

2020-  
2024

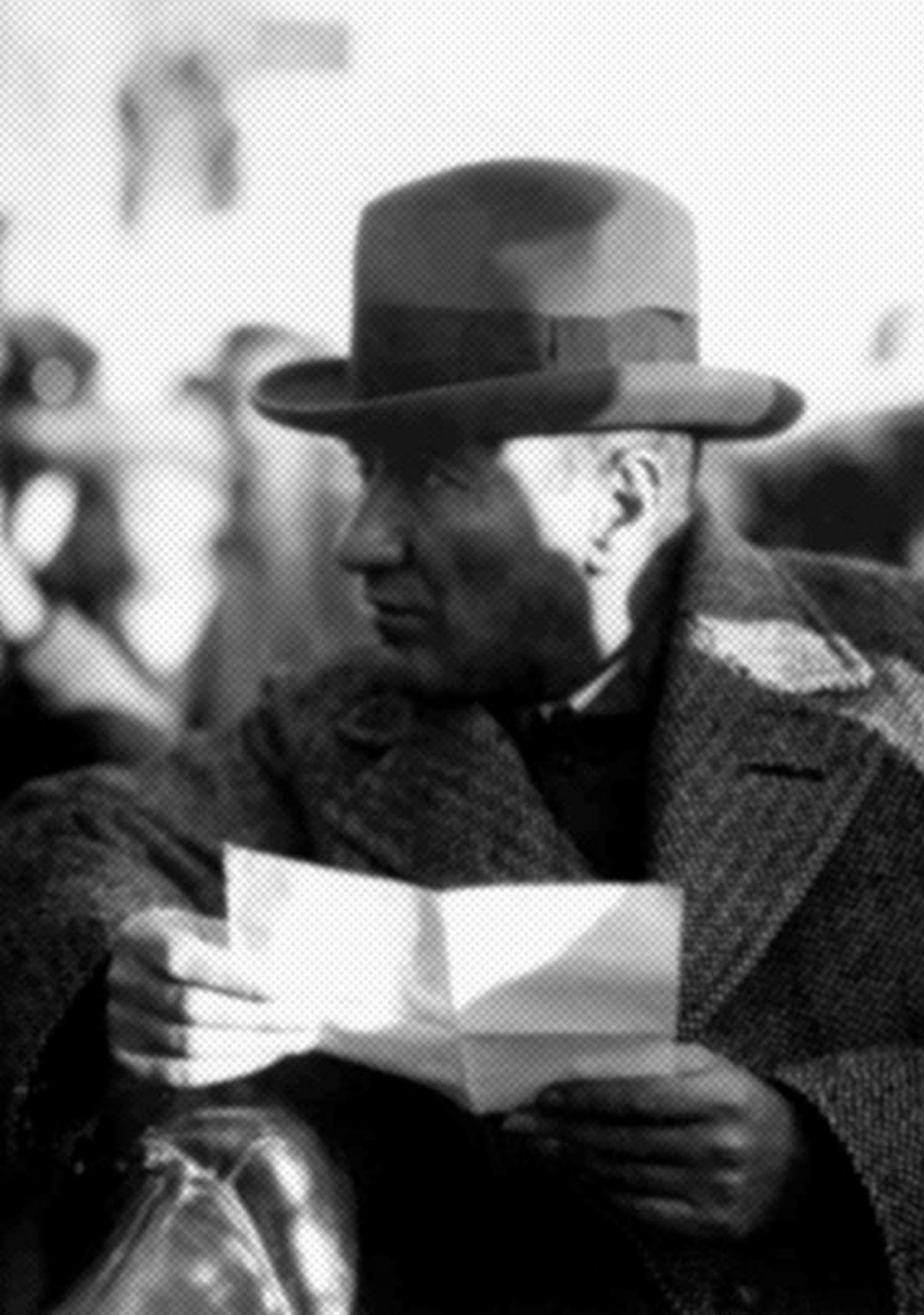


Izmir Metropolitan Municipality

# Strategic Planı









Dear People of Izmir;

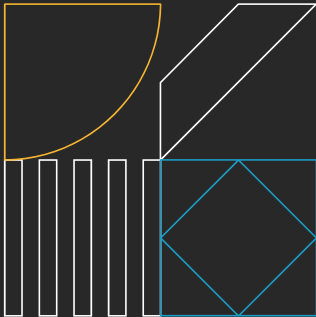
With the Strategic Plan for the period of 2020-2024, we have concluded the roadmap for the next 5 years of our city. Formulated upon 6-months of intensive efforts, strategic plans of the Izmir Metropolitan Municipality, IZSU and ESHOT will guide us for the next 5 years.

The strategic plans have been designed to cover all of the sustainable development goals of the United Nations. In addition to these goals, we included ten new ones in line with the history, the unique identity and priorities of our beloved city. Our Strategic Targets and objectives were identified through a participatory approach. Many different stakeholders of Izmir, district municipalities, universities, chambers and trade unions as well as non-governmental organizations provided significant contributions and thus enriched and strengthened the strategic plan. I find it important to underline the fact that this strategic plan embodies an inclusive administrative approach that is sensible to the needs of the all segments of citizens in Izmir.

The democratic, inclusive and transparency-based approach that was applied for preparation of these plans will be meticulously maintained in all areas of public service under our administration. We do not see local governance as a one-sided process that simply announces projects decided by the municipality to the public. On the contrary, our principle since day one has been to govern this wonderful city together with the people who entrusted this precious task to us. All the goals can only be achieved through mutual efforts. In the light of this principle, we will continue to join in our effort with our people in caring for our city.

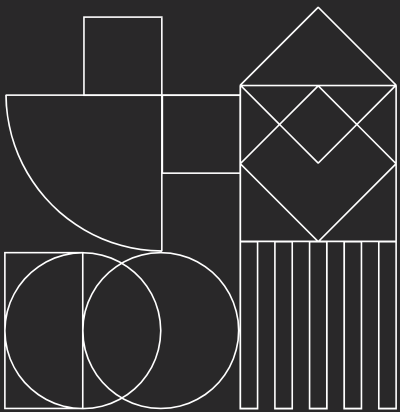
A city that rejoices differences, a city that enjoys and empowers true democracy and not the farce of today, a city of ingenuity that finds durable solutions in a plethora of areas including public transport, infrastructure, urban planning and even combating the climate crisis, a city that creates policies respecting the nature, a city where productivity is prioritized, a city that aspires the world in embracing the peace and justice can only be achieved through joint efforts.

I would like to express my gratitude to all my colleagues and other stakeholders who contributed to the preparation of the strategic plan which will shape the future of Izmir. It is my hope and belief that the Strategic Targets and objectives we have set out here will shed light on the projects and activities we will undertake over the next 5 years and will transform Izmir into a city with a much higher quality of life befitting its rich historical identity.



**M. Tunç SOYER**

Mayor of Izmir Metropolitan Municipality



# Contents

<b>1</b>	<b>Strategic Plan at a Glance</b>	<b>1</b>
	Izmir Strategies Discourses	2
1.1	Vision, Mission, Goals and Objectives	5
1.2	Key Performance Indicators	7
<b>2</b>	<b>Strategic Plan Preparation Process</b>	<b>9</b>
<b>3</b>	<b>Situation Analysis</b>	<b>13</b>
3.1	History of Izmir Metropolitan Municipality	15
3.2	Evaluation of the 2015-2019 Strategic Plan	16
3.3	Legislative Analysis	18
3.4	Analysis of Top Policy Documents	24
3.5	Identification of Fields of Activity, Products and Services	29
3.6	Stakeholder Analysis	31
	3.6.1 Results of the Stakeholder Prioritization Survey	31
	3.6.2 Stakeholder Prioritization Survey: Implementation and Evaluation	33
	3.6.3 Results of the Action Priority Survey	34
	3.6.4 Action Priority Survey: Implementation and Evaluation	37
3.7	In-House Analysis	38
	3.7.1 Human Resources Competence Analysis	38
	3.7.2 Institutional Culture Analysis	41
	3.7.3 Physical Resource Analysis	42
	3.7.4 Technology and Information Infrastructure Analysis	46
	3.7.5 Financial Resources Analysis	50
3.8	PESTLE Analysis	51
3.9	SWOT Analysis	55
3.10	Points of Concern and Identification of Needs	57
<b>4</b>	<b>Looking Forward</b>	<b>61</b>
<b>5</b>	<b>Strategy Development</b>	<b>65</b>
5.1	Target Cards	67
5.2	Costing	118
<b>6</b>	<b>Monitoring and Evaluation</b>	<b>121</b>

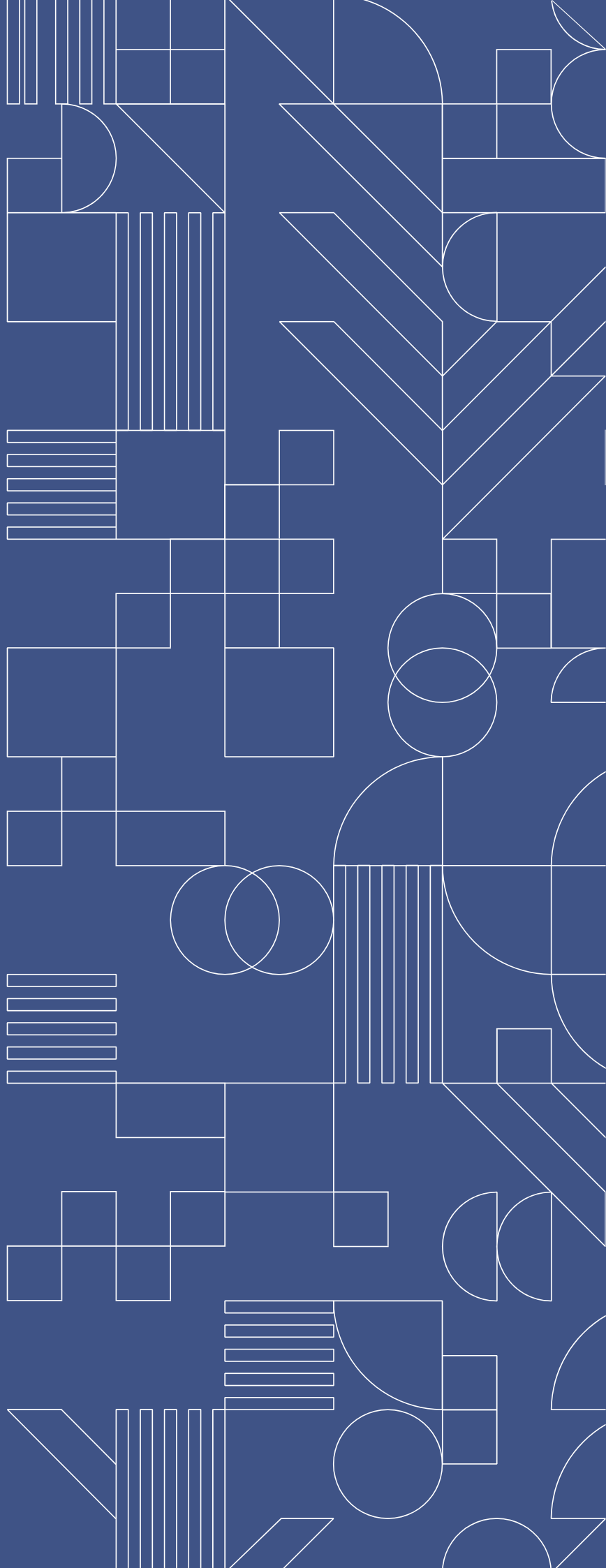
*Ancient city of Ephesus*

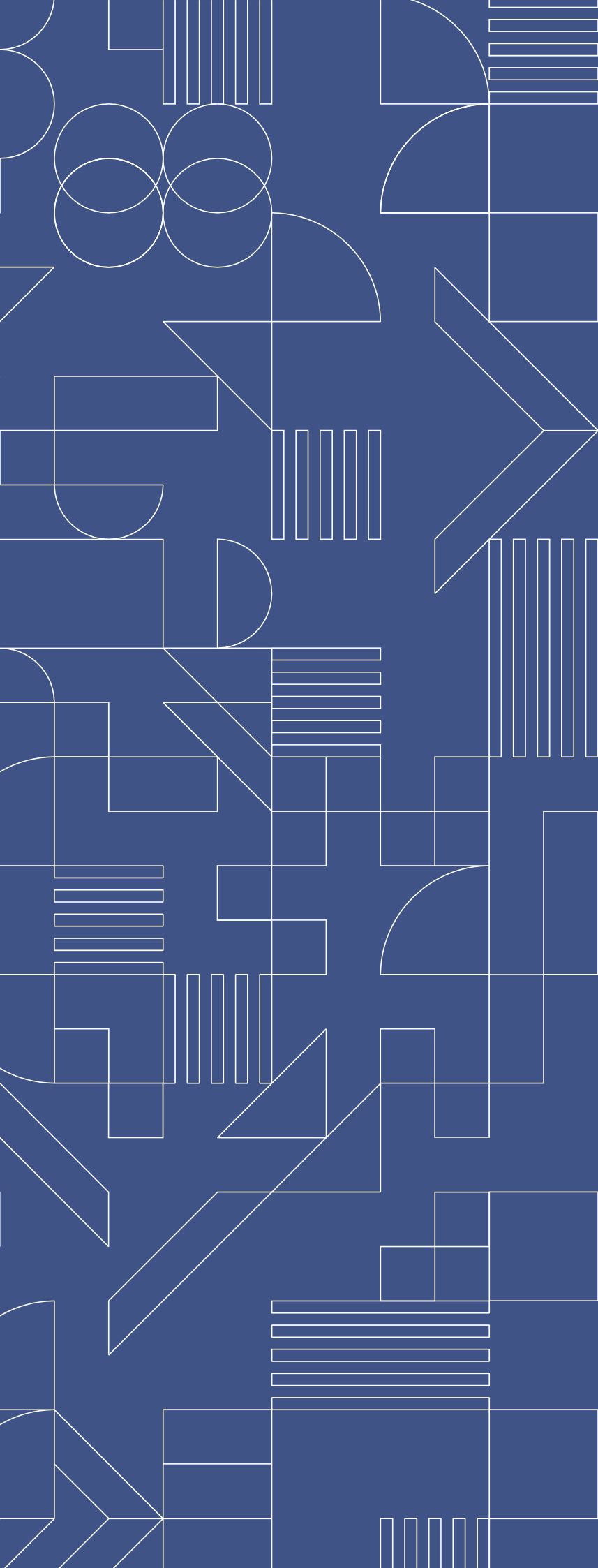






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# Strategic Plan at a Glance

# Izmir Strategies Discourses

## VISION

The new strategic plan of Izmir Metropolitan Municipality is based on the rich history of Izmir city.

