

→ Setting up a complaints procedure

Country Turkey

Project title Setting up a complaints procedure in Bergama

Twinning Municipality of Alkmaar (the Netherlands)

Municipality of Bergama (Turkey)

Project period 1 December 2006 to 30 September 2007

Project budget € 27,918

Project objective

Improve the quality of public services in Bergama by establishing a standard complaints procedure dealing with citizens' wishes and complaints.

Project summary

The project targeted awareness-raising of both municipal organization and citizens as to addressing complaints, the creation of a procedure for this, and communicating the benefits to everyone of effective registering, reporting and processing of complaints.

Core information

Bergama is an ancient Turkish town of 55,000 inhabitants with various renowned historical and archaeological treasures. Agriculture, trade and tourism are the main pillars of the local economy. The municipality of Bergama is the local administration serving citizens especially in the fields of infrastructure, city planning, and social services.

Problem analysis

The municipality of Bergama experienced insufficient insight into the quality of its service delivery and citizen's opinions and complaints in general. There was no formalized procedure to deal with complaints. There was also little involvement of citizens in local administration causing an increasing distrust among citizens as to the activities of local government.

Project implementation

The first thing done was to formulate a communication and PR plan. Then questionnaires were used to enquire as to the level of citizen satisfaction and the way complaints were submitted. 1004 completed questionnaires led to a research report. Based on the results an action plan was

formulated targeting awareness-raising for communication with citizens. A pilot project was formulated to test the new complaints procedure with one municipal department and one neighbourhood. This provided inputs for the final adaptation of the new procedure for the municipality.

Process management

In addition to municipal departments, local settlement and neighbourhood administrators (muhtars), citizens and universities were all included in the process of change. A new complaint management procedure implies capacity building measures and requires a strong policy and organizational change.

Recommendations: do's and don'ts

- Involve all related stakeholders in the research and preparation of the investigation. In Turkey especially muhtars (neighbourhood administrators) need to be involved;
- Make an in-depth analysis of the current situation to understand weaknesses;
- Provide potential solutions;
- Select or design the procedure;
- Carefully test the optimal procedure;
- Have active involvement at the political level and include the complaints procedure in the strategic plan of the municipality.

→ Protecting international cultural heritage

Country Turkey

Project title Protecting international cultural heritage

Twinning Municipality of Alkmaar (the Netherlands)
Municipality of Bergama (Turkey)

Project period 1 December 2006 to 30 September 2007

Project budget € 61,603

Project objective

Improving the capacity of Bergama's Cultural Heritage department, raising the awareness of owners of monuments and ancient properties and creating a databank on registered building.

Project summary

To raise the consciousness of the public and owners of registered buildings to become protection-aware, upgrade the work of Bergama's Cultural Heritage department, create a databank of registered buildings, and protect sites and structures for the future.

Core information

Bergama is an ancient Turkish civilized settlement with numerous historical and archaeological treasures at 100 km north of Izmir. The city population is around 55,000. Agriculture, trade and tourism are the pillars of the local economy. Bergama municipality is the local administration serving local public services to meet demands of citizens, especially in the fields of infrastructure, city planning, and social services.

Problem analysis

Over recent decades the old buildings of Bergama with historical value have remained untouched and unprotected. Many have been abandoned by their owners and are deteriorating. Citizen owners of such registered buildings are not aware of the laws, their rights, and relevant procedures related to their buildings. The related technical facilities at the municipal office were insufficient, office staff were not able to inform citizens on a day-to-day basis about the available protection facilities. The municipality wished to provide better services and create social sensitivity to the ancient semi-communal assets the town possesses.

A practice to improve service delivery of local governments

Project implementation

Firstly 700 questionnaires and brochures were distributed to property owners to determine the problems as well as to determine the owners' level of consciousness of both problem and their assets. In this way, the town's Cultural Heritage department gained insight in the problem. The results were evaluated together with the Number 2 Council of Protection of Cultural and Natural Assets in Izmir, the Chamber of Architects of Izmir, Ege University, and Bergama Faculty Restoration Division. Data on registered buildings was collected to create a databank. Training was provided on computerized drawing programs to Bergama office staff by the Chamber of Architects of Izmir. Training was also conducted for municipal staff by the Council of Protection of Cultural and Natural Assets Nr.2 of Izmir to upgrade their professional knowledge. Missing technical equipment was procured and at a later date conferences, study visits, evaluation meetings, and awareness and information meetings for the public were organized.

