**Southeastern Anatolian Project
Regional Development
Administration**

**T.C.
Harran University**

Analysis of Strengthening Regional Development through the Development of Educational Infrastructure / Corporate Training Needs Analysis Study of Local Government

EXECUTIVE SUMMARY

June 2010   ŞANLIURFA

Southeastern Anatolian Project
Regional Development Administration

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Harran University

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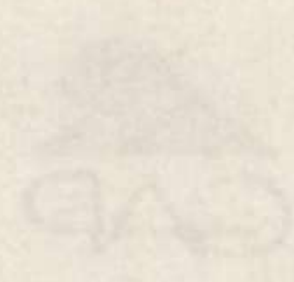**Abdulbaki BİLGİÇ**
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Publication of Southeastern Anatolian Project Regional Development Administration

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PREFACE

Communication, socio-cultural interaction and economic expansion of all institutions require functioning in a dynamic process. Success in this case, depends on timely development of human resources, the use of human resources, planning, and determination of goals and vision for the future. Qualified human resources and institutionalized organizational structure is the key to achieve these goals and visions more likely.

Local authorities in Turkey are the administrations set to meet local needs in places surrounded with specific limited geographic areas. Local authorities are selected of their choice by the people settled in cities, towns, and villages. Local government agencies are composed of "Provincial Administration," "City" and "Village". The first local government comes to mind of the people is municipals. The most important component of democracy is the local governments. The famous Austrian economist in the 20th century, Friedrich August von Hayek, indicated that "democratic functioning has not been found no where, where local government is widespread and powerful." Therefore, local governments not only make more efficient execution the public service possible in the daily lives of the people, but also contributes to more democratic structure formation at the same time provides healthy work system, reflects the problem and demands from the bottom to the top, and makes also the decisions taken put into action quickly.

Management of all public services with central government is difficult and also it is not desirable regarding effectiveness, productivity and economic situation. The role of local government in achieving sustainable development is of great importance. When look at the local government roles: their main tasks are to provide technical and social infrastructure to meet the needs of the city's physical structure, to determine the local environmental policy development and cultural needs, services where half of the population live in. In addition, these local governments play active

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role mobilizing local implementation of national policies and assist in educating the public. Currently local municipalities are to undertake the variety of necessary municipal services as compared to 30-40 years ago and the type as well as technical content of these services is concentrated in advanced level.

Public institutions in the region and non-governmental organizations (NGOs) of the GAP region contribute to social and economic development activities. Especially different sized communities with bigger role in socio-economic development within the national borders play active vital role in implementation of national policies, local help and implementation of education of people.

In recent years, the authority of local governments in our country expanded their service areas and central government tends to transfer some of the powers to local authorities. However, the success of this process and effective use of the powers by local governments and performing their duties effectively depends on development of institutional capacity and human resources. Local government lack capacity of performing management functions when looked specifically to the region. Identifying the needs and eliminating the problems in this area of local government is seen as a necessity and also will help the development process in order to make the expected contribution.

With GAP administration's initiatives the "Analysis of Strengthening Regional Development through the Development of Educational infrastructure / Corporate Training Needs Analysis Study of Local Government" project was developed by Harran University, Faculty of Economics and Administrative Science and implemented. The main goal of the project was; strengthening the local government human resource, determination of educational and training need to resolve in order to make necessary programming. Moreover, the activities of the organizations, organizational structure, extent, accessibility to target groups and in

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the educational process and identify emerging issues have been tried to be identified. Attention was also drawn to the importance of local practices in democracy.

I would like to thank project manager Prof. Dr. Bahri KARLI and project team for their contributions bringing this project to reality.

Sadrettin KARAHOCAGİL

President of GAP Regional Development

PREFACE

Southeastern Anatolia Project (GAP), an integrated regional development project, is the most important project in the republican era. Surface area of the project and the population are about 9.7% of Turkey and 9.6% of the population, respectively. With the project, using rich soil and water resources potential, region's socio-economic structure is intended to increase the level of development and life. Local governments as well as other institutions and organizations have important duties in raising the living standards of the people in the region.

Efficient execution of local government services in the region mainly depends on development of human resources, creating human resources department and increasing beneficiary satisfaction represent of great importance.

"Analysis of Strengthening Regional Development through the Development of Educational infrastructure / Corporate Training Needs Analysis Study of Local Government" project was funded by the British Embassy and carried out by the Southeastern Anatolian Project Regional Development Administration of Turkey and Harran University through January to June of 2010. In this project, training of human resources, performed activities, number of participants in these trainings and in-service capacities of local governments were determined. In line with the findings of this project, the most needed educational programs were determined and content of 4 programs of trainings has been put forward.

I would like to thank Assoc. Dr. Abdulbaki BİLGİÇ, Asst. Assoc. Dr. Hüseyin ŞİMŞEK, and Research Assistant Güneş EREN for their valuable contribution to this work. I would also sincerely like thank British Embassy and Southeastern Anatolian Project Regional Development Administration for their financial support. I wish this study will be useful to administrators and employees of the local governments in the region.