Founded as a port city, Izmir (ancient Smyrna) has always been one of the richest and most developed cities and metropolises of the world, especially around early to late 1800s. At that time, Izmir was at the very heart of the global trade routes. The region called Levant had 3 major ports: Beirut, Alexandria and Izmir. Among the three, Izmir was the largest and most developed. For this reason, Izmir has always been one of the most important metropolises in the world, where new ideas, thoughts and commerce have been taking place. During the same period, western explorers and researchers dubbed Izmir the capital of Asia Minor. Due to its location, Izmir boasts a huge richness in many fields such as economy, culture, art and history. Izmir is the gateway to the east from the west's point of view and the first window to the west from the east's point of view. This feature has enabled the city to achieve a very cosmopolitan, very rich structure.

The historical background of the city is at the heart of our new strategy. We envision Izmir as a heart that connects the east and the west once again. We see Izmir as a global city that will reactivate the whole relationship both in the Mediterranean basin and in the east. We will strive to make Izmir a city that is integrated with the world in a manner consistent with its inherent natural characteristics. This plan is also framed with this vision.

## OBJECTIVES

We have seven Strategic Targets to realize our vision and 26 strategic objectives under these seven Strategic Targets.

The main principle we take into account when setting our targets is to ensure that these targets are in line with the Sustainable Development Goals announced by the United Nations. Of the 26 targets under our seven Strategic Targets, 16 are drawn directly from the goals set by the UN.

In addition to the 16 goals of the United Nations, we have added 10 strategic objectives specific to Izmir, based on the current situation analysis, to offer a universal city perspective that both respects local characteristics and is in harmony with other global developments.

## INFRASTRUCTURE



This Strategic Target encompasses two different perspectives of our Municipality. The first is our vision on urban transformation and the other is green infrastructure.

We recognize urban transformation as in-situ and consensus-based transformation. We have carefully distinguished our approach as a stance against violation of right to housing of the people living in a locality as a result of gentrification of that locality. Our perspective on urban transformation is to ensure that the building stock of the neighborhoods is physically strengthened (through re-building if necessary) without gentrification.

A rather new approach, the green infrastructure, is also adopted in this strategic objective. The term infrastructure works usually means construction, maintenance and repair of roads, bridges, overpasses, etc. for municipalities. However, it is also one of the most fundamental infrastructure priorities for a city to have green areas, which serves citizens' need to breathe fresh air.

We are aiming for a network of parks where small parks starting from the center of the city merge with capillaries, stream beds and eventually extend to the rural areas of the city through corridors, and we define this scheme as green infrastructure.



## QUALITY OF LIFE

Our second goal is related to the quality of life. The two objectives under this goal are related to transportation. The first of these is public transportation, and the other is urban transportation.

We aim to expand the light-rail systems in public transportation as much as possible. We see this as a solution that will lead to significant savings in terms of the municipality's ecological and economical resources.

In urban transportation, it is stipulated to more actively use the smart traffic system. There are currently many smart inter sections in Izmir at locations with higher traffic density which facilitate easing the traffic concentrations to the extent possible. We aim to have this system's coverage expanded to entire province.

Other fundamental topics, such as healthcare, sports and clean energy are also included in the quality of life. These issues are also addressed in the objectives under this Strategic Target.



## ECONOMY

Our third Strategic Target has the title of economics, which connects all goals. At a time when the Turkish economy is weakening and world economies are collapsing, we believe that unless a different economic model is put forward for Izmir, the city will be in a more fragile and challenging situation.

We aim to ensure that Izmir has a vibrant, living economy, attract investors and innovators from all around the world, and at the same time make Izmir a city that projects innovation and novelties. We dream of a city where innovative ideas and thoughts emerge in science, technology and industry.

In our goal, which we have named Izmir, a world city, we want Izmir to become a point of touristic attraction for many sectors at global level.

Combined with all the objectives of our economic strategy, we are planning a city where access to food is easier, poverty and inequality are reduced, employment is increased, and the city is resilient against the economic crises which may shake the global or our national economy at times.



## DEMOCRACY

Our fourth goal is one of the most important aspects where the city of Izmir and its Metropolitan Municipality will make a difference. This is because we want to change the perception that democracy is only about going to the polls and casting your vote every five years. We envision an atmosphere where democracy permeates every moment of life in Izmir and all decisions are taken through participatory mechanisms. We have already started to implement this perspective with the Izmir meetings.

Democracy is a concept that sprouted in these lands. The province of Izmir is historically one of the most important centers of pluralism, differences and diversity by organizing meetings open to everyone on every issue concerning the city, we create a platform for common reflection by taking the seemingly opposing views of people from all segments of society and evaluating them together.

Embracing the urban identity, disadvantaged communities, women, youth and children... All of them are our priority target groups for this goal. Because participation of women, youth, children and all disadvantaged communities is essential in the development of a city and in becoming a world city.

## NATURE



While our goal titled Democracy rather involves humans, in this goal, we have enlarged the perspective a little more and included all the living in addition to the humankind. In Izmir, we aim not only to create an urban landscape where people live in harmony, but also to ensure that people live a life in harmony with nature, other living things, air, water and climate, and to be a global example in this respect.

In this Strategic Target, we plan to take many steps in both recycling, combating climate crisis, aquatic life, terrestrial life and protecting biological diversity. We aspire to build a city where not only people live in prosperity, but also where all the ecosystems and the living things that create life for people live in good health.

## LEARNING BY LIVING



Our sixth goal is a lever to achieve other goals. This goal involves learning by living. We know that human resources have an important place in order to realize our very ambitious goals which we firmly believe have universal qualities. This is why, as much effort and resources as we invest in nature, economy and infrastructure, we must also prioritize the human resources that will enable us to achieve all these goals.

To this end, beyond the more well-known and temporary methods such as a few educational projects or supporting education, we envision the entire city as a campus, as an educational space. The main reason for the lack of excitement about education among young people is that education is conceived as a compulsory activity in an enclosed space and not in real life.

We turn this situation around and regard education as an experience which can be enjoyed while simply walking or running, while having fun, enjoying sunshine in the park, or going to museums, rather than in isolated areas and times abstracted from life. In this way, we aim to develop the necessary creative, productive and extraordinary human capital for all our other goals.

## CULTURE AND ART



Our last Strategic Target is culture and art. Because keeping different people in Izmir who can contribute to the city's production is not just a matter of providing infrastructure. Innovative and diverse minds are also the ones that demand cultural and artistic activities. It is practically impossible to implement such a strategy that relies on such intellectual productivity without due attention to culture and art.

Izmir has been a city of art for thousands of years. This great city has been home to many innovations and masterpieces of sculpture, music and painting.

We aspire Izmir to become a center of culture and art again. While doing so, we do not act single mindedly and just invite the best artists, the best painters from different parts of the world.

Of course, we would love to see and host all the artistic activities of the world in Izmir. However, our goal is beyond that to create an urban sphere in which new works are produced in every field of art, even movements are formed to generate new art and culture.

# 1.1. Vision, Mission, Goals and Objectives

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## Our Vision

To be a city that draws its strength from the harmonious coexistence of differences, a city that learns from and inspires the world, a city where prosperity, justice and harmony with nature are integrated into every moment of life.

## Our mission

To provide an innovative municipal service that harnesses the power of the people in a way that takes into account the common interests and sustainable development of the city.

## OurCore Values

- Valuing the priorities of the people
- Participation in decision-making
- Defending the rights of humans and all other living beings
- Protecting the best interests of children
- Advocating for gender equality
- Dissemination of socially inclusive policies
- Preserving the historical heritage
- Protecting nature and the soil
- Being open to international cooperation
- Production-oriented local development
- Transparency and accountability
- Sustainability and accessibility

## Strategic Targets and Objectives

### 1. To create a sustainable and inclusive infrastructure

- 1.1. Infrastructure: A sustainable urban infrastructure will be built in a way that will contribute to the urban economy.
- 1.2. Sustainable living spaces: Residential areas will be built or reconstructed in a planned, safe and sound way.
- 1.3. Green infrastructure: A network of climate-friendly green areas will be created throughout the province.

### 2. To transform Izmir into a city with a high quality of life and an advanced transportation network.

- 2.1. Public transportation: Public transportation will be affordable, energy efficient, fair, comfortable, extensive and accessible to all.
- 2.2. Urban transportation: A sustainable transportation system will be created that does not restrict mobility among transportation types and allows for different options.
- 2.3. Health and Sports: The health of people and all living beings will be supported.
- 2.4. Accessible and clean energy: Everyone's access to reliable, sustainable and affordable energy will be supported.

### 3. To provide Izmir's economy with an innovative and entrepreneurial ecosystem and to develop it by leaning on the geographical characteristics of the city.

- 3.1. Sustainable economic growth: Create a favorable ecosystem for Izmir to become a center of attraction for new investments, technological innovations and creative industries.
- 3.2. Partnerships for sustainable development: Create a climate that encourages local, national and global partnerships and harmonization across sectors.
- 3.3. Reducing poverty: Ensure full-time, productive and innovative work for all and reduce poverty in all its forms in Izmir.
- 3.4. Access to food: Ensure food security, improve nutrition and support sustainable agriculture.
- 3.5. Izmir as a world city: Promotion and tourism will be supported to make Izmir a world-class meeting place.

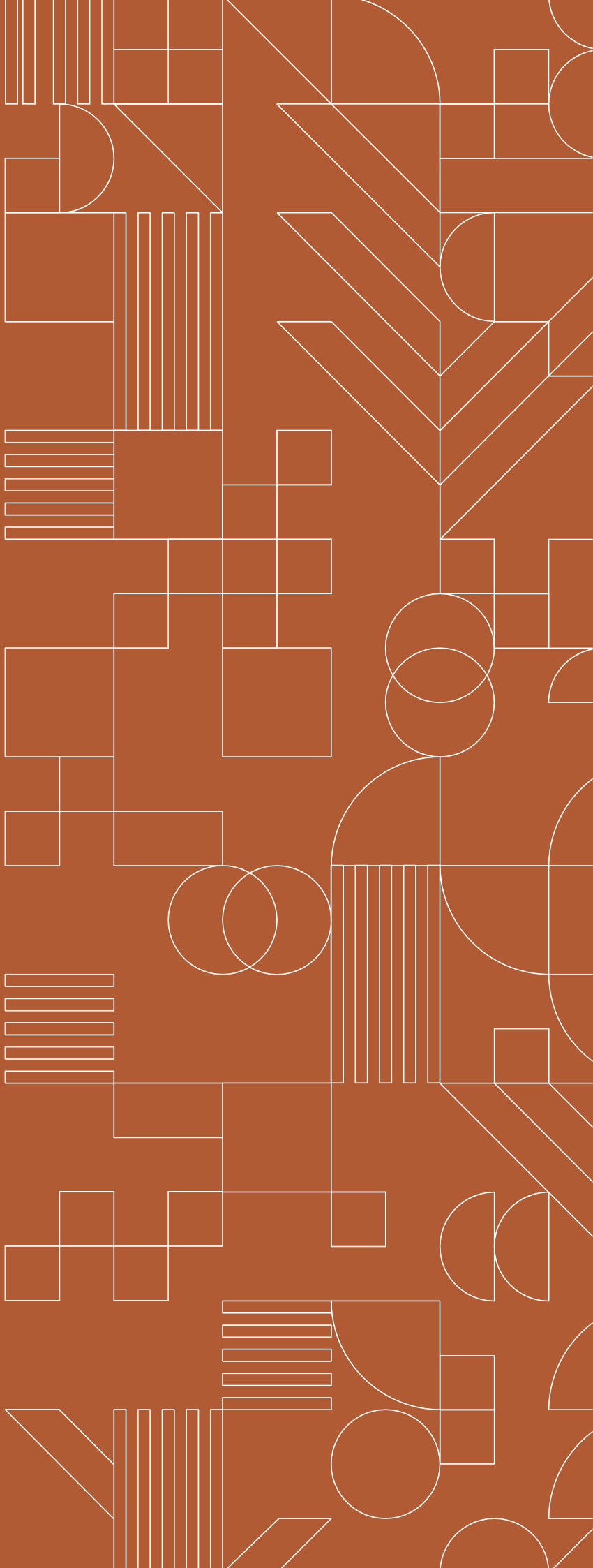
4. **To involve the people of Izmir in decisions about themselves, to make decisions transparent and auditable, and to make the right to the city and belonging an integral part of Izmir's culture.**
  - 4.1. Peace and justice: Promote peaceful and inclusive social reconciliation, support access to justice for all and defend the rights of people and all living beings.
  - 4.2. Gender equality, children, youth and disadvantaged communities: Gender equality in urban life will be promoted, the position of women in society will be strengthened, and children, youth and all disadvantaged communities will be ensured equal rights to life.
  - 4.3. Reducing inequalities: The value and prosperity generated by Izmir will be distributed equally across all neighborhoods and villages of the city.
  - 4.4. Right to the city and city identity: A social environment where security, peace and the right to the city are protected will be created.
  - 4.5. Digital transformation: Sustainable urban ecosystem management and efficiency will be enhanced through a participatory digital transformation.
  
5. **To make Izmir one of the exemplary global cities for living in harmony with nature.**
  - 5.1. Recycling: Sustainable waste management and recycling mechanisms will be developed.
  - 5.2. Climate action: Action will be taken to adapt to climate change and its impacts in all areas, especially agriculture and energy.
  - 5.3. Sea and coasts: Izmir Bay and all coasts and seas will be protected and utilized in a sustainable manner.
  - 5.4. Integrity of the ecosystem: Agricultural areas will be developed in a way that protects the ecosystem, and the loss of natural areas and biodiversity will be prevented.
  
6. **Make Izmir one of the world's leading places for experimental learning and create an urban climate where innovative ideas flourish.**
  - 6.1. Experiential learning: Innovative, equitable and high-quality experiential learning inclusive of all people will be ensured and lifelong learning opportunities will be promoted for all.
  - 6.2. Institutional resource management: Institutional capacity and functioning will be improved to be more effective, economical and efficient.
  
