www.enpe.gr/en/">www.enpe.gr/en/</a>
Union of Italy Provinces (UPI)	<a href="http://www.provinceditalia.it">www.provinceditalia.it</a>
Union of Municipalities of Turkey (UMT):	<a href="http://www.tbb.gov.tr">www.tbb.gov.tr</a>
Union of Provinces:	<a href="http://www.vilayetler.gov.tr">www.vilayetler.gov.tr</a>
United Cities and Local Governments (UCLG):	<a href="http://www.uclg.org">www.uclg.org</a>
United Nations New Urban Agenda:	<a href="http://habitat3.org">http://habitat3.org</a>
United Nations Sustainable Development Goals (SDG):	<a href="http://www.kureselamaclar.org">www.kureselamaclar.org</a>
Yerelde AB Website:	<a href="http://www.yereldeab.org.tr">www.yereldeab.org.tr</a>

## 7. Appendix

Appendix 1: 12 Key Steps for a Successful Town Twinning



This project is co-financed by the European Union and the Republic of Turkey



## Town Twinning between Turkey and the EU

# 12 KEY Steps for a Successful Town Twinning

**1** As the first step, review your needs. Amongst your strengths or the areas that you intend to improve further, carefully identify which of the topics that are suitable for town twinning have a priority for you.

Reviewing your needs



**2** Contemplate on the purpose of establishing your partnership. Specifying your purpose with diligence will enable your partnership to be built upon foundations that yield mutual benefits, and open up avenues for a successful town twinning.

Specifying your purpose with diligence



**3** The path to a successful town twinning is paved by finding the right twinning partner. Asking yourself why are you seeking a twinning partner and what specific characteristics do you seek in your twinning partner would lead you to the right partner.

Finding the right twinning partner



**5** In order to attain your predetermined targets, do not neglect to allocate a budget. Ensure that the budget to be allocated for this purpose is realistic and sufficient to sustain your partnership.

Allocating a budget



Drawing up the Partnership Agreement



**4** Specifying the purpose of your partnership, areas of collaboration, joint activities to be conducted and their duration within the Partnership Agreement would enable you to lay the foundations of successful partnerships.

**10** If you share the local and international accomplishments of your partnership via diverse communication channels, you will not only display your achievements, but also be a source of inspiration for increased number of local authorities.

Disseminating your achievements



Developing new projects



Emphasizing sustainability



**12** In order to ensure the durability and sustainability of your partnership, give due importance to each of the steps that need to be taken toward a successful town twinning.

**6** Make sure to carefully plan every stage of implementation, and to identify the persons who will assume responsibilities thereof. In this manner, the successful and timely implementation of your respective tasks would be facilitated.

Preparing the implementation plan



Placing communication at the forefront



**7** Establishing efficient and continuous communication with your twinning partner is one of the keys to success. When identifying the channels of communication, do not overlook to utilise methods that will enable you to inform the public at every stage.

Involving local stakeholders



**8** One of the cornerstones of successful town twinning is participation. Involving the local stakeholders in the process would pave the way for converting your partnership into a best practice with prospects of replicability.

Drawing lessons from implementation



**9** Evaluating the process enables you to review your activities and make necessary adjustments for subsequent steps. Drawing lessons from implementation would facilitate your journey towards success.

**11** The primary means of accessing to funds for supporting the partnerships that you intend to establish in mutual priority areas is through well-prepared projects. Develop new projects on the basis of experience gained in your previous partnership.

This publication has been produced with the financial assistance of the European Union.

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