Recommendations: do's and don'ts

- Involve all stakeholders (private and public) in the challenge and the solution;
- Consider careful planning and timing of activities;
- Stay focused on improving service delivery and not on promoting tourism when targeting cultural heritage.

→ Exploring new services in waste management

Country Turkey

Project title Exploring new services in waste management

Twinning Municipality of Almelo (the Netherlands)

Municipality of Denizli (Turkey)

Project period 1 December 2006 to 1 September 2007

Project budget € 56,751

Project objective

Formulate an integrated waste management and policy plan, prioritizing waste and environmental services.

Project summary

The Netherlands municipality of Almelo supported the municipality of Denizli in formulating an integrated waste management and policy plan which sets priorities for the future waste and environmental services. Feasibility studies were carried out on new services related to waste management.

Core information

Denizli, located in the southwest of the Aegean Peninsula, is a tourist and industrial city with around 300,000 inhabitants. The famous white cascades and healing hot springs of Pamukkale attract both local and foreign tourists. Geothermal energy offers potential. Industry is well developed, especially the textile sector. Denizli municipality is a local administration serving citizens with public services, especially infrastructure, city planning and social services.

Problem analysis

In view of Turkey's EU membership application, local authorities have been given greater responsibilities and obligations related to wastemanagement, public health and environmental protection. The process of policy development in regard to new waste services is less developed. Turkish waste management services are still mostly supply-driven. Integrated and demand-driven waste services are still not common as a result of problems in policy development, and justification and prioritization of investments. The experience and knowledge gained in this project forms the basis for a more professional approach in the definition, selection and development of new waste services.

A practice to improve service delivery of local governments

Project implementation

The project started with training on how to execute a feasibility study. A waste policy document was then drafted by experts of the two municipalities of Almelo and Denizli. Both the feasibility study and waste policy document aimed to cover the upcoming five years. The study showed good applicability of methane gas extraction techniques in Denizli. However, this technique can only be used for 3-4 years, as then the landfill needs to be closed down. The results of the study were incorporated in the waste plan drafted by municipal staff. Meanwhile, municipal staff was trained on how the equipment already installed can be effectively used for future services. Field excursions and learning visits took place to Almelo. The presentation of the feasibility study as well as the waste policy document were presented to executives and council members.

Process management

The project had a strong capacity building objective for organizational strengthening and improvement of work processes. The decision making processes were supported by changing the planning and feasibility processes for the proposed investments. Municipal staff and council members were primary players in this specific project.

Recommendations: do's and don'ts

- Implement public awareness campaigns to precede or in parallel with practical work;
- Involve all key staff in the training and project processes;
- As effective methane gas extraction takes time, the lessons learnt from the feasibility study and the applicability of the extraction techniques must be recorded carefully so they are still known to local participants when actually required.

→ Municipal plan for social integration of youth

Country Turkey

Project title Kol Kola (arm in arm)

Twinning Municipality of Almelo (the Netherlands)

Municipality of Denizli (Turkey)

Project period 1 December 2006 to 30 September 2007

Project budget € 53,011

Project objective

To develop an approved municipal plan on social integration of youth in order to improve services for immigrants.

Project summary

Within the scope of the project a municipal plan on social integration of the youth was developed in which the co-operation between the municipality, the schools and other relevant organizations was addressed, using neighbourhood activities as an instrument. The project fostered to improve the services for immigrants.

Core information

Denizli, located in the southwest of the Aegean Peninsula, is a tourist and industrial city with around 300,000 inhabitants. The famous white cascades and healing hot springs of Pamukkale attract both local and foreign tourists. Geothermal energy offers potential. Industry is well developed, especially the textile sector. Denizli municipality is a local administration serving citizens with public services, especially infrastructure, city planning and social services.

Problem analysis

Like its Netherlands twinning partner Almelo, Denizli has numerous immigrants, mainly from the eastern part of Turkey. A major local problem is their weak involvement in Denizli society. One reason is believed to be the lack of municipal support structures. The municipality of Denizli struggled with the question how to increase the social involvement of their citizens. It was important that the migrants would become familiar with the various municipal social structures and the many possibilities for personal development. To do so, the municipality wanted to establish appropriate co-operative structures at the neighbourhood level.

