



## Country Reforms Matrix – Turkey

<u>Lab</u>	<u>Theme</u>	<u>Policy Name/Concept/Leading Institution</u>	<u>Policy description</u>
Lab 1 - Voice	Engaging citizens	Strategic Plan	Citizens play an active role in preparing, implementing and supervising stages of the <b>Strategic Plan</b> .
		Participatory Decision-Making	<b>Participatory decision-making</b> has been a central component to the strategic plans for Turkey. Interviews, surveys, workshops and meetings with internal and external stakeholders are carried out at various stages to make sure administrators consider the demands of users.
			As established by law, <b>city councils consist of representatives from many institutions and agencies</b> of the city, including business, unions, NGOs, researchers, etc.
			Citizens engage in the <b>Environmental Impact Assessment process</b> . Project owners have to organize easily accessible meetings, where people affected can voice their concerns.
		Online Consultation	Several portals for <b>online consultation</b> have been created, including one within the framework of drafting the new Constitution.
		Regulatory Impact Assessment	By law, <b>Regulatory Impact Assessments</b> are to include relevant local administrators, universities, trade unions, professional organizations and NGOs.
		10th Development Plan	Turkey's <b>10<sup>th</sup> Development Plan (2014-2018)</b> seeks to implement many 'Priority Transformation Programs' for inclusive growth. 66 Specialization Commissions and working groups were struck, which incorporated more than 3,000 academics, public officials, private sector and NGO representatives into the reform dialogue.
	Establishing partnerships	Priority Transformation Programs	In addition, 25 special purposes " <b>Priority Transformation Programs</b> " were struck and are designed to be participatory.
		Right to Petition and Information	Every citizen has the <b>right to petition and right to information</b> , granted by the Constitution.
		Prime Ministry Communication Centre	The <b>Prime Ministry Communication Centre</b> has a public relations application that allows citizen engagement.

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Turkey	Promoting participation	Law on Encouraging Social Help and Solidarity	New regulations include provisions on engaging the voluntary sector. For instance, the Board of Trustees that regulates the <b>Law on Encouraging Social Help and Solidarity</b> has been amended to include more effective civil society participation.
		Specialization Commission	A <b>Specialization Commission</b> has been established to better listen to the opinions of businesses and facilitate feedback.
		Economic and Social Council	The <b>Economic and Social Council</b> has been established by the Prime Ministry to establish a consultative framework when designing economic and social policies.
		Stakeholder Consultation	Thematic boards also <b>gather various stakeholder opinions</b> , such as through the e-Transformation Turkey Project, Consultative and Executive Boards, Internet Boards, Development Agencies Administrative and Consultative Boards, and Commission of Fixing the Minimum Wage.
	Integrating groups		
	Using ICTs	2015-2018 Information Society Strategy and Action Plan	Turkey's 2015-2018 <b>Information Society Strategy and Action Plan</b> plans measures to implement IT-assisted participation applications in order to encourage participation in policy- and decision-making. This includes screening new legislation in terms of participatory management, improving the Prime Ministry Communication Centre to make participation central to public administration, and the creation of a participatory maturity index to measure institutional and thematic performance indicators.
		Social Media	Public Institutions all use various <b>social media</b> platforms to publish press releases, activity announcements, details about activities, multimedia, etc. In addition, some institutions answer citizens' questions about the services through those platforms.
		Information Society Strategy and Action Plan (2015-2018)	Part of the <b>Information Society Strategy and Action Plan (2015-2018)</b> reforms is to make better use of mobile technologies and social media in providing e-government services.
	Involving citizens	Anti-Red Tape Network	The Prime Ministry has established the <b>Anti-Red Tape Network</b> to reduce bureaucracy and red tape. This web-based measure allows citizens to communicate problems stemming from legislation and service delivery to the Ministry, who work to make necessary amendments.
		e-Government Portal	As part of the <b>e-Government Portal</b> , the website allows information and documents to be disseminated electronically among public institutions and provide public services for citizens. This portal is in an accessible format for disabled users.