7. **To restore Izmir's position as the source of cultural production in the Aegean and Mediterranean regions and in world again.**
  - 7.1. Culture production: A social atmosphere where culture and art production meet all areas of life will be created.
  - 7.2. Keeping culture alive: Izmir's ancient cultural heritage will be preserved and made a part of life again.
  - 7.3. World Arts: Izmir will become a meeting point for world culture and arts.

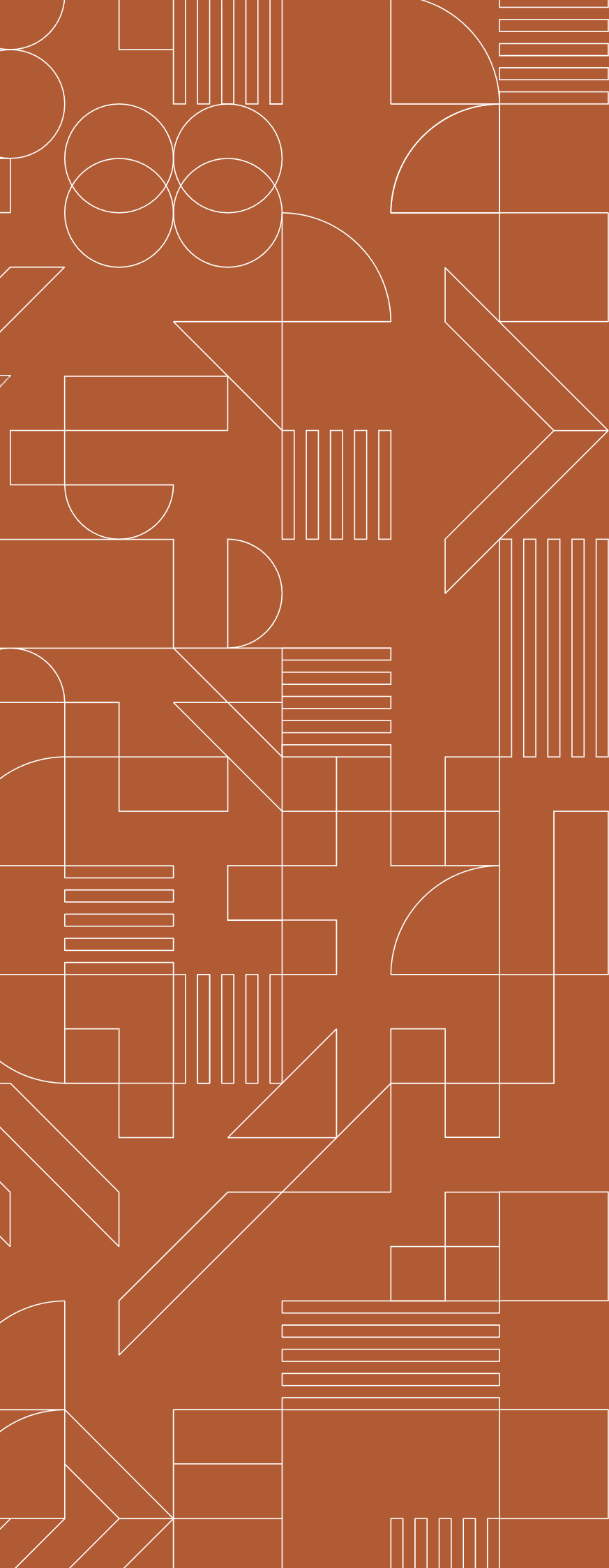


## 1.2. Key Performance Indicators

Baseline Value	Key Performance Indicators	Target Value for the End of the Plan Period
	Amount of Asphalt Pavement (Tons)	12.100.000
	Number of Highway Underpasses and Overpasses to be Completed (#)	13
	The Number of Houses and Workplaces that have been Reconciled and Tendered in Urban Transformation Areas (#)	8.029
	The Amount of New Green Space to be Created (Square Meters)	5.000.000
50	Subway Construction between F.Altay-Narlidere District Governorship Completion Rate (%)	100
	Subway Construction Work between Üçyol Station - DEU Buca Koop. Completion Rate (%)	100
	The Length of the Bike Paths Completed (meters)	145,000
94	Patient Satisfaction Rate of Eşrefpaşa Hospital (%)	95
	The Number of Children that Take the Sports Aptitude Test (# of Ppl)	30.000
	Number of Renewable Energy Power Plants to be Completed (#)	10
	Number of Port Cities Cooperated in the Mediterranean Region (#)	7
	Number of International and National Events on Innovation (#)	5
	Number of People Who are Directed to Employment at the End of Profession Factory Activities (Person)	6.600
	Instances of Technical Support to be Provided for Products of Organic Agriculture (#)	165
	Number of Tourism Offices Opened (#)	6
	Number of Empowerment and Awareness Training Sessions for Gender Equality (#)	940
	Number of Events that Support the Culture of Coexistence (#)	770
05:23	Average Time of Response to Fire and Emergency Incidents (Minutes)	05:13
	Number of Mobile Applications to be Developed (#)	4
	Number of Awareness-Raising Meetings and Events Held for the Purpose of Creating a Holistic Vision in Waste Management (#)	150
	Number of Coastal Restoration Works to be Completed (#)	6
	Number of Digital Libraries to be Opened (#)	61
75	Ratio of Investment Financing with Equities (%)	80
28	Izmir Opera House Construction Completion Rate (%)	100
	Number of Restorations to be Completed (#)	27

2





# Strategic Plan Preparation Process

## 2. Strategic Plan Preparation Process

Strategic planning is a long and time-consuming process that brings together people with different roles and qualifications and requires acceptance throughout the municipality, especially by the mayor in the preparatory work carried out in accordance with the Strategic Planning Guide for Municipalities published in 2019, the Directorate of Strategy Development and Coordination assumed the role of secretariat providing coordination for the process.

The preparation of the strategic plan covering the years 2020-2024 consisted of three main stages;

- Acceptance of the plan
- Organization of the planning process
- Creation of a preparatory program

### 1. Acceptance of the Plan

The most important predictor of the success of a strategic planning process is the acceptance of and contribution to the plan by all employees of the municipality. Preparing a plan and managing the municipality in line with this plan is the main responsibility of the municipal administration. Therefore, the support and guidance of the Mayor is an indispensable prerequisite for the process.

For this purpose, an informative meeting was organized presided by our Mayor M. Tunç SOYER with the participation of the General Secretary, all deputy general secretaries, heads of departments, directors, members of the strategic plan working group and strategic planning teams, as well as company managers of IZSU, ESHOT and other affiliates. In this presentation, our mayor Mr. M. Tunç SOYER gave a speech emphasizing the importance of the strategic plan and asked everyone to embrace the process. Other participants in the meeting also made a technical presentation on the Strategic Plan preparation process, a presentation on the history and geography of Izmir, as well as a presentation containing a sociological and political analysis of Türkiye.

### 2. Organization of the Planning Process

The main actors of the strategic planning process and their tasks have been identified in the organization process. With the Strategic Plan Circular issued on 09.05.2019, which is the starting date of the strategic planning process, the responsibilities of the Strategy Development Board, the Strategy Development Unit, the Strategic Planning Team and the Strategic Plan working group assigned for the preparation of the plan and who they consist of were announced to all units.

In addition, preparatory meetings were held with the Strategy Development and Coordination Directorate and the Statistics and Internal Control Directorate of the Strategy Development Department to determine the content and methodology of the SWOT and PESTLE analyses.

Furthermore, a meeting was organized with the Strategy Development units of IZSU and ESHOT, where decisions were taken to ensure that the work is carried out in coordination.

### 3. Creation of a Preparatory Program

In order to carry out the preparations for the strategic plan effectively, the strategic planning team has developed a preparation program that identifies the needs of the planning process. In this context, the stages of the strategic planning process, the activities to be carried out at these stages and the persons and units that will be responsible for them were identified and a work schedule covering these stages was prepared. The program has been announced on the municipality's intranet page.

Since this is the 4th time that Izmir Metropolitan Municipality has carried out strategic planning activities, the working group members who have worked on this issue before and participated in the relevant training programs have worked with the members of the working group.

Before taking steps regarding the mission, vision and principles of our organization, the United Nations Sustainable Development Goals were examined and used to guide the subsequent work. After all these preparations, planning studies have started along with the Situation Analysis.

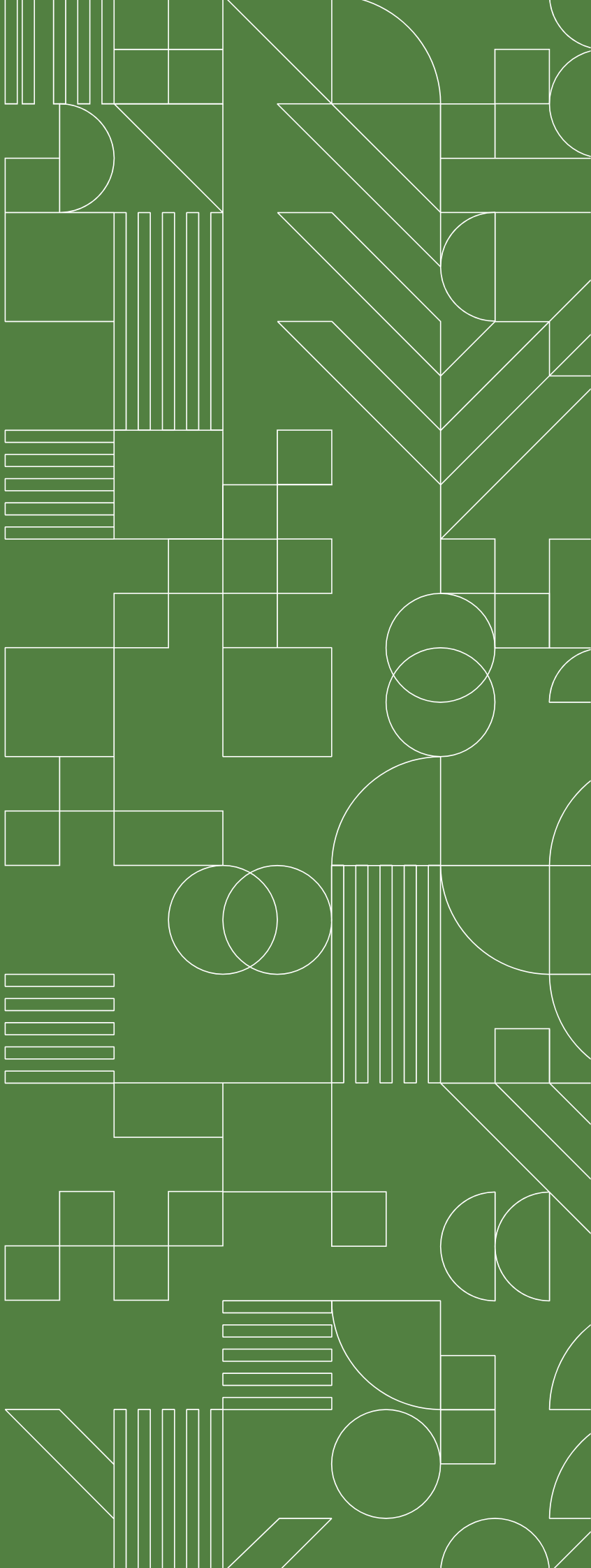


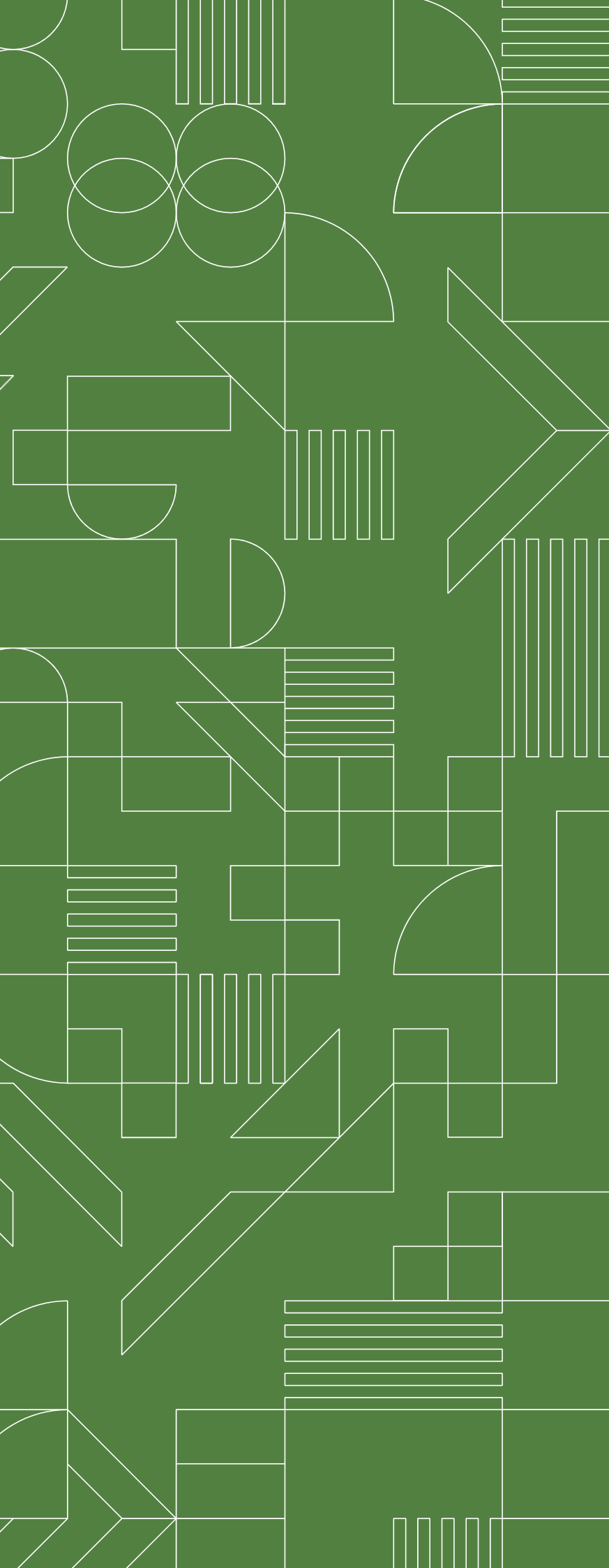
*Strategic Plan Information Meeting*



*Strategic Planning Team Meeting*

3





# Situation Analysis





### 3.1. History of Izmir Metropolitan Municipality

Municipal organizations, one of the most important local reform efforts of the modernization process of the Ottoman Empire, emerged primarily in the empire's port cities such as Istanbul, Izmir and Thessaloniki. As institutions providing urban services, municipalities began to be established in the 1850s in port cities where trade was intensive and the population was dense. During this period, municipalities were seen as a tool that would provide more commercial flow and offer infrastructure services.