Prof. Dr. Bahri KARLI

Project Manager

1. INTRODUCTION

Main services of a country are public administrations. Public administrations are mechanisms that provide the basic infrastructure and the bureaucratic process to the citizens. Public administrations are structured in different ways according to their management styles. Public administrations force to change constantly along with the growing economic needs and emerging social needs. Improving service quality and efficiency of these arrangements to ensure citizens' major needs are called reforms. From the Republic of Turkey's perspective, various arrangements have been made in the field of public administration before and after the republic. Sometimes extensive changes/arrangements were made from time to time and presented as public administration reforms.

Especially after 1980s various structural reforms were performed when looked at the past relating public administration reforms. In this context, the shrinking of public sector, setting primarily free functioning of market mechanisms to increase the provision, and industrial production has emerged. Another main feature of this reform, however, has been dominant management structure that balance of supply and demand and market conditions regarding citizens' needs of goods and services demands. With the reform process in Turkey since 1980, weight of the public sector in the economic system have been reduced and large part of the state economic enterprises (SEEs) have been eliminated through customizations (Yıkılmaz, 2009).

At the beginning, liberalization of the economic management mechanism mainly focused on implementation in the form of government reform and shifted to local government in subsequent years. This process made it an obligation to redefinition of functions of the public management.

In order to prevent failures occurring in public administration, the idea of reorganizing the public administration was extensively discussed in the second half of the 20th century in various countries. For the restructuring of public envisaged management approaches, different concepts were used. For example in the UK, "Public Management Improvement", in Australia, "Public Management Reform", in New Zealand, "New Public Management", in Scandinavian countries "Public Administration Upgrading", in France, "Centralizing Reform", in the U.S.A " Restructuring of the state", in the Soviet Union, "Reconstruction", in the OECD publications the "New Management" concepts were preferred (Tutum, 1994: 3-4).

In Turkey, the "Administrative Reform", "Management Improvement", "Reduction of Bureaucracy," "Downsizing the State" concepts were used (Aykaç, 1999). In Turkey the concept public administration reform has been coming up frequently. Public Administration Reforms that has been carried out since 2004 are based on the decisions has taken in January 24, 1980 that was continuation of structural reforms of September 12th coup. The draft "Basic Law of Public Administration" considered for this purpose aimed changing radically the state organization. It is expected to fundamental change management structure in Turkey once the bill is enacted. In this regard, under the umbrella of the Public Administration Reform Project, some basic regulations regarding the state personnel regime reform and public financial management reform will be introduced.

The necessity of public administration reform has been an issue of several meetings at the international level. For example, a conference on Local Management of Authorization was held in February 28 – March 1, 2006 with foreign affairs department, OECD, EU's joint initiative and the SIGMA (Support for Improvement in Governance and Management). Top-level managers of public institutions and organizations, managers with responsible for strategy development, OECD, the European Council, EU member countries and institutions experts have participated to that conference. Various presentations were made in that conference and topics were

policies implemented by local governments in Turkey, the impact of European local government autonomy on member states, European local governments, the EU's regional policies, distribution of authority related to European policy options, public services and quality of national equality, transfer and control of financial resources to local management, transfer of human resources from central to local levels, creating scale economies to improve inter-municipal cooperation, and encouragement between central and local governments (http://www.memurlar.net/haber/ 40 902 /).

In the direction of demands both from municipalities and local public governments, in 2007 some adjustments were made in public administration. In this context, some legislative initiatives have been made in metropolitan municipalities, municipalities and special provincial administrations of the laws of reorganization that was part of "Basic Law of Public Administration" project (http://www.mevzuat.adalet.gov. tr/html/27541.html).

All these efforts are undertaken for more effective and efficient public administrations. In public administration, local governments are taking an important role. Therefore, various research projects are carried out and implemented aiming the strengthen every aspect of local government. As known, GAP project's, implemented in the Southeastern Anatolia Region of Turkey, and the main objective is to raise the income level and quality of life local people. Local government is of great importance in the formation of participatory and democratic society. Local administrative organizations in Turkey are villages, municipalities and special provincial administrations. However, due mainly to both the extent and size of the audience both local governments and municipalities comes to mind.

Local governments are one of the most important keystone regarding both local service organizations and foundation of democratic life. Established with principles to provide local services, local governments has become effective providers in a wide range of service with their budgets and increased powers. Local

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governments are liable to service basic infrastructure services for the fastest way to citizens without any discrimination. Local governments in this regard are mechanisms that ensure efficient and economical services. In light of this fact and target of EU membership, the strengthening of local management and local management structure is required to meet EU standards. In Turkey's largest integrated regional development project, GAP, various projects are being carried out with encouragement of the GAP Regional Development Administration in order to strengthen the local governments.

It is inevitable that economic and social development in the region will lead to improvement in the local governments. In this context, empowerment of local management and local management structure is essential to harmonize with EU norms.

Therefore, with this research in addition to local governments in the region (provincial special administrations, municipalities) and the present situation of trade and industry chambers, accessibility to the target groups and training needs are analyzed and training needs for the solutions were introduced.

