1. **Success Model: Turkey**

Turkey has a long standing history of experiences with PPP and has recorded a plethora of successes in this field. The United Nations Economic Commission for Europe (UNECE) considers the Turkish PPP models as one of the most successful ones and has fostered several partnerships and sponsored events in order to disseminate its lessons learned to the Caucasus and central Asia¹. It is also noteworthy that Turkey has established a very efficient and effective International PPP Platform to encourage and foster initiatives with the aim of enhancing and improving the delivery of services.

From 1980 onwards, several legislations were enacted in Turkey with regard to the PPP’s. Turkey enjoys one of the best legal frameworks in the area of PPPs. In 1994, the Turkish government made amendments to the constitution and embarked upon structural reforms of its key public sector services. Specific PPP legislations that enabled Turkey to position itself as a PPP reference in the region and improve the provision of essential services to its citizens are as follows:

- The Law on the Build-Operate-Transfer No. 3996 published in the Official Gazette on June 13, 1994, No. 1959;
- The Law on Privatization No. 4046 published in the Official Gazette on 27 November 1994, No 22124),
- The Law on Turkish Electricity Authority for Generation, Transmission, Distribution and Trade of Electricity No. 3096, published in the Official Gazette on 19 December 1984, No 18610, and;
- Electricity BO Law: The Law on the Establishment and Operation of Electricity Production Plants and Energy Sales No. 4283, published in the Official Gazette on 19 July 1997, No. 23054);

2. **Specific Objectives**

   (i) Exposing government officials, legislators, local level governments and private sector representatives to internationally recognized best practice in PPP;
   (ii) Enhancing the capacity of the Government of Iraq (GoI) and legislators to enhance PPP legislation and subsequently PPP practice in Iraq;

¹ Noteworthy is the latest training session held in Istanbul on “Addressing the challenges of doing PPPs in the Black Sea Region, the Caucasus and Central Asia: Bridging the gap in PPP knowledge and skills’, held in Istanbul, on 29-30 April 2010; http://www.unece.org/press/pr2010/10ecid_p02e.htm
(iii) Exposing Iraqi participants to the Turkish experience in PPP, its lessons learned and failures (Case studies on successful BOTs, Private and public sector complementarity in service provision, loss of cost control, quality control, deterioration of the asset, pricing issues, etc.).

(iv) Identifying and prioritizing cooperation mechanisms between the GoI and the private sector institutions in the prospect of enhancing PPP initiatives for service delivery;

3. Methodology

The Study Mission will be conducted using primarily the applied knowledge transfer methodology, which is based on sustained interaction between Iraqi participants and the proposed success model. The methodology could comprise lectures and presentations on success models and lessons learned, but will be mainly geared towards field visits applying the “visiting learning methodology”. Hence, presentations will be combined with – and even performed – on-site during the field visits in order to maximize their impact on the target audience.

4. Focus Areas

The Study Mission will focus at a minimum on the following thematics/topics and convey to participating officials relevant success stories and lessons learned:

1. PPP conducive legislative and political frameworks;
2. Guidelines for successful Public Private Partnerships;
3. Public procurement rules for PPPs;
4. The interaction of the public and private sectors in the aim of enhancing service delivery;
5. Adequate financing instruments fostering PPP;
6. Successful PPP projects and initiatives and lessons learned;
7. Requirements for development of institutional capacity in the public sector in support of PPP;
8. Privatization and concessions of utilities.

5. Stakeholders/Beneficiaries

The primary beneficiaries of the study mission will be approx. Seventeen (17) senior level officials from the following entities:

1. COMSEC
2. PMAC
3. Parliament (Federal and Regional)
4. Ministry of Finance
5. KRG Ministry of Finance
6. Ministry of Planning
7. KRG Ministry of Planning
8. Ministry of Municipalities and Public Works
9. KRG Ministry of Municipalities
10. Ministry of Health (Baghdad and KRG)
11. Local Level Authorities representatives (Governors or Deputy Governors)
12. Union of Industrialists and relevant Syndicates
13. Private Sector representatives (Resident in Iraq and Diaspora)