After Istanbul, the first attempts to establish a municipal unit in Izmir came from foreign merchants, consulates and Levantine family companies operating in Izmir and its hinterland. In the light of these developments, the Izmir Municipality officially became operational in 1868, following the Sixth Municipality in Istanbul.

A document in the Prime Ministry Ottoman Archives in Istanbul shows that the Ottoman State authorized the establishment of a municipal department in Izmir on November 25, 1867. In Izmir's 152 years of local government tradition, there are many important mayors who pioneered the development of the city as a modern and contemporary polis. Yenişehirizade Ahmet Efendi was the first mayor of Izmir according to available sources.

The Mayor who has taken an important step towards the institutionalization of the municipality is Eşref Pasha. So much so that; He developed Izmir Municipality organizationally, divided the municipality into various departments and regulated municipal revenues. In addition, the first steps in municipal services suitable for investment in terms of transportation were taken during Eşref Pasha's reign, great controls were imposed on tradesmen, and significant improvements were made in healthcare and sanitation. After the War of Independence, the Municipality of Izmir was confronted with major problems such as the reconstruction of the city, which had been largely destroyed by the Great Fire, economic problems, migration and the expansion of infrastructure services.

The establishment of the September 9th Fairs was significant in revitalizing the city, which suffered a great economic loss after the fire. Another important breakthrough is the construction of Kültürpark. After the clearing of the fire area, this area, which has been described as the lung of the city, has included exhibition areas, social and entertainment venues and has been given to the people of Izmir.

In 1941, Reşat Leblebicioğlu was elected Mayor of Izmir replacing Behçet Uz, who went to Ankara as a deputy. Leblebicioğlu, tried to keep the municipality afloat financially during a difficult period of the World War II (1941-1949).

Hulusi Selek, who took office in 1950, was followed by Attorney Rauf Onursal, the first jurist mayor of the Republican era, who would serve between 1950 and 1954. The period 1954-1955 is the period of Dr. Selahattin Akçiçek, when Ege University was founded.

Attorney Enver Dündar Başar, who served between 1955 and 1957, also worked for the reconstruction of Izmir and handed over the office to Faruk Tunca in 1957.

May 27, 1960 was the date that marked the end of an era and Sefa Poyraz was appointed to office. Shortly afterwards, Burhanettin Uluç took office, again by appointment, for the 1960-1961 period. In 1962-1963, the Mayor was Enver Saatçigil, who later became the Governor of Izmir. In 1963, Rebiî Başol assumed the office, and during this period, especially life projects were realized.

During his term between 1964-1973, Osman Kibar, who is also remembered today as "Asphalt Osman", has largely fulfilled his promise not to leave unpaved streets.

Between 1973 and 1980, İhsan Alyanak worked especially in accordance with the contemporary urban understanding. The September 12, 1980 coup ended this period. The 1980-1983 period was under Cahit Günay, who was appointed. The mayor of the 1983-1984 period was Ceyhan DEMİR, who was also appointed.

After 1984, the name of the municipality was changed to Izmir Metropolitan Municipality in line with the law. After the legal amendments made before the 2009 elections, our area of responsibility has expanded to cover 21 districts.

Burhan Özfatura, the Mayor of the 1984-1989 period, was re-elected between 1994-1999, after the term of Yüksel Çakmur between 1989-1994. Ahmet Piriştina was elected Mayor between 1999 and 2004. Ahmet Piriştina, who won the 2004-2009 elections and was elected as Mayor for a second term, died two months after the elections, and Aziz Kocaoğlu, the Mayor of Bornova, was elected as Mayor of the Metropolitan Municipality in June 2004 by the decision of the Izmir Metropolitan Municipality Assembly. Aziz Kocaoğlu, who served as the Mayor of Izmir Metropolitan Municipality between 2004 and 2009, won the local elections between 2009 and 2019 and served as the Mayor of the Metropolitan Municipality for three consecutive terms.

With the Law dated 12.11.2012 and numbered 6360, the borders of the Metropolitan Municipality have been expanded to include entire provincial borders and Izmir Metropolitan Municipality's area of service now includes 30 districts.

Izmir Metropolitan Municipality is a well-established local government institution with a history dating back 152 years. Together with its thousands of employees, the municipality has embraced the idea of producing services by adopting the work culture of its past and applying it to the needs of the era. Now this perspective service provision is entrusted to Mr. M. Tunç SOYER who was elected to office on March 31, 2019.

## 3.2. Evaluation of the 2015-2019 Strategic Plan

	Target Budget	Expenditure Realized	Percentage of Realization	Good and Above Indicator Target Realization
<b>Strategic Target 1.1:</b> To Provide Modern and High-Quality Service with a Participatory and Transparent Management Approach	1.277.834.300,00	1.024.663.091,06	80,2%	81,9%
<b>Strategic Target 1.1.1:</b> Increasing Management and Service Efficiency for a More Effective Institutional Structure	1.161.286.000,00	932.547.288,99	80,3%	88,3%
<b>Strategic Target 1.1.2:</b> Increasing Participation in Urban Management and Ensuring the Continuity of Publicity and Public Relations	115.608.300,00	91.102.520,93	78,8%	58,8%
<b>Strategic Target 1.1.3:</b> Ensuring the Continuity of the Strong Financial Structure	940.000,00	1.013.551,14	107,8%	92,5%
<b>Strategic Target 2.1:</b> To Create a Sustainable City that Improves the Quality of Life by Implementing Systems Integrated with Nature	1.508.161.400,00	1.492.704.156,42	99,0%	73,2%
<b>Strategic Target 2.1.1:</b> Creating a Cleaner City by Protecting Environmental Health	174.222.000,00	169.564.224,77	97,3%	90,5%
<b>Strategic Target 2.1.2:</b> Development of Integrated Waste Management System	297.940.000,00	326.400.502,11	109,6%	60,9%
<b>Strategic Target 2.1.3:</b> Improving the Hygiene and Quality of Slaughterhouses and Facilities and Maintaining Good Food Safety	179.589.000,00	121.349.242,25	67,6%	78,3%
<b>Strategic Target 2.1.4:</b> Raising Awareness and Affection for Nature to Create a More Livable Ecosystem	59.006.000,00	46.925.881,36	79,5%	83,6%
<b>Strategic Target 2.1.5:</b> Ensuring Sustainability of Green Spaces While Creating New Ones	790.123.100,00	822.946.057,02	104,2%	76,3%
<b>Strategic Target 2.1.6:</b> Creating Systems Integrated with Nature and Increasing the Use of Renewable Energy Resources	7.321.300,00	5.518.248,91	75,4%	70,8%
<b>Strategic Target 3.1:</b> To Plan a Livable City with its Original Architecture and Urban Fabric Compatible with Urban Dynamics	1.240.216.989,00	1.207.224.746,73	97,3%	74,0%
<b>Strategic Target 3.1.1:</b> Ensuring the Planned and Healthy Development of the City	725.935.489,00	909.659.254,19	125,3%	85,8%
<b>Strategic Target 3.1.2:</b> Healthy Regeneration, Construction and Transformations Throughout the City	230.729.000,00	148.874.437,76	64,5%	60,2%
<b>Strategic Target 3.1.3:</b> Bringing the Historical Values of the City into Active Urban Life	283.552.500,00	148.691.054,78	52,4%	62,0%
<b>Strategic Target 4.1:</b> To Develop Infrastructure Applications Aimed at Improving the Quality of Urban Life	2.530.805.000,00	3.080.090.552,06	121,7%	80,4%
<b>Strategic Target 4.1.1:</b> Carrying out Infrastructure Works that Facilitate Transportation Throughout the City	2.519.697.000,00	3.071.835.156,70	121,9%	77,4%
<b>Strategic Target 4.1.2:</b> Ensuring that Infrastructure Services are Carried Out in Coordination with All Relevant Institutions and Organizations	11.108.000,00	8.255.395,36	74,3%	100,0%
<b>Strategic Target 5.1:</b> To Increase the Quality of Travel through a Transportation Structure with Alternatives that will Respond to the Needs of Urban Residents based on Safe, Comfortable and Environmentally Friendly Technology	2.591.245.000,00	2.082.231.981,89	80,4%	54,8%
<b>Strategic Target 5.1.1:</b> Development of Transportation Integration and Diversification of Alternative Public Transportation Suitable for the Fabric of the City	2.122.852.000,00	1.791.167.147,06	84,4%	52,4%
<b>Strategic Target 5.1.2:</b> Ensuring the Safety and Fluidity of Urban Traffic	468.393.000,00	291.064.834,83	62,1%	55,7%

	Target Budget	Expenditure Realized	Percentage of Realization	Good and Above Indicator Target Realization
<b>Strategic Target 6.1:</b> To Provide Preventive and Therapeutic Health Services and to Be a Pioneer City in Health	236.398.900,00	211.072.925,40	89,3%	84,3%
<b>Strategic Target 6.1.1:</b> Increasing the Health Service Capacity and Providing Healthier Living Opportunities	236.398.900,00	211.072.925,40	89,3%	84,3%
<b>Strategic Target 6.2:</b> To Produce Social Services that Integrate Our Differences and Values in Order to Live Together and Decently	991.048.400,00	829.125.894,88	83,7%	84,0%
<b>Strategic Target 6.2.1:</b> Delivery of Social Services and Assistance to All Parts of the City in Areas where They are Needed	991.048.400,00	829.125.894,88	83,7%	84,0%
<b>Strategic Target 7.1:</b> To Turn the City into a Center of Attraction that Lives Day and Night with Its Cultural and Artistic Life	398.614.500,00	236.737.001,60	59,4%	63,3%
<b>Strategic Target 7.1.1:</b> Construction of Facilities and Activities Aimed at Spreading Cultural and Artistic Activities to Entire City	398.614.500,00	236.737.001,60	59,4%	63,3%
<b>Strategic Target 7.2:</b> To Make Alternative Sports Opportunities Accessible to All Segments of the Citizens	173.374.000,00	96.290.140,81	55,5%	68,5%
<b>Strategic Target 7.2.1:</b> Construction of Facilities Aimed at Spreading Sports Activities to All Areas of the City and Increasing the Number of Events	173.374.001,00	96.290.140,82	55,5%	68,5%
<b>Strategic Target 8.1:</b> To Turn Izmir into a Popular Tourism and Exhibition City on a Global Scale and to Become a city that Improves Its Standing in the World Economy	188.052.700,00	167.777.685,94	89,2%	77,0%
<b>Strategic Target 8.1.1:</b> Ensuring the Participation and Hosting of Izmir in National and International Organizations; Carrying out Activities to Strengthen the Image of the City in the International Arena and to Develop Tourism	103.391.000,00	82.609.656,19	79,9%	61,0%
<b>Strategic Target 8.1.2:</b> To Engage in Activities that Will Revive the Local Economy in Order to Develop Izmir's Place in the World Economy	84.661.700,00	85.168.029,75	100,6%	80,7%
<b>Strategic Target 9.1:</b> To Ensure the Continuity of the Urban Environment in Which We Can Raise Our Children with Confidence and Peace of Mind	1.189.315.700,00	1.088.508.801,76	91,5%	76,0%
<b>Strategic Target 9.1.1:</b> Providing a Fully Equipped Fire Service Prepared for Fires and Disasters	771.597.700,00	680.692.842,39	88,2%	65,8%
<b>Strategic Target 9.1.2:</b> Carrying out Inspections for Public Health and Well-Being and Arrangements Suitable for the City's Image	148.174.000,00	138.387.357,53	93,4%	92,2%
<b>Strategic Target 9.1.3:</b> Ensuring the Protection and Security of the Areas Served	269.544.000,00	269.428.601,84	100,0%	100,0%

The evaluation of the 2015-2019 Strategic Plan includes the results of the first 4 years of the plan and the results of the first 8 months of the last year, as 2019 is still ongoing. In the "Evaluation of Performance Results" section of the annual reports published for each year, the goals and objectives were evaluated both in budgetary terms and by the realization rates of performance indicators. The same method was followed in the evaluation of these four years and the average values of the four years were obtained.

The table includes the target budget realization for each performance target and the average percentage of indicators that achieved good or better realization of performance targets. An overall analysis of the table shows that the realization rates of the strategic targets are high, but the realization rates of the targets "1.1.2. Increasing Participation in City Management and Ensuring the Continuity of Publicity and Public Relations", "5.1.1. Improving Transportation Integration and Diversifying Alternative Public Transportation Suitable for the Fabric of the

City" and "5.1.2. Ensuring the Safety and Fluidity of Urban Traffic" are below 60% on indicator basis. It is considered that the Strategic targets 5.1.1.1 and 5.1.2 were realized at a low rate due to the prolonged approval processes of major rail system projects.

In strategic target 1.1.2, it is seen that the realization rate of 34.8% in 2016 decreased the average, but high realization rates were achieved in general. It was calculated that the realization rate of the remaining three strategic targets was as high as 78.5%. This is also accompanied by a budget realization rate of 93.4%.

In the light of these evaluations, it is seen that our municipality has achieved its goals and objectives at a high rate. In addition, since the 2020-2024 Strategic Plan is based on the sustainable development goals published by the United Nations Organization, this perspective was taken as a basis in determining the strategic targets and objectives and all statements were re-evaluated.

### 3.3. Legislative Analysis

With the enactment of Metropolitan Municipality Law No. 5216 in 2004, 19 districts and 38 first tier municipalities were included in the Izmir Metropolitan Municipality. Just before the 2009 local elections, two new districts were established: Bayraklı district within the borders of Karşıyaka and Bornova and Karabağlar district within the borders of Konak. After the inclusion of Selçuk district within the borders of Izmir Metropolitan Municipality, the number of districts within the service area of our Municipality increased to 21. The first level municipalities within the boundaries of the Metropolitan Municipality were abolished before the 2009 local elections.

Law No. 6360, published in the Official Gazette dated 06.12.2012 and numbered 28489, defined the boundaries of the Metropolitan

Municipality as the provincial administrative boundaries after the 2014 local elections. With the enactment of this Law, the boundaries of Izmir Metropolitan Municipality expanded to the provincial borders of Izmir and the number of districts within the service area of the Metropolitan Municipality increased to 30.