2. STUDY AIM

This research goal was to increase human resource development services, increase the number of public service activates and work for those carry capacity building activates, setting up human resources departments in local governments, to analyze the life-long learning process and beneficiary satisfaction capacity of Southeastern Anatolia Region local governments such as provincial special administrations, municipalities and chambers of commerce.

This research was established for the purpose of carrying out Southeastern Region local government services effectively, human resource development in these institutions, establishing human resource departments and to increase the satisfaction of beneficiaries in the cities of Adıyaman, Batman, Diyarbakır, Gaziantep, Kilis, Mardin, Siirt, Şanlıurfa and Şırnak.

For the primary purposes specified above, the following activities were conducted:
1. Surveys were conducted in 9 different cities to determine training needs of local governments applied to three different local government units and at Mardin, Gaziantep and Siirt provinces three different workshops were attended by representatives of organizations.
2. According to information obtained from local governments with conducted surveys, the kind of human resources training activities and the corporate training capacity of the institutions were determined.
3. According to information obtained from surveys, the most needed corporate training needs have been determined in detail.

Research was conducted in three phases. The first phase; identifying the web sites of special provincial administrations, municipalities, chambers of commerce and industry, the second phase; selected managers and employees by sampling were given surveys prepared by the research group, and in third stage, meetings were

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arranged with stakeholders in Gaziantep, Mardin and Siirt provinces, and SWOT (GZFT) analysis was performed.

This research, for the identified purposes above, was carried out by the descriptive model. Qualitative and quantitative research methods were used in the research process to collect data. Information related to theoretical research and some data were obtained from literature. Organizational effectiveness of local governments and beneficiary satisfaction were determined through a questionnaire prepared by the researchers. In the survey, local authorities' effective service delivery was determined with;

- Sharing vision, mission and mission definitions,
- Easy access to the institution,
- Right to information,
- Document supply,
- Inventory of beneficiary information,
- Single system
- Award mechanism
- Questions about satisfaction of beneficiaries have been included in the surveys.

The survey applied to managers and other employees included common questions.

3. CURRENT STATUS of MUNICIPALS in GAP REGION

Since 2004, in the region there are nine cities including 2 metropolitan, 7 cities, five metropolitan district municipalities, 67 district municipalities and 114 municipal towns totaling up to 195 municipalities. In Turkey, there are total of 16 metropolitan municipalities, 65 provincial municipalities, 100 municipalities in metropolitan counties, 750 towns' municipalities and 2294 town councils totaling up to 3225 municipalities. The municipalities in the region make about 6.04% of the total municipalities in the country (Table 1).

Table 1. Features of municipalities in GAP region (2004)

Cities	Number of cities					
	Metropolitan cities	Metropolitan district municipalities	City municipality	District municipality	Municipal towns	Total
Adıyaman	-	-	1	8	19	28
Batman	-	-	1	5	6	12
Diyarbakır	1	3	-	13	15	32
Gaziantep	1	2	-	7	18	28
Kilis	-	-	1	3	1	5
Mardin	-	-	1	9	21	31
Siirt	-	-	1	6	6	13
Şanlıurfa	-	-	1	10	15	26
Şırnak	-	-	1	6	13	20
GAP total	2	5	7	67	114	195
Total in Turkey	16	100	65	750	2.294	3.225

Reference: www:tuik.gov.tr/2010 (Data were obtained from TUİK but arranged by the researchers).

With an arrangement made in 2008, the number of municipalities in Turkey was decreased and as of today (2009) there are 16 metropolitans, 65 city municipalities and other local governments totaling to 2949 municipalities. Those

municipalities are composed of 143 metropolitan municipal districts, 749 districts municipals and 1976 town council municipalities. In parallel to these regulations, in the GAP region the number of municipalities was reduced from 195 to 188. As of 2009, there are two metropolitan municipalities, 7 city municipalities, 6 metropolitan district municipalities, 67 district municipalities and 106 town municipalities in the GAP region. Municipalities in the region are about 6.37% of all municipalities in Turkey (Table 2).

According to the results of local elections held in Turkey, there are 18 female mayors (with a rate of 0.56%) and 3207 male mayors in 3225 total municipalities. The rate of women members of municipal councils is about 2.42%. Considering the data in 2009, both woman mayors and city council members increased compared to the year 2004 (www.tuik.gov.tr, 2010).

Table 2. Features of municipalities in GAP region (2009)

Cities	Number of cities					
	Metropolitan cities	Metropolitan district municipalities	City municipality	District municipality	Municipal towns	Total
Adıyaman	-	-	1	8	19	28
Batman	-	-	1	5	6	12
Diyarbakır	1	4	-	13	12	30
Gaziantep	1	2	-	7	13	23
Kilis	-	-	1	3	1	5
Mardin	-	-	1	9	21	31
Siirt	-	-	1	6	6	13
Şanlıurfa	-	-	1	10	15	26
Şırnak	-	-	1	6	13	20
GAP Total	2	6	7	67	106	188
Total in Turkey	16	143	65	749	1 976	2 949

Reference: www:tuik.gov.tr/2010 (Data were obtained from TUİK but arranged by the researchers).