Project implementation

The project started with the creation of a training programme, together with Almelo, on how to involve immigrants in society and simultaneously overcome the language barrier. One municipal staff member was trained to coach teachers on this programme, which was then implemented on a broader scale at national education centres. Some 250 parents were involved at the start. Regular meetings between municipal staff and national education centres took place. The capacity of municipal staff was improved with the improved contacts with organizations in the field. Obstacles of authority limits of the provincial education directorate were overcome. A network of (public) organizations and primary schools offered information and activities for parents to improve their opportunities to participate in society. Finally, a transfer programme for parents in co-operation with primary schools and kindergartens and (public) organizations was developed.

Process management

The project had many features including the set-up of new process and organizational units, extensive training and information transfer. The upgrading of municipal staff was the most effective part of the process. They taught numerous people to successfully implement the project, especially coaching. The provincial directorate of the Ministry of Education was a leading initiator together with schools and immigrant citizens.

Recommendations: do's and don'ts

- Ensure active involvement of municipal staff in coaching of teachers. Municipal coaches were well trained and frequently visited the training programmes;
- Take into careful account the roles and restrictions of stakeholders, especially the governmental institutions while planning a policy paper;
- Implement strong public relations tools.

→ Raising Roma working opportunities

Country Turkey

Project title Municipal service delivery to raise Roma working opportunities

Twinning Municipality of Deventer (the Netherlands)
Municipality of Edirne (Turkey)

Project period 1 September 2006 to 30 September 2007

Project budget € 36,669

Project objective

Raise the employability and employment of the Roma population of Edirne in small scale projects such as waste collection and processing, housing, traditional handicrafts, etc.

Project summary

The municipality of Deventer assisted Edirne in developing a municipal plan for Edirnes' Roma population by developing small scale employment projects in areas such as waste collection, housing, and traditional handicrafts. The plan led to improved contacts between the municipality and the Roma population and to plans for improved access of the Roma population to regular work and income.

Core information

Edirne is a town of 120,000 inhabitants and has a specific demographic structure as some 25,000 of its inhabitants are Roma people. The region depends on agricultural activities and agro-processing industry. Edirne also has over 600 ancient Ottoman-Turk historical sites and the town is known for its annual wrestling festival. The municipality of Edirne is responsible for serving citizens to meet their demands, especially in the fields of infrastructure, social and public services.

Problem analysis

In general, Edirne's Roma people live in poor conditions. They have a low status and a low level of education and income. There is a lack of expertise and quality of services delivered to the Roma people. This project aimed to improve the co-operation between the municipality and the Roma community to reduce unemployment, to improve the image of the municipality among deprived groups, and to assist in the integration of Roma into society in general.

Project implementation

First of all desk research was undertaken in Edirne, resulting in the drafting of an input document. A seminar for involved parties was then organized and the input paper was discussed. A SWOT analysis was carried out and several small-scale work opportunities were explored. The Dutch team visited Edirne to assist in establishing a local project team and to contribute to the choice of opportunities to be tested. These included waste, traditional handicrafts, social housing and organizing co-operatives. The municipality of Edirne instituted regular meetings with representatives of the Roma population, inviting them also to the activities organized within the project. The president of EDROM (Roma association) became a project team member. The action plan and structure of working opportunities for the Roma in Edirne are in preparation.

Process management

The project required a strong policy and organizational change to set up an action plan to meet the demands of the Roma people. A Roma Association and a Federation of 14 Roma Associations all over Turkey (EDROM) were the main stakeholders involved in the process.

Recommendations: do's and don'ts

- Involve related stakeholders such as NGOs in the preparation and implementation of the action plan;
- Ensure municipal council support for the action plan to ensure project sustainability;
- Regularly meet with Roma representatives.

→ A new waste management policy

Country Turkey

Project title Towards a new waste management policy

Twinning Municipality of Haarlem (the Netherlands)

Municipality of Emirdağ (Turkey)

Project period 1 December 2006 to 30 September 2007

Project budget € 48,609

Project objective

Realization of an integrated waste management policy for the municipality of Emirdağ, which is sustainable, economically viable, effective, efficient and broadly supported by the stakeholders.