The expansion of the areas of responsibility and the fact that the tasks are related to a large number of legal regulations make it compulsory to determine the legal powers and responsibilities. For this reason, within the scope of the Strategic Plan studies, the Tasks, Authorities and Responsibilities of the Metropolitan Municipality according to the legislation in force are shown in the table below.

Legal Obligation	Legal Basis
To prepare the metropolitan municipality's strategic plan, annual targets, investment programs and the budget by taking the opinions of the district municipalities.	Law 5216, art.7/a
Determinations	Needs
<ul style="list-style-type: none"> <li>The fact that some of the Public Internal Control Standards mentioned in the Public Internal Control Guidelines and the Law No. 5018 on Internal Control do not match the current situation of the Turkish Public Sector. / Lack of external audit on internal control practices.</li> <li>Limiting the Strategic Planning process to 6 months after the election in the legislative calendar.</li> <li>The overlap of the Performance Program studies carried out in parallel with the Strategic Planning process during the 6-month period after the local elections.</li> </ul>	<ul style="list-style-type: none"> <li>Public Internal Control Standards should be revised to make them more suitable for Turkish conditions and the Public Internal Control Guide should be updated to increase the applicability of the standards. / External audit teams should also conduct audits on strategic management elements and internal control system standards.</li> <li>The 6-month time limit needs to be extended as the Situation Analysis, Looking to the Future and Strategy Development sections of Strategic Planning are themselves time-consuming and highly coordinated work steps.</li> <li>Legislative separation of the Strategic Plan and Performance Program timetable and redefining the timeframe for Performance-Budgeting following the Strategic Plan.</li> </ul>
Legal Obligation	Legal Basis
(As amended by Article 13 of the Law No. 6360 published in the Official Gazette dated 06.12.2012 and numbered 28489) In compliance with the environmental plan, and within the metropolitan municipality and adjacent areas, draw up or cause to draw up, and approve and implement, the master plan of every scale between 1:5,000 and 1:25,000; approve, either unchanged or with amendments, the implementation plans drawn up in compliance with the master plan by the municipalities located in the metropolitan municipality, and any amendments to such plans, as well as the municipalities' plotting plans and land development rehabilitation plans, and monitor the implementation of such plans; and draw up or cause to draw up the urban implementation plans and plotting plans of district and first-tier municipalities which fail to draw up those plans within one year of the entry into force of the master plan.	Law 5216, art.7/b
Determinations	Needs
<ul style="list-style-type: none"> <li>1 The Circular dated 19.08.2008 and numbered B.09.0.AİŞ.0.00.00.00/Crisis/10337 of the General Directorate of Disaster Affairs under the abrogated Republic of Turkey Ministry of Public Works and Settlement should be revised according to current circumstances.</li> </ul>	<ul style="list-style-type: none"> <li>Geological-geotechnical/microzonation survey reports based on Zoning Plans Are prepared according to Format-3 and Format-4 in the Circular and its annexes dated 19.08.2008 and numbered B.09.0.AİŞ.0.00.00.00/Crisis/10337 of the General Directorate of Disaster Affairs under the former Ministry of Public Works and Settlement. However, this circular needs to be renewed by regulating the methods to be applied in detail in accordance with today's conditions while preparing the survey reports and taking into account the Turkish Building Earthquake Regulation published in the Official Gazette dated 18.03.2018 and numbered 30364 and entered into force on 01.01.2019.</li> </ul>
Legal Obligation	Legal Basis
Draw up and license land development plans, plotting plans of all scales, and all land development implementations in connection with the design, construction, maintenance and repair works as required by the metropolitan municipality's statutory duties and services, and exercise the powers conferred on municipalities by the Law No. 775 of 20.7.1966 on Squatter Houses.	Law 5216, art.7/c

Legal Obligation		Legal Basis
Issue permits to and inspect businesses in zones built or operated by the metropolitan municipality, and businesses to be operated in zones under the metropolitan municipality's responsibility.		Law 5216, art.7/d
Determinations	Needs	
<ul style="list-style-type: none"> <li>During the licensing process, at the activity classification stage, business lines cannot be matched with the Regulation on Workplace Opening and Work Licenses. There are provisions in the legislations that contradict each other.</li> <li>Provisions on licensing of fuel and LPG stations within the scope of the Regulation on Business Opening and Operation Licenses are insufficient. There are conflicting provisions in the legislation (Regulations, TSI Standards, etc.).</li> <li>The distance is not clearly specified in the regulation</li> <li>The time allotted to the municipality by the Ministry of Environment and Urbanization or the Provincial Directorate of Environment and Urbanization is insufficient as other units (IZSU, Department of Zoning and Urbanization, etc.) are asked for distributed opinions, and institutional opinions cannot be sent on time.</li> </ul> <p>Despite the concerns raised by our Municipality during the EIA process, as a result of the EIA positive decision of the projects, licensing procedures are carried out by the municipality in accordance with Article 19 of the Regulation on Workplace Opening and Operation Licenses.</p>	<ul style="list-style-type: none"> <li>Revision of the Regulation on Opening a Workplace and Work Permits.</li> <li>Revision of Legislation by ensuring coordination within the scope of conflicting provisions.</li> <li>Revision of the provisions on fuel and autogas stations within the scope of the Regulation on Business Opening and Operation Licenses in an explanatory manner.</li> <li>Revision of Legislation by ensuring coordination within the scope of conflicting provisions.</li> <li>The distances related to this part of the Regulation should be stated in a clear and descriptive manner.</li> <li>The deadline granted to the municipality by the Ministry of Environment and Urbanization or the Provincial Directorate of Environment and Urbanization should be increased.</li> </ul> <p>The Regulation on Workplace Opening and Work Permits should be revised.</p>	
Legal Obligation		Legal Basis
Exercise the powers provided for in Article 68 and 72 of the Law on Municipalities.		Law 5216, art.7/e
Determinations	Needs	
<ul style="list-style-type: none"> <li>There are problems in the partial zoning plan works to be carried out in the sub-regions where settlements have been achieved.</li> <li>Within the scope of Article 73, there is no regulation on the rent and similar rights in rem to be paid to the right holders. People outside the scope of Article 73 cannot be given housing within the area.</li> </ul> <p>Immovable properties belonging to the public within the transformation area are not transferred free of charge; they are transferred at the market price and the transfer process takes a long time. In addition, rights such as easement rights, usage rights, treasury surpluses established in favor of the public cause problems in implementation and settlement processes.</p> <p>In the event that the encumbrances such as liens, annotations and mortgages in the land registry cannot be removed, the transfer process of the immovables on behalf of our Municipality is prolonged.</p> <ul style="list-style-type: none"> <li>The long duration of legal processes prolongs the implementation time of the project.</li> <li>There is no provision in Article 73 regarding rental assistance, loan opportunities and tax exemptions for the right holders living in the urban transformation area. This increases the costs of the projects on behalf of the administration.</li> </ul> <p>The results of the tenders related to the construction vary depending on the market conditions.</p>	<ul style="list-style-type: none"> <li>Making legislative arrangements related to the approval of compromise-oriented partial zoning plans prepared by taking into account the general situation plan in urban transformation areas.</li> <li>Since the incompatibilities and contradictions between the existing Urban Transformation Laws (Law No. 6306 and Article 73 of Law No. 5393) reduce the speed and efficiency in transformation works, they should be combined and regulated as a single Urban Transformation Law and the powers granted to Metropolitan Municipalities in Article 73 of Law No. 5393 should be preserved.</li> </ul> <p>Regulation of legislation for easement rights, usage rights and treasury surpluses within transformation areas.</p> <p>In order to accelerate the process of settlement and implementation of the project, legal arrangements will be made to transfer the encumbrances in favor of the public in the land registry in the name of the implementing administration free of charge.</p> <p>Developing new implementation tools such as transfer of development rights, tax incentives and property tax exemptions in order to solve the problems in implementation and provide financing support</p> <ul style="list-style-type: none"> <li>Establishing a "Specialized Court" to resolve administrative and judicial disputes in all works and transactions carried out in Urban Transformation areas and using the "expedited trial procedure", which is an accelerated trial. <ul style="list-style-type: none"> <li>Since the incompatibilities and contradictions between the existing Urban Transformation Laws reduce the speed and efficiency in transformation works, they should be unified and regulated as a single Urban Transformation Law and the powers granted to Metropolitan Municipalities in Article 73 of Law No. 5393 should be preserved.</li> </ul> </li> </ul> <p>Making necessary legal arrangements in Laws No. 4734 and 2886, taking into account the urgency of urban transformation projects.</p> <p>Ensuring the execution of the tender process with an advance project in urban transformation project areas within the scope of law No. 4734.</p> <ul style="list-style-type: none"> <li>It is important that the texts of the protocols or administrative agreements that form the basis for the allocation and transfer transactions to be made within the scope of the relevant legislation are printed by all Public Institutions and Organizations within the framework of the law.</li> <li>Especially in inter-institutional transfer or allocation transactions, the institutions requesting transfer or allocation from our Municipality should pay attention to the process of determining realistic and up-to-date prices.</li> </ul>	

Legal Obligation		Legal Basis
Draw up or cause to draw up and implement the metropolitan transport master plan; plan and coordinate transport and public transport services; designate the numbers, fares and schedules, timing and routes of any type of service and public transport vehicles that are operated on land, sea, water and rail ways, together with taxis; designate and operate or cause to operate or lease the stops and vehicle parking spots on motorways, roads, avenues, streets, squares and similar places; carry out all works of traffic arrangement as assigned to the municipalities by laws.		Law 5216, art.7/f
Determinations	Needs	
<ul style="list-style-type: none"> <li>Some of the piers used in maritime transportation are owned by Turkish Maritime Enterprises Inc. and it is necessary to reinforce the piers and increase the number of berthing places by adapting them to our new passenger ships. In this context, a request letter was written to the Privatization Administration for the transfer of the piers to our Administration, but no response was received.</li> </ul>	<ul style="list-style-type: none"> <li>It is necessary to ensure the transfer of the piers to our Municipality.</li> </ul>	
Legal Obligation		Legal Basis
(the amended form of the Law No. 6360 published in the Official Gazette dated 06.12.2012 and numbered 28489 with Article 7.) Build or cause to build, maintain and repair squares, boulevards, avenues and main roads within the metropolitan municipality's purview, impose obligations with regard to the buildings thereon in accordance with urban design projects; determine the sites where notices and advertisements are to be posted, and their shapes and sizes; and perform the tasks for the naming and numbering of squares, boulevards, avenues, roads and streets and the numbering of the buildings thereon.		Law 5216, art.7/g
Legal Obligation		Legal Basis
Set up geographic and urban information systems.		Law 5216, art.7/h
Determinations	Needs	
<ul style="list-style-type: none"> <li>The fact that the TUCBS Integration studies carried out under the General Directorate of Geographic Information Systems are still ongoing, and the change processes in the laws have not been completed/clarified.</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring legal processes are completed and coordination between local governments and central government is ensured.</li> </ul>	
Legal Obligation		Legal Basis
In accordance with the principle of sustainable development, ensure the protection of the environment, agricultural land and water basins; plant trees (phrase added by Article 85/d of Law No. 5393 published in the Official Gazette dated 13.07.2005 and numbered 25874.) gather non-medical establishments, polluting businesses, recreational facilities and other businesses that have impact on public health and environment in specific places in the city; designate storage areas and sales points for building materials, scrap materials, and storage areas for excavated soil and rubble, sand and gravel, places for the sale and storage of wood and coal; take necessary measures to prevent environmental pollution in such areas and places and during transport; draw up or cause to draw up the metropolitan area's solid waste management plan; except for the collection of solid waste at origin and the transport of such waste to the processing plant, provide services for the recycling, storage and disposal of solid waste and excavated soil, establish or cause to establish, operate or cause to operate facilities for the purpose; provide services concerning industrial and medical waste, establish or cause to establish, operate or cause to operate facilities for the purpose; collect or cause to collect waste from maritime vessels, treat such waste and make the necessary arrangements in this regard.		Law 5216, art.7/i
Legal Obligation		Legal Basis
Issue permits to and inspect grade one polluting businesses, including foodstuff enterprises, establish and operate laboratories to test foodstuffs and beverages.		Law 5216, art.7/j
Legal Obligation		Legal Basis
Provide municipal police services in areas under the metropolitan municipality's authority and zones operated by the metropolitan municipality.		Law 5216, art.7/k
Legal Obligation		Legal Basis
Build or cause to build, operate or cause to operate or license passenger and freight terminals and closed and open parking spaces.		Law 5216, art.7/l