In total of 188 mayors in the region, there are 8 (4.3%) women and 180 (95.7%) male mayors. Although it is not enough, this results of this research shows that the rate of woman mayors is higher in the Southeastern Anatolia Region as compared to the country averages. According to local government election results held in 2009, there are total of 2304 city council members. 94.8% of the current assembly members (2184 persons) are male and 5.2% (120 people) are women (www.tuik.gov.tr, 2010).

4. MATERIAL and METHOD

Research material was primary data sources. The primary data source was from survey results obtained from local governments in the GAP region (Provincial Administration, City), commerce and industry chamber managers and employees. All of the data have been obtained by the research team negotiations with local government managers and staff (face to face). Secondary data constitutes records from Turkey Statistics Institute (TUIK), Ministry of Interior Local Directorate General, Special Administration the Provincial Region, municipalities and chambers of commerce and industry. Also, related research and investigation results were evaluated. Surveys used to collect data were arranged in accordance with the provision of sufficient information.

Since there exists regional multiple governmental organizations, function in different areas and the distribution of those organizations differ from city to city, the number of represent samples from those cities were determined with "systematic sampling" method (Güneş and Arıkan, 1988) and total of 33 local governments and chamber of commerce (municipal, provincial administrations) were subject of this research.

The research was conducted in nine provinces located in Southeastern Anatolia Region. These cities were Adıyaman, Batman, Diyarbakır, Gaziantep, Kilis, Mardin, Siirt, Şanlıurfa and Şırnak. In the provinces "Special Provincial Administration of Commerce and Industry" have been subjected to a full count, and the survey full count method was applied to organizations. However, approximately 8% of the municipalities were eligible to be interviewed. Therefore, the sample size was determined based on provinces population status by taking into account each province and the province of the local government (municipal, provincial administrations) using "Main body Rate Based Clustering single Phase Coincidence Probability sampling" method to determine survey sample size, (Table 3).

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Difficulties and Limitations in the Study

The main three problems faces in the research process were;

1. Some of the staff in some institutions were reluctant to fill the questionnaire and some of the survey questions were not answered,

2. Some of the managers and the staff were not sensitive enough to attend the workshops,

3. Some of the managers from some institutions/organizations managers and/or executives had no enough information about their in-service training, number of participants and their needs.

Table 3. The distribution of samples in cities and local governments located in GAP region.

Cities in GAP	Provincial Administration	City	Chamber of Commerce	Total	Rate (%)
Adıyaman	6	20	4	30	13,0
Batman	5	11	6	22	9,5
Diyarbakır	7	26	6	39	16,8
Gaziantep	6	22	11	39	16,8
Kilis	6	2	-	8	3,4
Mardin	8	16	5	29	12,5
Siirt	6	8	-	14	6,0
Şanlıurfa	6	28	6	40	17,2
Şırnak	-	6	5	11	4,7
Total	50	139	43	232	100.0
Rate (%)	21,5	60,0	18,5	100,0	-

5. RESEARCH FINDINGS

5.1. Demographic Characteristics of Employees/institutions Participating in Research and Related Results

• 82.5% of the survey subjects' institutions in this research were located in cities and 17.5% were in town centers.

• 59.8% of the participating subjects were from municipalities, 21.4% were from provincial administration and 18.8% were from chamber of commerce and industry.

• 15.3% of participants were managers and 84.7% of participants were employees.

• 70.7% of people interviewed in the study were male and 28.4% were female and about 0.9% did not specify their gender.

• The age distribution of persons interviewed were; 61.6% were at 31-50 age group,16.6% were at 22-30 age group, 6.6% were over 51 age group. 35 people interviewed (about 15.3%) did not provide information about their age. It is possible to say that subjects used in this study were middle age group.

• One of the major research findings regarding the demographic characteristics opinions, is the educational background of individuals. Study results showed that 71.8% of the subjects were high school graduates, 27.8% had middle school graduates and 0.4% were primary school graduates.

• 54.3% of the managers (civil servants, engineers, technicians, etc.) and 55.2% of the employees working for the local authorities (municipalities, special provincial administrations) and trade and industry chambers had no in-service training programs at all. This indicates that more than half of managers and employees did not participate in any in-service training program.

• When looked at the participants in terms of participation in in-service training programs working for institutions/organizations, about 59.1%, 49.0% and 48.8% in municipalities in special provincial administrations, and in commerce and industry chambers, had no any kind of educational programs, respectively. Additionally 50.0% of the managers and employees located in organization have not participated in-service training programs.

• The distribution according to gender indicated 55.6% of men and 52.3% of women have not participated in-service training programs indication no significant difference between women and men.

• According to the survey results, 50.3% attended at in-service training programs were high school graduates and 65.1% were high school graduates. These data clearly suggest that in-service training programs are inadequate and a level of participation is low.

5.2. Results of Local Government Relating to the Corporate Activities

• The number of people indicating that their "Institutions vision and mission had clearly been identified" were 86.4% in municipalities while commerce and industry chambers had 81.0%, and special provincial administrations had 76.6%. Despite this substantial positive opinion, some of the participant indicated otherwise.

• Trade and industry chambers were in better condition (53.5%) than the others regarding the clear indication of vision and mission and following governmental bodies were municipalities 46.7% and special provincial administrations with 38.8%.