Project summary

The municipalities of Haarlem and Emirdağ already co-operate for some years and also participated in a training programme on waste management. The two municipalities worked together to develop an integrated local waste management practice. Awareness raising activities, practical planning, and know-how transfer ensured an upgraded and sustainable waste processing activity.

Core information

Emirdağ, located at 220 km southwest of the capital Ankara, is a small place in the Afyon province with some 20,000 inhabitants. Many of its citizens have moved to Europe, a.o. to Brussels and Haarlem. In the summer these emigrated European Turks return home, significantly increasing the local population in Emirdağ. Emirdağ has rich marble resources which are widely exported. Agriculture is strong. The municipality is the local administration dealing with infrastructure, social and public services.

Problem analysis

At present, Emirdağ waste is collected by a private company and dumped 7 km from the town centre in an uncontrolled landfill. Municipalities now have to comply with EU regulations concerning waste. The municipality of Emirdağ prefers to set-up a controlled landfill combined with waste separation at source. However, the province of Afyon (of which Emirdağ is a part) formed a regional union, in which 84 municipalities participate. The initial plan was to build a waste incinerator. During the project this plan

was substituted by a controlled landfill scheme. At present, it is still uncertain what the exact conditions for future regional waste disposal will be: transfer stations will have to be built and decisions as to cost allocation need to be made.

Project implementation

The project started with a research on the present waste collection and treatment situation. A seminar was organized, being the first during which the various players in the field of waste management met each other and discussed regional problems and possible solutions. A working conference was then organized in Afyon with the target groups and stakeholders from which a concept plan emerged. Outlines of the plan were discussed. Emirdağ, although only a small municipality, influenced the union in re-assessing its policy. The decision for a landfill instead of an incineration was taken by the province of Afyon. Markets for recyclables are being investigated. The future expenses and financial options and institutional arrangements for the many involved municipalities were discussed during a study visit and provided Emirdağ with a broad frame of reference for their decision making. Finally, an awareness campaign was conducted for the community.

Process management

The project envisaged a major change in policy and practice. Cost allocation promised to be a challenge. Awareness raising and involvement of all stakeholders was important. The realization of the project demanded the participation and involvement of all stakeholders, including the citizens and NGOs of Emirdağ, the national NGO TEMA, businesses, other municipalities, the regional union of municipalities, district and provincial politicians. The professional presentation of the cost-benefit picture was critical in convincing involved parties. Sustainability will be a function of properly balancing all the various local interests.

Recommendations: do's and don'ts

- Involve regional and environmental service associations in drafting the waste management plan;
- Provide an awareness campaign for citizens and other stakeholders;
- Ensure good meeting chairmanship.

→ Awareness building on waste separation

Country Turkey

Project title Awareness building on waste separation

Twinning Municipality of Zoetermeer (the Netherlands)
Municipality of Fatih (Turkey)

Project period 1 September 2006 to 30 September 2007

Project budget € 28,307

Project objective

To create a municipal communication plan and develop communication materials to raise awareness of school children in the municipality of Fatih (district of Istanbul) as to the benefits of waste separation to all concerned.

Project summary

Zoetermeer and Fatih established a new twinning. The project focused on developing and implementing a communication plan and communication materials for the separation and collection of waste. Targeting local schools, the project resulted in increased awareness of children in separating and recycling waste. Civil servants were trained in different aspects of communication towards children in specific and citizens in general.

Core information

For several centuries, Fatih, one of the oldest city district municipalities of Istanbul, was actually the centre of the city. Nowadays this urban centre of 450,000 inhabitants boasts important city schools and health institutions, large shopping areas in Aksaray and Findikzade, and a high population density with related urban challenges.

Problem analysis

Separating waste is one criterion for European Union membership, and the city of Istanbul will shortly start separating its solid waste across the city. Currently citizens in Fatih do not separate their waste and have little knowledge or awareness of the subject. Training and awareness building are the most important factors in structurally changing behaviour. Students are one key target group in this field as they are easy to reach and influence. Staff members of the Fatih cleaning department were not experienced in drafting a communication plan and so were assisted by their counterparts from the municipality of Zoetermeer.