Legal Obligation		Legal Basis
Build, cause to build, operate or cause to operate social facilities serving the entire metropolitan area, regional parks, zoos, animal shelters, libraries, museums, sporting, leisure and recreational facilities and similar facilities; where necessary, provide cash aid, equipment and necessary support to amateur sports clubs (phrase added by Article 7 of Law No. 6360 published in the Official Gazette dated 06.12.2012 and numbered 28489.) organize sports competitions between amateur teams and, by a resolution of the metropolitan council, reward athletes, coaches who have achieved outstanding success in domestic and international competitions or who have received a degree (the phrase added by Article 7 of Law No. 6360 published in the Official Gazette Dec. 28489 dated 06.12.2012.).		Law 5216, art.7/m
Determinations	Needs	
<ul style="list-style-type: none"> <li>Failure to register both owned and stray animals. Continued production and sale of animals even though the population is not controlled.</li> <li>Law No. 5199 and its implementing regulation are not able to provide a solution to the problem.</li> </ul>	<ul style="list-style-type: none"> <li>Increasing the inspections by the Agriculture and Forestry Provincial and District Directorates on animal owners.</li> <li>Urgent revision of the law No. 5199 of the Directorate of Agriculture and Forestry.</li> </ul>	
Legal Obligation		Legal Basis
If necessary (the phrase added by Article 1 of the Law No. 6360 published in the Official Gazette dated 06.12.2012 and numbered 28489), build places of worship, premises and facilities for healthcare, educational and cultural services, carry out all forms of maintenance of and repairs to premises and facilities owned by public entities for such purposes and secure the necessary equipment for them.		Law 5216, art.7/n
Legal Obligation		Legal Basis
Ensure the conservation of cultural and natural assets, of the historical urban fabric and of areas and functions of historical significance to the town, carry out maintenance and repairs for the purpose and, where conservation is impossible, reconstruct them in their original form.		Law 5216, art.7/o
Legal Obligation		Legal Basis
Provide metropolitan public transport services, and to this end, establish or cause to establish and operate or cause to operate such facilities, and issue licenses for public transport vehicles, including taxis and service buses, on land and sea within the metropolitan boundaries (Additional sentence: October 16, 2018-7144/14 art.) Regarding the public transportation lines within the metropolitan area; to decide on the operation of public transportation services related to the lines to be determined based on the distance to the city center, population and the number of users of the line.		Law 5216, art.7/p
Legal Obligation		Legal Basis
Provide water supply and sewer services and build or cause to build and operate the necessary dams and other facilities for the purpose; rehabilitate streams; market spring water and produced water.		Law 5216, art.7/r
Legal Obligation		Legal Basis
Designate cemetery areas, build, operate or cause to operate cemeteries, and provide burial services.		Law 5216, art.7/s
Legal Obligation		Legal Basis
Build, cause to build, operate or cause to operate wholesale food markets and slaughterhouses of all kinds; issue permits for, and inspect, private markets and slaughterhouses to be built on locations indicated in the land development plan.		Law 5216, art.7/t
Determinations	Needs	
<ul style="list-style-type: none"> <li>The fact that herder and butchers do not want to slaughter in our slaughterhouses due to the work of private slaughterhouses against the legislation (due to paperwork, ear tags, tax and disease, etc.) Animal slaughtering in animal roofs and supplying unhealthy meat that has not passed the Veterinarian Control to the public We do not have legal authority in the sacrifice sales and slaughter areas, the responsibility is legally in the Presidency of Religious Affairs.</li> </ul>	<ul style="list-style-type: none"> <li>Increasing the control of the Directorate of Agriculture and Forestry in the slaughterhouses, ensuring that the slaughter is carried out in accordance with the legislation, the Provincial and District Directorates of Agriculture and Forestry to carry out inspections with law enforcement officers, and the operation of Livestock Markets on important axes to be determined by our Municipality.</li> </ul>	

Legal Obligation		Legal Basis
In accordance with provincial-level planning, make metropolitan-level plans and other preparations relating to natural disasters; where necessary, provide other disaster areas with support in the form of equipment and supplies; provide fire-fighting and emergency services; designate production and storage locations for explosives and inflammable substances, inspect homes, businesses, recreational facilities, factories, industrial enterprises and public entities with regard to fire and other disaster prevention measures and issue the statutory permits in this respect.		Law 5216, art.7/u
Determinations	Needs	
<ul style="list-style-type: none"> <li>The organizational structure of our Fire Department suits the Municipal Fire Brigade Regulation. However, the regulation cannot fully respond to the geographical structure of cities, distribution of the population, and the fact that risk elements show a scattered spread.</li> <li>Delays in intervention due to late arrival of TEDAŞ, İzmirgaz etc. teams to the scene</li> <li>It is determined that the legal basis for volunteer firefighting is not clearly formed.</li> </ul>	<ul style="list-style-type: none"> <li>On a participatory basis, all fire brigade organizations should be gathered under the umbrella of the ministry we are affiliated to and an inclusive, qualified and operational fire brigade regulation should be created.</li> <li>Ensuring that the aforementioned companies are included in the call router (112 Emergency Call Center) system,</li> <li>The establishment of legal regulation on volunteer firefighting. Introduction of the new Volunteer Firefighting Regulation into force.</li> </ul>	

Legal Obligation		Legal Basis
Manage and develop health care centers, hospitals, mobile healthcare units and social and cultural services of all kinds for adults, elderly people, persons with disabilities, women, young people and children, and to this end, establish, operate or cause to operate social facilities, open vocational training and skills courses; cooperate with universities, colleges, vocational schools, public entities and civil society organizations in the provision of such services.		Law 5216, art.7/v
Determinations	Needs	
<ul style="list-style-type: none"> <li>Demands arise due to the fact that Home Care Units affiliated to the Ministry of Health do not have the scope and competence to meet the demand and the services (personal care, house cleaning, etc.) needed by the sick and elderly are not provided.</li> <li>The documents required for the aid application both burden the citizens and create storage space problems in the Municipality.</li> </ul>	<ul style="list-style-type: none"> <li>Reducing the paperwork by allowing our Municipality to access the Social Assistance Information System (SOYBİS) of the Central Government.</li> </ul>	

Legal Obligation	Legal Basis
To install, have installed, operate or have operated central heating systems.	Law 5216, art.7/y

Legal Obligation	Legal Basis
(Additional three sentences: 16/5/2018-7144/art 14.) Metropolitan municipalities may decide to procure the operation of public transportation lines in the locations determined by the decision of the metropolitan municipal council based on the criteria in the second sentence of subparagraph (p) of the first paragraph from the transportation unions or cooperatives established in that region. In this case, the conditions to be sought in the tender participants and the transportation vehicles to be used are determined by municipalities. Income support payments may be made to transport unions or cooperatives from municipal budgets for those who will benefit from free or discounted public transportation services.	Law 5216, art.7/z

Legal Obligation		Legal Basis
Providing all kinds of support upon the request of district municipalities for the evacuation and demolition of buildings that pose a risk of disaster or pose a danger to the safety of life and property. (As amended by Article 7 of the Law No. 6360 published in the Official Gazette dated 06.12.2012 and numbered 28489) Metropolitan municipalities may transfer their duties in subparagraphs (l), (s), (t) of the first paragraph and their duties related to cleaning services and address and numbering to district municipalities with the decisions of the municipal council, and may perform them together. (Additional paragraph: 12/11/2012-6360/7 Art.) Metropolitan and district municipalities may engage in all kinds of activities and services to support agriculture and animal husbandry.		Law 5216, art. 7
Determinations	Needs	
<ul style="list-style-type: none"> <li>The organizational structure of our Fire Department suits the Municipal Fire Brigade Regulation. However, the regulation cannot fully respond to the geographical structure of cities, distribution of the population, and the fact that risk elements show a scattered spread.</li> </ul>	<ul style="list-style-type: none"> <li>On a participatory basis, all fire brigade organizations should be gathered under the umbrella of the ministry we are affiliated to and an inclusive, qualified and operational fire brigade regulation should be created.</li> </ul>	



Legal Obligation	Legal Basis
<p>To construct, have constructed, maintain and repair the roads, squares, boulevards, avenues and main roads connecting the neighborhoods within the jurisdiction of the metropolitan municipality to the district center; to carry out the cleaning and snow fighting works of these roads; to impose obligations on the buildings facing these places in accordance with the urban design projects; to determine the places to hang advertisements and advertisements and their shape and size; to carry out the naming and numbering of squares, boulevards, avenues, roads and streets and door numbers of the buildings on them.</p> <p>Providing all kinds of support upon request of district municipalities for the evacuation and demolition of buildings at risk of disaster or posing a danger to life and property.</p> <p>Metropolitan municipalities may delegate their duties in subparagraphs (l), (s), (t) of the first paragraph and their duties related to cleaning services and address and numbering to district municipalities by a decision of the municipal council, and may perform them together.</p> <p>Evacuating and demolishing buildings that pose a disaster risk or pose a danger to the safety of life and property.</p> <p>Metropolitan and district municipalities may engage in all kinds of activities and services to support agriculture and animal husbandry.</p>	Law 6360 Art. 7

Determinations	Needs
<ul style="list-style-type: none"> <li>Article 7 of Law No. 6360 states in its additional paragraph "Metropolitan and District Municipalities may engage in all kinds of activities and services to support agriculture and animal husbandry".</li> </ul>	<ul style="list-style-type: none"> <li>This authority given to municipalities is not clear and explicit. In order to ensure that the work to be carried out does not cause administrative and legal problems or negativities, it is considered that the additional paragraph of the article of the law should be more explanatory or an implementation regulation for this article is needed.</li> </ul>

Legal Obligation	Legal Basis
<p>In order to coordinate all kinds of transportation services on land, sea, water, lake and railway within the metropolitan municipality, a Transportation Coordination Center shall be established under the chairmanship of the mayor of the metropolitan municipality or his/her designee, with the participation of public institutions and organizations to be determined by regulation and the representative of the relevant chamber to be appointed by the Turkish Federation of Drivers and Automobilists. District mayors shall participate as members in the coordination centers to discuss issues concerning their municipality. In Transportation Coordination Center meetings, representatives of specialized professional chambers from professional organizations with the status of public institutions related to the transportation sector, which are not designated as members, are also invited to the meetings and their opinions are taken.</p>	Law 6360 Art. 8.

Legal Obligation	Legal Basis
<p>The metropolitan municipality shall ensure harmony and coordination among the municipalities within the scope of metropolitan municipality in terms of service provision. In case of disputes between the metropolitan municipality and the district municipalities or between the district municipalities themselves regarding the execution of services, the metropolitan municipal council is authorized to take directive and regulatory decisions.</p> <p>In accordance with the zoning legislation, the revenues obtained by the municipalities in relation to parking lots shall be transferred to the metropolitan municipality within forty-five days from the date of collection. The metropolitan municipalities shall use this revenue for the purchase of land required for parking facilities and the construction of regional and general parking lots in return for the expropriation project prepared according to the approved plan and five-year zoning program. These revenues cannot be used for purposes other than those specified in this paragraph.</p>	Law 6360 Art. 11

Determinations	Needs
	<ul style="list-style-type: none"> <li>Furthermore, the authority to approve master zoning plans and implementation zoning plans, which is vested in the Metropolitan Municipality by Article 7/b of the Metropolitan Municipality Law No. 5216, is used by the Ministry of Environment and Urbanization through plans and plan amendments approved on a local scale, which leads to piecemeal changes in existing plans and causes practices that disrupt the integrity of the plan.</li> </ul>

### 3.4. Analysis of Top Policy Documents

#### 11th Development Plan

Reference to Relevant Section	Assigned Tasks/Needs
"Competitive Production and Efficiency" development axis "High Corporate Capacity" target	Make Izmir one of the world's leading places for experimental learning and create an urban climate where innovative ideas flourish.
"Competitive Production and Efficiency" development axis "Business and Investment Environment" target	Creating a favorable ecosystem for Izmir to become an attraction for new investments, technological innovations and creative industries, ensuring a full-time, productive and innovative work environment for all.
"Competitive Production and Efficiency" development axis "Logistics and Energy Infrastructure" target	Supporting access to reliable, sustainable and affordable energy for all, while adapting to climate change
"Competitive Production and Efficiency" development axis "Digital Transformation" target	Creating a favorable ecosystem for Izmir to become a center of attraction for new investments, technological innovations and creative industries.
"Competitive Production and Efficiency" development axis "R&Dec and Innovation	
"Competitive Production and Efficiency" development axis "Critical Technologies" target	
"Competitive Production and Efficiency" development axis "Priority Sectors" target	Creating a climate in which local, national and global partnerships and harmonization across different sectors are encouraged.
"Competitive Production and Efficiency" development axis "Rail System Vehicles" target	Improving transportation integration and diversifying alternative public transportation in line with the urban fabric
"Competitive Production and Efficiency" development axis "Agriculture" target	Supporting cooperatives with the protection of natural areas and biological diversity and spreading sustainable agricultural activities
"Competitive Production and Efficiency" development axis "Tourism" target	Ensuring Izmir's participation in and hosting of national and international organizations; carrying out activities to strengthen the city's image in the international arena and develop tourism
"Competitive Production and Efficiency" development axis "Science, Technology and Innovation" target	Carrying out innovative design activities in Izmir, creating activity spaces, organizing and organizing events on design and art
"Competitive Production and Efficiency" development axis "Intellectual Property Rights" target	Creating a social environment in which security, peace and the right to the city are protected
"Competitive Production and Efficiency" development axis "Information and Communication Technologies" target	Creating a favorable ecosystem for Izmir to become a center of attraction for new investments, technological innovations and creative industries.
"Competitive Production and Productivity" development axis "Energy" target	Creating systems integrated with nature and increasing the use of renewable energy sources
"Qualified Person, Strong Society" development axis "Education" target	Dissemination of vocational courses trainings and opportunities for experimental learning
"Qualified People, Strong Society" development axis "Employment and Working Life" target	Providing a full-time, productive and innovative business environment for everyone
"Qualified Person, Strong Society" development axis "Health" target	Increasing the healthcare service capacity and providing healthier living opportunities

Reference to Relevant Section	Assigned Tasks/Needs
"Qualified Person, Strong Society" development axis "Strengthening of the Family" target	Delivery of social services and assistance to all parts of the city in areas where they are needed
"Qualified Person, Strong Society" development axis "Woman" target	
"Qualified Person, Strong Society" development axis "Child" target	
"Qualified People, Strong Society" development axis "Youth" target	
"Qualified People, Strong Society" development axis "Social Services, Social Benefits and the Fight against Poverty" target	
"Qualified Person, Strong Society" development axis "Culture and Art" target	Building facilities to spread cultural and artistic activities to all areas of the city and increasing the number of events
"Qualified People, Strong Society" development axis "Sports" target	Building facilities and increasing the number of activities to spread sports activities to all areas of the city
"Qualified People, Strong Society" development axis "Population and Aging" target	Delivery of social services and assistance to all parts of the city in areas where they are needed
"Livable Cities, Sustainable Environment" development axis "Regional Development" target	Ensuring the planned and healthy development of the city
"Livable Cities, Sustainable Environment" development axis "Urbanization" target	
"Livable Cities, Sustainable Environment" development axis "Urban Transformation" target	Realization of renovation, healthy structuring and transformations throughout the city
"Livable Cities, Sustainable Environment" development axis "Urban Infrastructure" target	Ensuring the planned and healthy development of the city
"Livable Cities, Sustainable Environment" development axis "Environmental Protection" target	Creating systems integrated with nature and increasing the use of renewable energy sources
"Livable Cities, Sustainable Environment" development axis "Disaster Management" target	Carrying out activities to protect and ensure urban security and peace of mind.
"Livable Cities, Sustainable Environment" development axis "Security Services" target	Creating a social environment in which security, peace and the right to the city are protected
"Livable Cities, Sustainable Environment" development axis "Good Governance" target	Increasing participation in city management and ensuring the spread of the right to the city and belonging to the culture of Izmir
"Livable Cities, Sustainable Environment" development axis "Transparency and Accountability, Administrative Structuring and Policy Making" target	
"Livable Cities, Sustainable Environment" development axis "E-Government Application in Public Services" target	Carrying out activities to strengthen the necessary information and communication infrastructure to increase management and service efficiency