• Participants answering the question " are all employees show enough efforts to meet the vision and mission of your institution" were quite low (municipalities 30.7%, special provincial administrations 34.7%, and commerce and industry chambers 18.6%).

• It is indicated that there is a lack of clear vision and mission description/share with employees. At the same time, another issue to consider is the lack of employees in the effort to perform the mission of their organizations. Therefore, there is strong need to increase communication between managers and employees to the highest level and establish mutual trust.

• Commerce and industry (79.1%) was observed to be in better condition regarding the question about "every ones authority and responsibility and communication". 61.2% participants from special provincial administrations answered "yes" to the same question while 54.0% of participants from municipalities answered positive.

These results show lack of sufficient authority and responsibility and communication by employees to their managers.

- The question about clearly identification of authority/responsibility and communication had about 74.3% and 57.7% by managers and employees had positive (yes) answer, respectively. This, despite a positive opinion, indicates that authority and responsibility is not fully specified. Connection with this issue, the question about " authority/responsibility descriptions to everyone in our organization are clearly defined and enough communication has been made" had answered "yes" about 97.1% by managers and 84.0% by employees. These issues are important to be able to carry responsibilities and duties by managers and employees. Therefore, this way the organization also increases the work efficiency and effectiveness.
- The survey results also show that except required internal correspondence, there is not enough communication and information sharing in organizations.
- For the satisfaction of beneficiaries of the organizations (service beneficiary) managers had significantly more positive perceptions to take different precautions (71.4%) but not as much by employees (% 53.6).
- According to research results, there were some difficulties obtaining the necessary documents by citizens in those organizations. From the institutions perspective, trade and industry chambers were better supplying necessary document to citizens but special provincial administrations were found to be inadequate.
- Citizens satisfaction was found to be generally moderate by the organizations managers and employees.

5.3. SWOT Analysis

In this study, stakeholders for each organization, provincial administrations, municipalities and trade and industry chambers, in nine provinces in GAP region was determined, and SWOT (S = Strengths, W = Weaknesses, O = Opportunities T = Threats) analysis was done. This analysis was not institution-specific for special provincial administrations, municipalities and chambers of commerce and industry but general SWOT analysis. However, the ideal SWOT analysis would be done for each organization and institution in every province.

SWOT Analysis of the GAP Region Local Governments:
> **Strengths;**

➤ Implementation of the model in one of the biggest projects (GAP) in the Republican era,

➤ The existence of Southeastern Anatolian Project Regional Development Administration in the region and ensuring coordination between each organization in the region,

➤ The existence of Universities in all cities,

➤ The existence of 3 development agencies in the region,

➤ The existence of young and dynamic human source,

➤ The existence of potentially productive agricultural soils regarding texture and potential,

➤ High water resources and potential,

➤ The existence of rich cultural assets and tourism values,

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➢ Benefiting from the funds and projects from national (SPO, the Ministry of Agriculture and Rural Affairs, etc.) and international (UN-UNDP, EU, World Bank, etc.),

➢ Easy accessibility to intra-regional and regional centers,

➢ Ability to produce business and project ideas,

➢ High public participation to management and dominate democratic approach.

Weaknesses;

▪ In general, the municipalities have failed to implement the urban information system,

▪ Lack of cooperation between other institutions/organizations, NGOs and universities,

▪ The financial dependence of municipalities to the central government,

▪ Unplanned settlements and slums in the metropolitan centers,

▪ Lack of jobs that will create employment,

▪ Lack of effective use of agricultural lands,

▪ Lack of diversifying industry and spread of industry,

▪ Lack of qualified employees,

▪ Lack of performance evaluation and reward systems,

▪ Lack of coordination and plan to move,

▪ Lack of project office units,

▪ Lack of clear indication of work responsibilities,

▪ Lack of R & D (Research - Development) units in organizations,

- Lack of e-government applications,

- Lack of in-service trainings,

- Lack of active participation in decision making and implementation processes and control mechanisms in organizations (stakeholders),

- Lack of the planned production of city land development,

- Deficiency of cooperation and coordination between organizations.

Opportunities;

✓ Turkey's European Union entry process,

✓ Region's close location to ports in the Mediterranean region,

✓ Easy accessibility to the Middle East markets,

✓ Appropriate climatic conditions for high agricultural potential,

✓ Existing and new established agricultural industry will not experience problems in obtaining raw materials,

✓ Governmental incentives for entrepreneurs who want to invest in the region and existence of Organized Industrial Zone.

✓ Opportunities of resolving the environmental problems in cities by municipalities.

✓ The region's rich history and cultural values.

Threats;

○ High migration from rural areas to urban centers,

○ High fertility rate in the region,

○ Low educational level,

○ High unemployment rate,

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- Illegal construction and development trends in agriculture areas,

- Increasing diversity of services,

- Increasing physical areas that municipalities need to serve,

- Continuous changes that occur in the relevant legislation,

- Lack of infrastructure.