Project implementation

The project was started by exchanging information and know-how on setting up a communication system. The current situation was analyzed by means of a survey. The original plan targeted all adults, but in this case the young were chosen as primary target as they were easy to reach, interested in the subject, and well able to influence their parents. Training was provided to relevant municipal staff on communication plans and creating special 'education boxes' for schools. Finally the lessons learned were actively shared with other regional municipalities.

Process management

The project focussed on raising the awareness of school children in targeting separation of waste and a communication plan was drafted. Also different communication tools were developed resulting in an education box for schools. The project included capacity building for municipal staff, and process development in preparing, implementing and optimizing the effects of the communication plan.

Recommendations: do's and don'ts

- In preparing communication materials one should focus on the target group(s);
- Dedicate attention to the commitment of involved staff;
- Involve higher bodies, in this case Istanbul Metropolitan Municipality, as they are responsible for the city's overall waste management programme;
- Train the Trainers to ensure process sustainability;
- Involve teachers and university staff for their close contact with the target group;
- Track and adapt the communication plan as the lessons learned show up new ways of getting the message across. Do not fear changing direction.

→ Creation of a sheltered employment scheme

Country Turkey

Project title Developing a sheltered employment scheme

Twinning Municipality of Nijmegen (the Netherlands)

Gaziantep Metropolitan Municipality (Turkey)

Project period 1 December 2006 to 30 September 2007

Project budget € 35,005

Project objective

Develop a business plan for a sheltered employment scheme in Gaziantep and establish a platform of co-operation between Gaziantep, Nijmegen and organizations for the disabled.

Project summary

A business plan focusing on issues such as funding, staffing, location and management was researched and developed. Insight was gained by civil servants of the social welfare department on the various forms of sheltered employment, and civil servants were trained in critical domains to develop a business plan.

Core information

As one of the most industrially developed towns in southern Anatolia, Gaziantep (a population of 1.3 million) pulls in many migrants from nearby towns and rural areas. Industry, agriculture and trade dominate. With some 5,600 years of history it is also a tourist centre. Gaziantep Metropolitan Municipality is one of Turkey's 16 Metropolitan Municipalities responsible for overall management of social and public services, infrastructure and co-ordination with district municipalities to meet the demands of citizens.

Problem analysis

Statistics show that almost 10% of the regional residents (130,000 people) are disabled or suffer from a chronic disease. Only 25% of these are covered by any form of social security and more than half are illiterate. Only 20% of the disabled population are employed. While there are many programmes in Turkey involving vocational training centres, participation of the disabled is still low. It was important that concrete measures were taken, and perhaps even more important, that awareness of both problem and solution were raised.

A practice to improve service delivery of local governments

Project implementation

The project kick-off was organized in Nijmegen when a delegation of Gaziantep got acquainted with various local forms of sheltered employment in both public and private sectors. The Dutch delegation then visited Turkey to see the local situation and assisted in transferring Dutch know-how and experience to the Turkish environment. Workshops were organized, a SWOT analysis undertaken and a business plan prepared. An expert meeting was held with experts from stakeholder organizations of the disabled. Finally, the prepared business plan was presented with the involvement of all stakeholders.

Process management

A new process was introduced to the organization: the know-how transfer and capacity building of staff by close collaboration with an experienced practitioner of the municipality of Nijmegen. A participatory approach has followed involving disabled organizations in the process. A platform was established with participation of both municipalities and disabled organizations to ensure the smoothest implementation.

Recommendations: do's and don'ts

- Ensure commitment and competence of staff involved;
- Involve organizations for disabled people;
- Create a platform of both municipalities and groups for disabled people to ensure maximum know-how and minimum difficulty in communication and implementation;
- Organize regular meetings with relevant municipal units and stakeholders.

→ Remapping of earthquake-affected area

Country Turkey

Project title City information & map system

Twinning Municipality of Rotterdam (the Netherlands)

Municipality of Gölcük (Turkey)

Project period 1 December 2006 to 30 September 2007

Project budget € 59,207

Project objective

Improvement of the quality of public services through the updating of the information and map system of Gölcük municipality to facilitate faster and better targeted public services for citizens and businesses.

Project summary

The project targeted the upgrading of the information system and mapping of the municipality of Gölcük, affected by an earthquake in 1999. The municipality of Rotterdam supported Gölcük especially in developing capacity and guiding municipal staff in setting up and maintaining the system.