## Integrated Urban Development Strategy and Action Plan (KENTGES)

Reference to Relevant Section	Assigned Tasks/Needs
"Restructuring the Spatial Planning System" development axis and target	Construction and reconstruction of well-planned, safe and sound residential areas
"Improving the Quality of Space and Life in Settlements" development axis "Creating a Sustainable Urban Transportation System" target	Provide facilities that increase coordination and choice between different modes of transport and make them accessible to all
"Improving the Quality of Space and Life in Settlements" development axis "Integrating Urban Infrastructure Plans, Projects and Investments with Spatial Plans" target	Building a sustainable urban infrastructure in a way that will contribute to the urban economy.
"Improving the Quality of Space and Life in Settlements" development axis "Ensuring Balanced Distribution of Social Facilities and Services in Settlements" target	Construction and reconstruction of well-planned, safe and sound residential areas
"Improving the Quality of Space and Life in Settlements" development axis "Developing Outdoor and Green Areas in Spatial Plans with System Integrity" target	Creating a network of green areas compatible with climate change throughout the city, protecting natural areas and biodiversity
"Improving the Quality of Space and Life in Settlements" development axis "Ensuring the Protection of Natural and Cultural Assets and Heritage" target	Protecting the ancient cultural assets of Izmir and making these areas a part of life again.
"Improving the Quality of Space and Life in Settlements" development axis "Ensuring an Integrated Urban Renewal and Transformation with Social, Cultural and Economic Dimensions" target	Creating a social climate where different cultures can express themselves and where culture and art production meets all areas of life Making Izmir a meeting point for world culture and arts
"Improving the Quality of Space and Life in Settlements" development axis "Reducing Disaster and Settlement Risks" target	Construction and reconstruction of well-planned, safe and sound residential areas
"Improving the Quality of Space and Life in Settlements" development axis "Protecting and Developing City Identity" target	Increasing participation in city management and ensuring the spread of the right to the city and belonging to the Izmir culture
"Improving the Quality of Space and Life in Settlements" development axis "Creating an Environmentally Sensitive Living Environment in Cities" target	Creating systems integrated with nature and increasing the use of renewable energy resources, protecting natural areas and biodiversity, supporting cooperatives and expanding sustainable agricultural activities
"Strengthening the Economic and Social Structures of Settlements" development axis "Increasing Social Solidarity, Integration and Tolerance in Cities" target	Promote peaceful and inclusive social reconciliation and support the defense of the rights of people and all living beings.
"Strengthening the Economic and Social Structures of Settlements" development axis "Taking Necessary Measures to Ensure that the Persons in Need and Disadvantaged Groups Benefit from Urban Services" target	Ensuring gender equality, strengthening the position of women in society and ensuring equal rights to life for children, youth and all disadvantaged communities Creating a social environment in which security, peace and the right to the city are protected
"Strengthening the Economic and Social Structures of Settlements" development axis "Ensuring Participation and Supervision in Spatial Planning Processes and Decisions" target	
"Strengthening the Economic and Social Structures of Settlements" development axis "Developing Urban Culture, Urban Awareness, Sense of Belonging and Raising Awareness on Urban Rights" target	Increasing participation in city management and ensuring the spread of the right to the city and belonging to the Izmir culture

## IZKA 2014-2023 Izmir Regional Plan

Reference to Relevant Section	Assigned Tasks/Needs
"Strong Economy" development axis; "Izmir as the Attraction Center of the Mediterranean" strategic priority; "Izmir's cultural and tourism opportunities will be promoted" target	Building facilities to spread cultural and artistic activities to all areas of the city and increasing the number of events Ensuring Izmir's participation in and hosting of national and international organizations; carrying out activities to strengthen the city's image in the international arena and develop tourism
"Strong Economy" development axis; "Izmir as the Center of Attraction of the Mediterranean" strategic priority; "By developing the urban awareness, the Mediterranean way of life of the people of Izmir will be protected" target	Ensuring the participation and hosting of Izmir in national and international organizations; carrying out activities to become a meeting point of world culture and art, where different cultures can express themselves
"Strong Economy" development axis; "Izmir as the Attraction Center of the Mediterranean" strategic priority; "Attractive business and investment environment will be provided" target	Carrying out sustainable activities that will improve Izmir's place in the world economy and put an end to poverty
"Strong Economy" development axis; "Advanced Entrepreneurship Ecosystem" strategic priority; "Entrepreneurship culture will be developed" target	Carrying out activities that will create an innovative and entrepreneurial ecosystem in the economy of Izmir
"Strong Economy" development axis; "High Technological Innovation and Design Capacity" strategic priority; "Capacity, awareness and demand in the field of design will be increased in Izmir" target	Carrying out innovative design activities in Izmir, creating activity spaces, organizing and organizing events on design and art
"Strong Economy" development axis; "Sustainable Production and Service Delivery" strategic priority; "Energy efficiency practices and the use of renewable energy will be expanded in all sectors and renewable energy production will be increased." target	Carrying out activities that will provide accessible, sustainable and clean energy.
"Strong Economy" development axis; "Sustainable Production and Service Delivery" strategic priority; "Sustainable agricultural production will be ensured" target	Supporting cooperatives with the protection of natural areas and biological diversity and spreading sustainable agricultural activities
"Strong Economy" development axis; "Sustainable Production and Service Delivery" strategic priority; "Sustainable tourism will be implemented and expanded" target	Ensuring Izmir's participation in and hosting of national and international organizations; carrying out activities to strengthen the city's image in the international arena and develop tourism
"High Quality of Life" development axis; "Accessible Izmir" strategic priority; "Information and communication infrastructure will be strengthened" target	Carrying out activities to strengthen the necessary information and communication infrastructure to increase management and service efficiency
"High Quality of Life" development axis; "Accessible Izmir" strategic priority; "Urban transportation infrastructure will be made suitable for pedestrian, bicycle and disabled transportation." target	Provide facilities that increase coordination and choice between different modes of transport and make them accessible to all
The development axis of "High Quality of Life"; the strategic priority of "Sustainable Environment"; "Solid waste and hazardous waste recovery, storage and disposal capacities will be increased" target	Development of integrated waste management system
"High Quality of Life" development axis; "Sustainable Environment" strategic priority; "Sustainable wastewater, drinking and drinking water management will be provided" target	Creating a cleaner city by protecting environmental health and ensuring responsible use of resources, expanding clean energy activities
"High Quality of Life" development axis; "Sustainable Environment" strategic priority; "Air pollution control will be provided in industrial intensive areas, especially Aliağa, Kemalpaşa and Torbalı districts" target	Creating awareness and love for nature to create a more livable ecosystem, carrying out activities to develop sensitivities that adapt to climate change
"High Quality of Life" development axis; "Quality Urban Life" strategic priority; "Environmental management, green transportation, efficient and clean energy use will be prioritized in the planning of urban development" target	Making green areas sustainable and creating new green areas Creating systems integrated with nature and increasing the use of renewable energy sources
"High Quality of Life" development axis; "Quality Urban Life" strategic priority; "Urban social reinforcement areas will be developed in accordance with standards" target	Ensuring the planned and healthy development of the city

### Reference to Relevant Section

### Assigned Tasks/Needs

<p>"High Quality of Life" development axis; "Quality Urban Life" strategic priority; "Protection of social and cultural riches unique to Izmir will be ensured in urban transformation applications" target</p>	<p>Realization of renovation, healthy structuring and transformations throughout the city</p> <p>Bringing the historical values of the city into active urban life</p>
<p>"High Quality of Life" development axis; "Accessible Izmir" strategic priority; "Transportation links between the center and districts and rural transportation infrastructure will be strengthened" target.</p>	<p>Carrying out infrastructure works that facilitate transportation throughout the city</p>
<p>"High Quality of Life" development axis; "Accessible Izmir" strategic priority; "Urban rail transportation systems will be developed" target</p>	
<p>"High Quality of Life" development axis; "Accessible Izmir" strategic priority; "The share of sea transportation in urban transportation will be increased" target</p>	<p>Development of transportation integration and provision of accessible public transportation with alternatives for all</p>
<p>"High Quality of Life" development axis; "Accessible Izmir" strategic priority; "The share of sea transportation in urban transportation will be increased" target</p>	<p>Increasing the healthcare service capacity and providing healthier living opportunities</p>
<p>"High Quality of Life" development axis; "Quality Urban Life" strategic priority; "Disaster management capacity will be strengthened" target</p>	<p>Carrying out activities to protect and ensure urban security and peace of mind.</p>
<p>"High Quality of Life" development axis; "Quality Urban Life" strategic priority; "Sustainable holistic coastal management will be provided, Izmir's relationship with the sea will be strengthened" target</p>	<p>Implementation of sustainable projects for the Gulf of Izmir and the entire coastline</p>
<p>"Strong Society" development axis; "Good Governance and Strong Civil Society" strategic priority; "Multilayered governance will be developed between local, regional and central levels" target</p>	
<p>"Strong Society" development axis; "Good Governance and Strong Civil Society" strategic priority; "The effectiveness of regional governance structures will be increased and new cooperation mechanisms will be established" target</p>	<p>Increasing participation in city management and ensuring the spread of the right to the city and belonging to the culture of Izmir</p>
<p>"Strong Society" development axis; "Social Inclusion for Social Cohesion" strategic priority; "The effectiveness of social assistance will be increased in a way to prevent aid dependency" target</p>	
<p>"Strong Society" development axis; "Social Inclusion for Social Cohesion" strategic priority; "Active participation in social, cultural and economic life of groups that require special policies, such as those who come by migration, the disabled and the elderly will be supported" target</p>	<p>Delivery of social services and assistance to all parts of the city in areas where they are needed</p>
<p>"Strong Society" development axis; "Quality Education for All" strategic priority; "The quality of vocational education will be increased." target</p>	
<p>"Strong Society" development axis; "Quality Education for All" strategic priority; "Lifelong learning services will be expanded." target</p>	
<p>"Strong Society" development axis; "Quality Education for All" strategic priority; "Departments and education programs in vocational high schools and universities will be designed according to the needs in Izmir." target</p>	<p>Dissemination of vocational courses trainings and opportunities for experimental learning</p>
<p>The "Strong Society" development axis; the "High Employment Capacity" strategic priority; the effectiveness of the "Open jobs and job seeker matching processes will be increased." target</p>	
<p>The "Strong Society" development axis; the "High Employment Capacity" strategic priority; "The capacity to create new jobs will be increased and the workforce for these areas will be trained." target</p>	<p>Providing a full-time, productive and innovative business environment for everyone</p>
<p>The "Strong Society" development axis; the "Social" strategic priority; "The capacity to create new jobs will be increased and the workforce for these areas will be trained." target</p>	

### 3.5. Identification of Fields of Activity, Products and Services

Field of Activity	No	Services
1. Infrastructure	1.1	Underpass and Overpass Works on Transport Routes
	1.2	Maintenance and Repair Works on Squares Boulevards, Streets and Main Connecting Roads
	1.3	Asphalt Coating, Maintenance, Repair and Arrangement of Transportation Roads
	1.4	Infrastructure Information System and Coordination Services
	1.5	Maintenance, Repair and Demolition Works of Structures and Roads
	1.6	Construction of New Zoning Roads
	1.7	Implementation of Urban Transformation Activities
	1.8	Execution of Expropriation Activities
	1.9	Zoning Planning and Urbanization Activities
	1.10	Zoning Inspection Activities
	1.11	Current Mapping and Implementation Activities
	1.12	Green Space Regulations
	1.13	Construction of New Recreational Areas
2. Quality of Life	1.14	Green Space Maintenance Works
	2.1	Activities Aimed at Developing the Ship Fleet and Maritime Transportation
	2.2	Light Rail System Projects
	2.3	Tram Projects
	2.4	Extension of the IZBAN Lines
	2.5	Rail System Vehicle Purchases
	2.6	Improvement of Bicycle Paths and Development of New Ones
	2.7	Intelligent Traffic Management System
	2.8	Development of Horizontal/Vertical Traffic Signaling
	2.9	Construction of Parking Lots and Passenger Transfer Centers
	2.10	Transportation Planning, Coordination, Maintenance and Execution of Traffic Services
	2.11	Climate Change and Clean Energy Activities.
2.12	Construction of Renewable Energy Power Plants	
3. Economy	3.1	Support for Innovative Technologies and Entrepreneurship Activities
	3.2	Execution of R&D and Innovation Base Works
	3.3	Foreign Relations
	3.4	Hosting International Events
	3.5	Providing outlets for producers to sell and market their products
	3.6	Occupational Factory Activities
	3.7	Organization of Training and Seminars on Cooperatives
	3.8	Dissemination of Good Agricultural and Organic Farming Practices
	3.9	Planning of Agricultural Production, Processing and Storage of Products
	3.10	Construction of Vegetable Wholesales Markets
	3.11	Establishment of Slaughterhouses
	3.12	Food, Beverage Distribution Services in Form of Social Support and Charity Purposes
	3.13	Supporting Tourism Activities in Various Sectors
	3.14	Press Publication and Public Relations Activities
	3.15	Institutional Promotional Activities