5.4. The In-Service Training Studies in Local Government and the Educational Needs   Sensory Areas

In-service training at local governments (municipalities) in the GAP region differ according to the municipal and in-service training activities, particularly in larger municipalities (metropolitan and provincial municipalities) intensity of the in-service trainings is higher. It was clearly determined from the both workshops and survey data obtained from the in-service trainings that "City Police and Fire Regulations," "Misdemeanor Law", "Local Government Expenditure Regulation", "5018 Public Financial Management and Control Law", "Public Relations and Motivation", "Municipal Legislation", "Budget Accounting", "Urban and Contracts" are main educational topics intensely worked on.

It was determined that when in-service training for employees considered, the municipalities in the region in the last five years conducted 276 in-service training programs and that averaged to 18.4 for a single municipal that makes average annual in-service training program for each municipal about 3.7 educational program. On the other hand, municipalities have low number of in-service training specialists. Study results revealed that municipalities have a total of 20 experts. Therefore, there are about 1.33 (1.3%) in-service training specialists at those municipalities with experts while 87% do not. Previously given answers to the question if in-service training programs had any benefit to the employees indicated that 50% of

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respondents indicated that such trainings were very useful, while 50% were expressed would be partially useful.

Municipal most needed areas in-service trainings were Support Education topics (Project Preparation and Implementation of EU Cohesion Policy in the Process of Regional Integration, etc.). Another topic of in-service training is indicated to be about general information and capacity (Human Resource Management, Team Work, Conflict Management, Leadership, Project Analysis, Report Preparation Techniques and Presentation Techniques). Even though first two issues are not considered as urgent topics, other issues according to the importance were Environmental Health Issues (Garbage and Solid Waste Collection Methods, Insect and Struggle), Infrastructure and Development Issues (Development and Environment, Development Plans Review and ratification General Cleaning Services) and Administrative and Social topics (Communications, Public Relations, Participation and Collaboration, Regulatory and Applications for Physically Handicapped, Regulations and Practices for disadvantaged groups).

When priority ranking is taken into account, municipal provincial training needs are; infrastructure and urban issues were thought to be important at Batman, Kilis and Siirt, Administrative and social issues were thought to have prime importance in Mardin. Environment and health issues were also thought to be more important in Şanlıurfa and Diyarbakır while support issues in education had primary importance in Adıyaman and Gaziantep.

The in-service training in the special provincial administration of the provinces seems to differ. Results from both in-service training workshops and surveys indicated the topics concentrated on; "Local Government Legislation", "Occupational Health and Safety", "Business Law", "657 No. State Law on Civil Servants", "Contracts Regulations", "Official Correspondence Rules", "Project Preparation".

Special provincial administrations provided total of 40 in-service training programs to their employees and that averaged to 8. On an annual basis, special provincial administrations had about 1.6 annual in-service training programs. On the other hand, in-service trainings in these institutions are seen to be inadequate and institutions do not have their own experts. Previously given answers to questions concerning the effectiveness of in-service training at special provincial administrations indicated that 60 % of the participants emphasized that this type of training is very useful, 40% stated that they had found partially useful.

Research results indicate that special provincial administrations in general need in-service program. However, the most needed area of education seems to be the Subject Support (Project Preparation and Implementation, integration with the EU Integration Process of Regional Policy, Rural Development Policies, etc.). Another topic that Special provincial administrations partly need in-service training is general information and capacity subjects (Human Resource Management, Team Work, Conflict Management, Leadership, Project Analysis, Report Preparation Techniques and Presentation Techniques). Although not seen as important as the first two issues, special provincial administrations need is on administrative and social issues (Communications, Public Relations, Participation and Collaboration, Social Assistance).

Priority rating of the subjects also indicates that special provincial administration's another training need is on the topic of infrastructure and development which found important at Kilis while support educational issues only found importance in Gaziantep. The topic of general knowledge and capacity issue was the most important in Şanlıurfa, Mardin, and Siirt.

When the development level and size of the province were taken into consideration, it is clearly seen that provincial chambers of commerce and industry has given in-service training activities on different subjects. Results of the both workshops and survey data indicates that principal in-service training topics are;

"Project Cycle Management", "Motivation and Team Work," "Time Management and Stress," "Correspondence Rules".

When looked at the chamber of commerce and industry in-service training state of applications for employees, institutions conducted a total of 155 in-service training programs in the last five years, average of 29 per year. On an annual basis, commerce and industry chambers had average of 5.8 in-service training programs. There are no specialized trainers in commerce and industry chambers. Answered to the trade and industry chambers previously given in-service training activities related to the question in this research indicated that 50% of these types of training are very useful, while 50% found those programs partially useful.

Results also showed that there were in general need for emergency in-service trainings in all areas and is seen partly as necessary by commerce and industry chambers. However, given the area needed most are: "Public Relations, Project Preparation and Implementation, Communication, Conflict Management, and Participation and Collaboration with the Human Resources Management".

Based on training needs priorities of commerce and industry chambers: the topics of administrative and social subjects in Şanlıurfa and Gaziantep had first priority importance, while support issues topic was found to have priority in Diyarbakır and in Kilis, and the topic of public knowledge and capacity issues found to have first priority importance only in Adıyaman.