Core information

Gölcük is a district of Kocaeli province and the centre of the earthquake of 17 August 1999, that caused the deaths of almost 20.000 people in the region. The city has a population of around 110,000, has a large naval yard that has traditionally led development in the city. Industry is tending to replace agriculture as primary employer. Gölcük is the local administrative centre serving the needs of citizens.

Problem analysis

City information systems provide authorities responsible for service provision with the latest, accurate statistical, qualitative and geographical information. Gölcük lacked a city information system for Gölcük and experienced a lack of the required skills, staff and equipment. In addition to the fact that many destroyed buildings have not been removed from the maps, many new features such as some 7,000 new homes constructed for those who lost theirs, have also not been processed on the maps.

Project implementation

Implementation started with an introductory meeting in Gölcük with representatives of Rotterdam. Here the decision was taken to purchase such essentials as GIS computer hardware and software for map revision. For some 25 municipal staff, training in the use of GIS/GPS was provided by experts from Kocaeli university and training in the use of the software was started by NETCAD experts. The core team was created and the capacity of the city GIS office was raised by recruiting a university graduate. A training programme in Rotterdam on city information systems was conducted for 12 political, administrative and technical managers from Gölcük. A training manual was prepared on the laws and regulations affecting municipal services, on the challenge of sustainability, and other relevant subjects. It was illustrated with practical examples from Rotterdam. Finally an action plan was prepared to organize the structure and share acquired knowledge and experience on efficient operation of the system.

Process management

The major process of the project was transfer of know-how and raising the capacity of municipal staff for the creation and maintenance of the city's information system. The project required a sustainable and effective working organization structure with well defined job descriptions and effective information flow between the people and the departments. A participatory approach was effective and important. Meeting reports were prepared and distributed to the relevant stakeholders. Decisions were made jointly by the project teams of Gölcük and Rotterdam.

Recommendations: do's and don'ts

- Ensure competence and skills of staff;
- Prepare a manual to guide operational staff;
- As the information and mapping system requires constant updating, maintaining team skills and staffing, the latest information, motivation and dedication all require special attention;
- The system is dynamic and therefore continued updates should be encountered.

→ Creation of a municipal heritage department

Country Turkey

Project title Institutionalizing monument preservation in Kocaeli

Twinning Municipality of Amsterdam (the Netherlands)

Kocaeli Metropolitan Municipality (Turkey)

Project period 1 December 2006 to 30 September 2007

Project budget € 51,983

Project objective

Improve the quality of public services of Kocaeli Metropolitan Municipality by setting up a municipal heritage department to better protect monuments and deliver better services to owners and users of monuments.

Project summary

Amsterdam supported Kocaeli in setting up a heritage department to provide better services to owners and users of monuments. Monument preservation is one of the themes of the co-operation agreement between the twinning partners. Staff of the Historical Environment and Urban Aesthetics department were trained on topics such as monument preservation, public relations and record keeping. A data base was created with all known data on monuments and their owners.

Core information

Kocaeli is a coastal city located at 110 km from Istanbul. Characterized by industry and trade, Kocaeli Metropolitan Municipality has a population of 1.2 million. In 2004, the municipal area was enlarged to 3,578 km² and 42 small sub-municipalities. The area has many impressive monuments of very different periods, from classical Greek and Roman to 19th century Ottoman. The centre of Kocaeli, the city of Izmit, is built on the ruins of the ancient town of Nikomedia.

Problem analysis

In Turkey a much higher percentage of monuments (70-75 %) is privately owned. Owners' awareness and knowledge of their rights and duties is pivotal to the success of monument preservation. In November 2005, a department of Historical Environments and Urban Aesthetics was established in Kocaeli to act as intermediary between the Regional Conservation Council and the owners of monuments to assure a more

effective monument preservation process. Three problems were identified for effective service delivery: 1) although the new staff are professional, they were relatively untrained and unprepared for their task; 2) there was no full inventory of monuments in Kocaeli; and 3) there was no publicity and public relations programme. Consequently owners of monuments were not aware of their duties, rights, including the recently introduced state subsidies for restoration.