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Lab 2 - Design	Utilizing a mix of policy instruments	Posting information online	Generally, information about party manifestos, government programmes, development plans, policy documents, international commitments and various other strategies and programs are announced to the <b>public in advance so that the public can debate</b> .
		Multi-Annual Budgets	<b>Multi-annual budgets</b> are also used to target sectoral priorities.
	Using joined-up government	e-Government Portal	The <b>e-Government Portal</b> has been created and most public services are provided electronically. The Centre of government, especially the Prime Ministry, Ministry of Development and Ministry of Finance have contributed significantly in terms of coordination and execution.
	Fostering a whole-of-government approach		
	Engaging with innovative practices	Innovation Strategy	The Turkish Government does not have an <b>innovation strategy</b> like the OECD PSI strategy.
		Information Social Strategy and Action Plan	However, the <b>Information Society Strategy and Action Plan</b> , which includes many innovative practices, is being implemented in the 2015-2018 period by the Higher Planning Council. The main purpose is to create a strong sector of Information and Communication Technologies (ICTs), build on broadband infrastructure, organize human resources in line with the needs of the information society agenda, increase ICT use, and reduce inequalities. As well, boost the economy and foster a user-oriented approach and efficiency in service delivery.
Lab 3 - Delivery	Strengthening the civil service	Regulation on the Principles and Procedures	The <b>Regulation on the Principles and Procedures</b> includes the principle that the public service level closest to the citizen should complete service delivery. Also, public institutions are to deliver services electronically.
		<a href="http://Turkiye.gov.tr">Turkiye.gov.tr</a>	The e-Government Portal is the platform through which public services are delivered electronically. It is now possibly to access most services through the single point <a href="http://turkiye.gov.tr">turkiye.gov.tr</a> .
		10th Development Plan Activating the Labour Market	The <b>10<sup>th</sup> Development Plan Activating the Labour Market</b> focuses on increasing qualified and decent employment to improve economic competitiveness. This will decrease unemployment and increase productivity. In addition, a separate goal is to equip the labour force with the basic skills, such as information and communication technologies, foreign languages, financial literacy, analytics, communication, leadership and job planning necessary.

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	Building a diverse & inclusive civil service	Participatory Decision-Making	<b>Participatory decision-making</b> has been a central component to the strategic plans for Turkey. Citizens play an active role in preparing, implementing and supervising stages of the Strategic Plan. Interviews, surveys, workshops and meetings with internal and external stakeholders are carried out at various stages to make sure administrators consider the demands of users. As well, the private sector and non-governmental organisations are included in consultations. Information and communication technologies are used to conduct consultations online. Last, the 10th Development Plan (2014-2018) seeks to implement many 'Priority Transformation Programs' for inclusive growth, which incorporate academics, public officials, the private sector and non-governmental organisation representatives in the reform dialogue.
	Building trust in government	Building Trust in the Civil Service	Recent reforms have strengthened citizens' trust.
	Reaffirming the core values in the public service		
	Establishing gender balance in the civil service	Gender balance	The Constitution regulates the principle of equality. <b>Primary and secondary regulations uphold gender balance</b> , by preventing discrimination based on gender, disability or difference. A by-law on minimum wage establishes a fair wage for men and women.
		Promoting women's participation	Further, these <b>legislations enforce affirmative action for women</b> , including pension rights, child rearing, and financial benefits for working mothers. Representation of women in the legislature has risen from 14% to 18%.
			' <b>Mothers and Daughters at School</b> ' was a literacy campaign launched in 2008 to increase literacy rates among women. 2.5m women attended the course between 2008 and 2012, 2.1m receiving their certificate of literacy. Other programs exist for underprivileged families for education.
			The Prime Ministry enacted ' <b>Increasing Women Employment and Ensuring Equality of Opportunity</b> ' works to promote employment services for women. This includes an employer insurance premium for newly hired women and young people aged 18-29. This aims to increase the employment of women and youth.
			A <b>second employment package</b> increase the short term working allowance by 50% and extends the benefit period from 3 months to 6. In addition, it helps employers financially by providing financial support for additional workplaces and compensating them for social insurance for up to 6 months.
			A number of <b>health services are provided to women</b> , geared towards pregnancy and encouraging men's participation in reproductive health services.
			<b>Pilot programs</b> to prevent violence against women were established in 14 cities in 2012.

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Lab 4 - Accountability	Developing a coordinated government-wide evaluation system	Monitoring and evaluating policies	The <b>Ministry of Development</b> has created several departments responsible for monitoring and evaluating policies. These include departments evaluating programs, state-owned enterprises, economic development, etc. These various departments have been established to conduct policy assessments and form a more coordinated assessment system inside government. Also, the law states that it is compulsory to receive opinions from the Ministry of Finance, the Ministry of Justice, Courts of Account, the Ministry of Development, the State Personnel Department and the Ministry of EU during the drafting of legislation. Also, a consultation with stakeholder must be conducted and may be published.
	Strengthening performance management	Strategic Planning Model	In transitioning to a <b>strategic planning model</b> , the Turkish public sector aims to establish a management tool that increases the performance of public institutions in an attempt to be more accountable to the public. Administrations are measured by their level of success in attaining their strategic objectives.
		Public Financial Management and Control Law	The <b>Public Financial Management and Control Law (2003)</b> re-organize public financial management and control systems to be in line with international standards. The law introduced performance-based budgeting, which associates public resources with outputs and results. Performance targets and indicators are decided annually in line with medium and long-term strategic goals. Accountability reports are also published, which detail progress.
	Identifying what works	Activity Reports	<b>Activity Reports</b> are published annually by senior management and officials in charge of spending and within the framework of the accountability principle. These reports include information about how resources are used, budget targets, how activities were carried out in coordination with the strategic plan, etc. Copies of the reports are submitted to various government bodies.
	Utilising policy and programme experimentation/piloting	Ministry of Development	The <b>Ministry of Development</b> is responsible for steering, coordinating, monitoring and evaluating plans, policies and strategies for development policies. This includes an annual program, a medium-term program, an investment program and a pre-accession economic program.