According the research results and information obtained from the workshop, 4 examples of educational contents were determined based on the need of local governments in GAP region (municipalities, special provincial administrations) and for the needs of commerce and industry chambers. However, it would be better to specify proposed training content about the organizations. Therefore, in-service training programs need to be primarily determined based on job descriptions and

taking the views of experts. This way it is thought in-service training to be more fruitful. On the other hand, the determination of in-service training programs of each institution and its working principles and the basic needs of the region to consider the expectations will increase the success of the program. Following in-service training programs are for all institutions/organizations. Because, depending on each institution/organization work site and serve the masses, there is need for the topics of "Human Resource Management, Public Relations, Project Preparation and Project Cycle and Team Work". In light of these principles, the bases of projected in-service training program topics are:

EDUCATION PROGRAM

NUMBER OF PROGRAM	TOPIC OF EDUCATION	DAYS	TIME
1	Management of human resources	5	30
2	Human relations	4	24
3	Project preparation and project cycle	5	30
4	Team work	3	18
TOTAL		17	102

Management of Human Resources

The aim of management of human resources is using and evaluating human resources (manpower) appropriately, efficiently and effectively the way to ensure the happiness of people. Therefore, it is to convey/pass today's and tomorrow's human resources information and applications to the organizations' managements for high-performance organizations.

Human resources represent all the people regardless of functions and locations in organizations. Therefore, human resources management represents all management decisions and actions in the organizations identified in accordance with the vision and mission affected by the relationship between employees.

"Human Resource Management" training contents as the main topics are briefly described below;

Human Resources Management	
1	Concept and Importance of Human Resources
2	The Scope of Human Resource Management
3	Functioning of Human Resource Management
4	Human Resources Management Principles
5	Characteristics of Human Resource Management
6	Strategic Relationship Management and Human Resources
7	Human Resource Management of Domestic and External Environment Analysis
8	Determination of Strategic Management and Human Resource Strategy
9	Human Resources Planning and Business
10	Provision of Human Resources
11	Personnel Success Evaluation
12	Service Training
13	Salary Management
14	Employees Rights
15	Encouragement of staff to work
16	Human Resources Management to Bring Benefits to Business

Public Relations

The goal of public relations is to determine the factors effecting success or failure in relation with connected environments (service target, beneficiaries) and it is an art of understanding, communication, acceptance, love, dignity and respect to the service beneficiaries.

Public relations planned activities to achieve the set aims to create a positive image (accordance with vision and mission) of organization through determination of publicity, policy orienting institutions/organizations in this direction, to get necessary information flow between human groups and institutions/organizations, and by achieving the intended result.

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Assessment of capabilities and development needs of employees for "Public Relations" training content with the main topics are listed below:

Public Relations	
1	What is Public Relation?
2	Importance of Public Relations
3	Public Relations Objectives
4	Basic Principles of Public Relations
5	Internal Communication
6	External Communication
7	Corporate Communications
8	Public Affairs
9	Beneficiary Relationships in Public Relations
10	Public Relations Management
11	Presentation of Information and Communication
12	Publicity and Advertising
13	Written and Visual Communications with the Press
14	Public Relations During Crisis

Project Preparation and Project Cycle

The most important point to be aware about project preparation are the aim of project, and to what kind of organization this project will be presented, if it is prepared in accordance with the format of the authorities/agencies. Therefore, the management of a project is as important as the preparation of the project.

A good project preparation and implementation of the project may be prepared to be;

1. Quality of the project set up,
2. Clear and well defined project methodology,
3. Projects good quality content,
4. The project's environmental impact,

5. Applicability of the project,

6. Dissemination and use of results,

7. Project sustainability.

Considering the above issues while preparing a project, the main lines of training content is briefly described below under the title of "Project Preparation and Project Cycle".

Project Preparation and Project Cycle	
1	What is the Project?
2	Goals and Objectives
3	Direct and Indirect Beneficiaries
4	Project Cycle Management
5	Stages of Project Cycle Management
6	Logical Framework
7	Work Plan and Task Allocation
8	Success Criteria
9	Analysis of Current Situation
10	Current Situation Analysis Method
11	Beneficiary Groups
12	Sustainability
13	Partnerships
14	Monitoring, Evaluation and Audit
15	Project Budget
16	Other cash and in kind contributions
17	Application
18	Report Writing

Team Work

Teamwork is intended to provide assistance and acting together with consensus. Teamwork brings people with different knowledge, skills and experience together to carry out getting the common mind, effective and efficient use of

resources. Therefore, with team works in organizations, increase the number of qualified staff will certainly ensure the success of the organization.

The main topics of "Team Work" training content are listed below (in order to create common idea which will make the success of the organization inevitable).