Project implementation

The project started with a visit of a delegation of the Amsterdam department of Conservation to Kocaeli to assess the particularities of the situation, monument owners and types of monument, and to define details of later project activities. A delegation from Kocaeli then visited Amsterdam to see how things are approached in the Netherlands, with particular attention to conservation, public relations, rules and regulations. Then, specialists of the Historical Environments and Urban Aesthetics of Kocaeli were trained by specialists of Amsterdam. The monument database was gradually built up in Kocaeli. Finally, promotion materials were developed and a publicity campaign was implemented to attract public attention. The project achieved awareness of monument owners, resulting in a number of applications for restoration works and state subsidies.

Process management

The project ensured the creation of an efficient process in Kocaeli to provide the services required. Since the related unit was newly established, the project was more a new start-up than changing a process. Stakeholders included the Department of Historical Environments and Cultural department of Kocaeli Metropolitan Municipality and the Aesthetics Council (Chamber of Architects, Kocaeli University, Gebze Institute of Technology).

Recommendations: do's and don'ts

- Ensure a good database and information system set up and operation for effective monitoring and service delivery;
- Ensure skills and dedication of staff;
- Ensure good co-operation and involvement of stakeholders, especially the Regional Conservation Council.

→ Establishing a helpdesk for better service delivery

Country Turkey

Project title Hand in hand for a better delivery of public services in Lüleburgaz

Twinning Municipality of Deventer (the Netherlands)

Municipality of Lüleburgaz (Turkey)

Project period 1 September 2006 to 31 August 2007

Project budget € 65,096

Project objective

Improve the quality of public services of the municipality of Lüleburgaz by improving communication between departments and citizens and by setting up a front-office to address the needs of civil servants and citizens.

Project summary

The municipality of Deventer supported Lüleburgaz in creating a front-office thus responding to the needs of civil servants and the public. Citizens can address their questions to the front-office directly. The front-office aims at a better communication and interaction between the municipality and citizens and between the different departments of the municipality.

Core information

Lüleburgaz is the largest municipality of Kırklareli province and has approximately 120,000 inhabitants. The city is active in industry, trade and agriculture. Lüleburgaz is the local centre of administration responsible for services such as water, sewage, solid waste, transportation, and city planning to meet the needs of citizens. The main executive body is the municipal council headed by the mayor.

Problem analysis

First of all, public services in Lüleburgaz did not sufficiently meet the requirements and expectations of the population. The municipality had to upgrade its communication with its own departments and with citizens to improve the quality of public services. Local public servants lacked some of the skills needed to tailor the services to citizens' needs and to monitor these. Municipal staff would be less charged with general tasks and the quality of public services would improve if certain municipal services were offered within a convenient front-office context.

Project implementation

The project started with a survey of citizens (1,200), municipal officers (250) and associated staff, followed by a SWOT analysis with participation of all stakeholders. The purpose was to determine the needs, degree of satisfaction, wishes for improvements, and priorities in service delivery. Four priorities were formulated: 'Traffic', 'Clean-up', 'Communication' and 'Impaired citizens', of which communication became the focus issue. The work continued with an action plan for further analysis and investigation of possible improvements in inter-department communication. One key conclusion was to establish a front-office to respond to the needs of both citizens and municipal officials. An assessment of possible integration of front- and back-offices to better support the helpdesk was concluded positively. The project included also capacity building for 30 key municipal staff. With all planned activities complete, the municipality instituted recommendations. It now benefits from better internal and external communication, satisfying the needs of citizens and staff, and more effective services in general.

Process management

The project required changing the existing municipal working and communication process as well as its communication system with the public. Re-organization and some new job-descriptions reflect necessary changes made within the municipality. Four additional staff members were assigned and the front-office was established in the main entrance hall. The project included a participatory process with involvement of citizens, municipal staff and all relevant stakeholders, including KENT (local citizens' assembly), municipal political representatives of the Kırklareli district, NGOs and similar.

Recommendations: do's and don'ts

- Ensure involvement of the mayor and vice-mayor in all stages of the process;
- Involve all stakeholders in the analysis and planning process;
- Ensure the support of the municipal council for the budget and ultimate changes and processes introduced;
- Ensure sustainability of the changes reflected;
- Ensure good co-operation between the front-office and back-office of the municipal organization for optimal results.