	Team Work
1	Definition and importance of teamwork
2	Characteristics of the study team
3	Selection of Team Members
4	Team Members Qualifications
5	Rules to be followed in the teamwork
6	Responsibilities of a team of employees
7	Advantages and Disadvantages of Teamwork
8	Challenges of Teamwork
9	The Importance of Leadership and Teamwork
10	Features of Leader
11	Motivating employees
12	Communication and Communication Methods
13	Planning and Meetings
14	Priority meetings
15	Meeting Subject, Location and Duration
16	Meeting and work reports
17	Privacy of meetings procedures

Results and Suggestions

Research results clearly showed status of institutional issues to increase their effectiveness that will strengthen the local government in Southeastern Anatolia Region. This research results also show institutional level of Region of local governments (municipalities, special provincial administrations) and trade and industry chambers located in the Southeastern Anatolia Region about the topics of

determination of vision and mission, employees'. authority, determination of responsibility and work definition, easy access to the institution, management processes and democratic participation, information rights, document supply, the beneficiary information systems, and beneficiary satisfaction. Research results have shown that the topics stated above very important for corporate activities and there is a need for revising institutions accordingly. It was clearly observed that institution in-service training programs are inadequate even though establishment (city), province, the size of institutions has some level of influence on training programs. This impact organization's provided services negatively. On the other hand, research results also indicated that there is need for in-service training programs for manager and employees separately on the basis of lifelong learning and quality service for the continuous innovation policy. Because the research results of local governments (municipal, provincial administrations) states a significant gap in service training and need for training programs. When research results were taken into account, survey result evaluation of both managers and staff indicated need for following in-service training programs which were determined from in-service training programs survey applied to local government (municipal, provincial administrations) and trade and industry chambers in Southeastern Anatolia Region.

VISION and MISSION	• Determining clearly organizations vision and mission, • Informing Managers and employees clearly institution's vision and mission, • Sharing institution's vision and mission with managers and employees, • Motivating managers and employees about institution's vision and mission.
POWERS, RESPONSIBILITY and DESCRIPTION OF DUTIES	• Clearly identify the authority and responsibility ob agency employees, • Announcing the employees about the powers and responsibilities, • Determining authority and responsibility of all employees, • Providing the necessary working conditions of all employees.
EASY TRANSPORTATION TO THE ORGANİZATİON	• Increasing awareness of the managers and employees about easy access to the institution, • Providing and taking necessary measures to easy access to the institution (informative and router boards and signs in the doorway, informative web page and guiding explanations, electronic reference and follow-up services and oriented measures), • Informing managers and employees about easy accessibility of citizens to the institution.
RIGHT TO GET INFORMATION	• Development of sensitivity about right to information that is a fundamental human right, • Informing employees and managers concerning the use of the right to get information and pointing mechanism (written, oral and electronic applications will enable the establishment of a mechanism), • Determining the attitude of the staff for citizens right to information.
DOCUMENT SUPPLY	• Increasing the importance and awareness of the employees about the documents which may be needed by the beneficiaries (citizens), • Informing the employees of the organizations about importance of the corporate document and informing staff about how they will get corporate documents.

BENFICIARIES INFORMATION INVENTORY	• Informing employees concerning the importance of inventory information for institutional effectiveness and ease of use of service user information, • Informing employees about the software system that keeps beneficiary detailed information and institution relationship, • Information about how the records to be kept about demographic characteristics of beneficiaries and demands and complaints.
AWARD MECHANISM	• Informing employees about service awards mechanisms to enhance the quality and motivation, • Determine policies of Employee rewards and informing the staff about it.
BENEFICIARY SATISFACTION	• The importance of organizational effectiveness for beneficiary satisfaction, • Establishment and determination of mechanisms necessary for beneficiary satisfaction (preparation of survey and complaint forms), • Process of creation, introduction of beneficiary satisfaction for the corporate staff.

Any training and support programs prepared taking above considerations into account needs to include; position of the region, not in the organization structure, serving the beneficiaries' socio - cultural properties and the town's/county's/ district's level of development. Therefore, when planning in-service training programs for institutions;

• Organizations should identify internal and external stakeholders and participation of stakeholders SWOT analysis should be done,

• When preparing organization's strategic plans, SWOT analysis should be taken into account and specific plans need to be carried out accordingly,

• Beneficiaries views should be considered before Institution/ organization makes any investment and/or service,

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- Organization of training programs and services should planed taking into account the priorities,
- Employing training specialists in organizations will upgrade and be beneficial maintain the quality of service,
- In-service training programs of institutions/organizations need to determined and implemented not based on package program but rather considering organization's current structure and needs,
- To improve organization's quality of services, ensure access and sustainable service training for staff should be made at certain intervals,
- Citizens' satisfaction levels are associated with increase of the service area and maintaining the quality of the service. Therefore, in terms of human resource development, the number and diversity of in-service trainings are necessary to increase,
- The internal information sharing and knowledge management play an important role in institutions/organizations. Therefore, information sharing and management must not be limited to a few staff. In this context, institutional development and implementation of management approach is of great importance,
- Both the services staff of organization and beneficiaries would need to know how to get information and how problems should be resolved,
- Periodically visits and collaboration with successful and efficient regional and international in other local governments (municipalities, special provincial administrations) and the commerce and industry chambers to improve the quality of services is of great importance.
- In order to quickly solve citizens problems some of the some municipalities (Municipality of Şanlıurfa and Mardin Municipality, etc.) created "White Table" application and that caries an important function and this could be implemented by other municipalities (not serving white table services),
- It is very important to determine beneficiaries' satisfaction levels periodically with surveys about organization's work areas and beneficiaries' views will certainly increase the service quality.

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