Field of Activity	No	Services
4. Democracy	4.1	Institutional Participation and Transparency Works
	4.2	Izmir Vision Partnership and Integrated Municipality Implementation Union Works
	4.3	City Council Activities
	4.4	Activities for Children and Youth
	4.5	Activities Aimed at Achieving Gender Equality
	4.6	Implementation of Projects to Support Disabled Urban Residents
	4.7	Activities Aimed at Strengthening the Women in Society
	4.8	Nursing Home Activities
	4.9	In-kind and Cash Assistance to Those in Need
	4.10	Fire and Disaster Response Activities
	4.11	Construction of New Fire Brigade Buildings and Purchases of Fire Brigade Vehicles
	4.12	Providing Police Services that Will Ensure Peace and Security in the City
	4.13	Providing Security Services in the Facilities of the Municipality
	4.14	Determining the Burial Places Throughout the City, to Build Cemeteries and to Carry out the Burial Services
	4.15	Information Processing and Information Networks Activities
	4.16	Software Programming Activities
5. Nature	4.17	Geographical Information Systems Services
	5.1	Waste Management Planning
	5.2	Operation of Solid Waste Transfer Stations
	5.3	Medical Waste Sterilization Plant Activities
	5.4	Activities Related to Excavation and Construction Waste
	5.5	Agricultural Forecasting and Early Warning Systems
	5.6	Plant Waste Assessment Activities
	5.7	Sustainable Energy Action and Climate Plan Studies
	5.8	Gulf Cleanup Efforts
5.9	Coastal Design Studies	
6. Experimental Learning-Institutional Capacity	5.10	Aquacultural Wholesale Market
	6.1	Cultural and Artistic Educational Services
	6.2	Public Learning Activities
	6.3	Development of Libraries
	6.4	Financial Services
	6.5	Construction of Required Municipal Service Facilities and Buildings
	6.6	In-House Training Services
7. Culture and Art	6.7	Maintenance and Repair of Vehicle Fleet
	7.1	Culture and Art Competitions
	7.2	Publication Activities
	7.3	Artistic Works for the City
	7.4	Construction of New Culture and Art Centers
	7.5	Library Activities
	7.6	Scientific Meeting, Panel, Conference, Interview, Workshop, Symposium, Forum Activities
	7.7	Infrastructure and Superstructure Works in the Kemeraltı Region
	7.8	Protection, Revitalization and Sanitation Applications at the Scale of Structure and Area
	7.9	Support of Archaeological Excavations
	7.10	Concert, Cinema, Theater, Exhibition, Festival and Biennial Organizations
7.11	Archives and Museums	



## 3.6. Stakeholder Analysis

### 3.6.1 Results of the Stakeholder Prioritization Survey

Item	Stakeholder	Score	Relationship Level
1	Citizens	1539	Very Intense Relationship
2	Izmir Metropolitan Municipality Council	1367	
3	District Municipalities	1327	
4	IZSU	1238	
5	Municipal Corporations	1081	
6	Mukhtars	964	Intense Relationship
7	Izmir Governorate	907	
8	ESHOT	817	
9	Izmir Governorship Provincial Directorate of Environment and Urbanization	736	
10	Ministries	688	
11	Public Procurement Authority	592	Mid-Level Relationship
12	GEDIZ Electric Retail Sales A.S.	576	
13	Suppliers	552	
14	Izmir Regional Directorates for the Protection of Cultural Assets No. 1 and 2	519	
15	Producer Cooperatives and Associations	517	
16	State Supply Office Izmir Regional Directorate	515	
17	Izmir Police Department	513	
18	District Governorates	501	
19	General Directorate of Highways	500	
20	Universities	490	Low-Level Relationship
21	Professional Organizations ( Union of Chambers and Commodity Exchanges of Turkey, Izmir Bar Association, Chamber of Tradesmen and Craftsmen, etc.)	478	
22	Izmirgaz Izmir Natural Gas Distribution A.S.	465	
23	Trade Unions	458	
24	Izmir Provincial Directorate of Agriculture and Forestry	427	
25	SSI Izmir Provincial Directorate	426	
26	Izmir Provincial Directorate of Culture and Tourism	415	
27	Izmir Provincial Directorate of National Education	389	
28	Izmir Regional Directorate of Forestry	381	
29	General Directorate of State Hydraulic Works	371	
30	TURKISH STATE RAILWAYS (TCDD)	355	
31	Citizens' Associations	351	

Item	Stakeholder	Score	Relationship Level
32	Izmir City Council	324	Very Low-Level Relationship
33	Local and National Press Organizations	321	
34	Izmir Provincial Directorate of Health	320	
35	Izmir Tax Administration	311	
36	Ministry of Transport and Infrastructure General Directorate of Infrastructure Investments	310	
37	Izmir Provincial Directorate of Family, Labor and Social Services	280	
38	Izmir Provincial Directorate of Youth and Sports	270	
39	Non-Governmental Organizations (Which ones will be written separately in the description)	262	
40	Professional and Amateur Sports Clubs	258	
41	Provincial Directorate of Population and Citizenship	239	
42	Izmir Regional Directorate of Foundations	236	
43	Izmir Provincial Gendarmerie Command	235	
44	General Directorate of IIBank Corporation	212	
45	Political Parties	209	
46	Coast Guard Aegean Sea Regional Command	205	
47	Directorate of Religious Affairs Izmir Mufti's Office	144	
48	Meteorology 2.Regional Directorate-IZMIR	143	

### 3.6.2. Stakeholder Prioritization Survey: Implementation and Evaluation

The stakeholder analysis of the institution was conducted by compiling the evaluation results of all units in the organizational chart. The prepared stakeholder list was submitted for scoring via the intranet system. During the evaluation, the units first marked which stakeholders they were in contact with, and then scored the "Level of Stakeholder Influence" and "Level of Stakeholder Influence" in accordance with the table below. The product of the two scores revealed the score of that stakeholder for the relevant unit. When the scores of all units were added together, the score of each stakeholder across the organization and the ranking in the questionnaire was revealed.

In accordance with this ranking, it has been ensured that the stakeholders with whom we have intensive and very intensive relations participate more in the process. A participatory planning process was ensured by communicating through surveys, meetings and correspondence in activity prioritization studies, PESTLE and SWOT analyses, receiving project proposals and ensuring coordination.

<b>Our Influence on the Stakeholder</b>	<b>Score</b>	<b>Stakeholder Influence Level</b>	<b>Score</b>
The stakeholder receives information about our activities but is minimally affected.	1	The Municipality receives information about the activities carried out by the stakeholder but is minimally affected.	1
The stakeholder needs to exchange information with the municipality in its work and occasionally communicates with the municipality through official correspondence.	2	The municipality needs to exchange information with this stakeholder in its work, and from time to time communicates with the stakeholder through official correspondence.	2
While carrying out its activities, stakeholder frequently communicates with the municipality through official correspondence and even uses face-to-face meeting methods such as meetings or visits when necessary.	3	While carrying out its activities, the municipality frequently communicates with this stakeholder through official correspondence and even uses face-to-face meeting methods such as meetings or visits when necessary.	3
The activities of the municipality play an important role in the work of the stakeholder and shape the work of this stakeholder.	4	The stakeholder's work and the decisions taken are of great importance for the municipality and guide our work.	4
Our work directly affects the work of the stakeholder, and some of our work even requires permission from the municipality.	5	The Municipality is directly affected by the work and decisions taken by the stakeholder, and even has to obtain the permission and approval of that	5

### 3.6.3. Results of the Action Priority Survey

Field of Activity	Citizen		NGO Representative		Official Institution-Organization Representative		Mukhtars	
	Percentage of votes	Number of votes	Percentage of votes	Number of votes	Percentage of votes	Number of votes	Percentage of votes	Number of votes
Smart City Applications	30,8%	466	<b>42,3%</b>	<b>11</b>	<b>37,5%</b>	<b>9</b>	22,8%	13
Coordination Activities between Institutions for Infrastructure Works (Sidewalks, Sewerage, Repair)	<b>50,2%</b>	<b>760</b>	30,8%	8	<b>66,7%</b>	<b>16</b>	<b>82,5%</b>	<b>47</b>
In-Kind and Cash Assistance	4,4%	67	7,7%	2	8,3%	2	15,8%	9
Environmental Protection Activities (Waste Disposal, Pest Control, Inspections, etc.)	<b>39,6%</b>	<b>600</b>	30,8%	8	<b>45,8%</b>	<b>11</b>	<b>50,9%</b>	<b>29</b>
Projects and Activities for Children	22,9%	347	<b>38,5%</b>	<b>10</b>	<b>41,7%</b>	<b>10</b>	<b>42,1%</b>	<b>24</b>
Maritime Transportation Activities	19,5%	296	15,4%	4	20,8%	5	14,0%	8
Projects and Activities for the Disabled Citizens	21,1%	320	11,5%	3	<b>29,2%</b>	<b>7</b>	21,1%	12
Fairs (Marble, Shoes, Natural Stone, Wedding Dress Expos, etc.)	4,5%	68	7,7%	2	8,3%	2	0,0%	0
Climate Change Activities and Clean Energy Projects	23,2%	351	23,1%	6	20,8%	5	8,8%	5
Zoning and City Planning Activities	<b>39,6%</b>	<b>600</b>	<b>46,2%</b>	<b>12</b>	<b>33,3%</b>	<b>8</b>	<b>49,1%</b>	<b>28</b>
Activities for Employment and Development of Urban Economy	28,1%	426	26,9%	7	25,0%	6	28,1%	16
Projects and Activities for Women	19,2%	291	15,4%	4	20,8%	5	24,6%	14
Activities for the Protection of Urban Culture and Historical Assets	17,6%	266	19,2%	5	29,2%	7	3,5%	2
Urban Transformation	<b>36,2%</b>	<b>548</b>	<b>30,8%</b>	<b>8</b>	<b>54,2%</b>	<b>13</b>	26,3%	15
Coastal Revision and Design Studies	16,3%	247	23,1%	6	4,2%	1	15,8%	9
Gulf Cleanup Efforts	<b>42,9%</b>	<b>650</b>	<b>34,6%</b>	<b>9</b>	25,0%	6	14,0%	8
Cultural and Artistic Activities	19,6%	297	11,5%	3	16,7%	4	5,3%	3
Cemeteries and Burial Services	1,8%	28	7,7%	2	4,2%	1	24,6%	14
Parking Lot Projects	24,8%	375	26,9%	7	25,0%	6	<b>33,3%</b>	<b>19</b>
Rail system Projects (IZBAN, Metro, Tram)	<b>51,8%</b>	<b>785</b>	<b>38,5%</b>	<b>10</b>	25,0%	6	24,6%	14
Health Services (Human and Animal Health)	16,4%	249	11,5%	3	16,7%	4	24,6%	14
Sports Activities	11,4%	172	19,2%	5	16,7%	4	12,3%	7
Support for Agricultural Production	18,9%	286	23,1%	6	8,3%	2	<b>33,3%</b>	<b>19</b>
Traffic Control and Signaling Improvement Activities	14,0%	212	15,4%	4	12,5%	3	10,5%	6
Projects and Activities for Tourism	16,7%	253	23,1%	6	20,8%	5	10,5%	6
International Cooperation	7,7%	116	3,8%	1	0,0%	0	0,0%	0
Construction of New Connection Roads, Parking Lots, Underpasses and Overpasses	33,2%	503	<b>50,0%</b>	<b>13</b>	25,0%	6	21,1%	12
Green Space Regulations, Street and Boulevard Improvement Works	<b>39,8%</b>	<b>602</b>	19,2%	5	<b>29,2%</b>	<b>7</b>	<b>49,1%</b>	<b>28</b>
Municipality Inspections	9,4%	143	7,7%	2	12,5%	3	10,5%	6
Ground Inspection and Building Safety Activities	7,7%	116	11,5%	3	12,5%	3	5,3%	3
Other	10,6%	161	26,9%	7	4,2%	1	15,8%	9

Field of Activity	Employees of IMM		Employees of IZSU		Employees of ESHOT	
	Percentage of votes	Number of votes	Percentage of votes	Number of votes	Percentage of votes	Number of votes
Smart City Applications	29,8%	119	31,2%	47	<b>44,7%</b>	<b>14</b>
Coordination Activities between Institutions for Infrastructure Works (Sidewalks, Sewerage, Repair)	<b>54,8%</b>	<b>219</b>	<b>58,3%</b>	<b>88</b>	<b>51,1%</b>	<b>16</b>
In-Kind and Cash Assistance	11,0%	44	13,9%	21	9,6%	3
Environmental Protection Activities (Waste Disposal, Pest Control, Inspections, etc.)	<b>39,8%</b>	<b>159</b>	<b>36,5%</b>	<b>55</b>	<b>38,4%</b>	<b>12</b>
Projects and Activities for Children	<b>34,5%</b>	<b>138</b>	<b>41,8%</b>	<b>63</b>	32,0%	10
Maritime Transportation Activities	11,8%	47	13,3%	20	22,4%	7
Projects and Activities for the Disabled Citizens	26,5%	106	30,5%	46	19,2%	6
Fairs (Marble, Shoes, Natural Stone, Wedding Dress Expos, etc.)	3,3%	13	4,6%	7	6,4%	2
Climate Change Activities and Clean Energy Projects	27,0%	108	25,2%	38	28,8%	9
Zoning and City Planning Activities	<b>36,5%</b>	<b>146</b>	<b>47,1%</b>	<b>71</b>	35,2%	11
Activities Aimed at Employment and the Development of the Urban Economy	27,8%	111	25,9%	39	<b>41,6%</b>	<b>13</b>
Projects and Activities for Women	23,0%	92	23,2%	35	16,0%	5
Activities for the Protection of Urban Culture and Historical Assets	12,3%	49	11,9%	18	16,0%	5
Urban Transformation	33,3%	133	<b>33,8%</b>	<b>51</b>	<b>47,9%</b>	<b>15</b>
Coastal Revision and Design Studies	10,0%	40	9,9%	15	12,8%	4
Gulf Cleanup Efforts	<b>34,3%</b>	<b>137</b>	29,8%	45	<b>38,4%</b>	<b>12</b>
Cultural and Artistic Activities	15,0%	60	9,9%	15	19,2%	6
Cemeteries and Burial Services	4,5%	18	2,7%	4	3,2%	1
Parking Lot Projects	30,3%	121	31,8%	48	19,2%	6
Rail system Projects (IZBAN, Metro, Tram)	<b>37,5%</b>	<b>150</b>	<b>39,8%</b>	<b>60</b>	<b>38,4%</b>	<b>12</b>
Health Services (Human and Animal Health)	20,3%	81	19,2%	29	16,0%	5
Sports Activities	14,3%	57	11,3%	17	3,2%	1
Support for Agricultural Production	25,0%	100	29,8%	45	19,2%	6
Traffic Control and Signaling Improvement Activities	11,8%	47	9,9%	15	16,0%	5
Projects and Activities for Tourism	17,3%	69	13,3%	20	12,8%	4
International Cooperation	10,0%	40	4,0%	6	3,2%	1
Construction of New Connection Roads, Parking Lots, Underpasses and Overpasses	32,8%	131	31,2%	47	32,0%	10
Green Space Regulations, Street and Boulevard Improvement Works	<b>40,5%</b>	<b>162</b>	<b>38,4%</b>	<b>58</b>	28,8%	9
Municipality Inspections	11,3%	45	7,3%	11	12,8%	4
Ground Inspection and Building Safety Activities	12,0%	48	9,3%	14	16,0%	5
Other	2,5%	10	5,3%	8	0,0%	

Field of Activity	District Municipal Employees		Council Members IMM Survey		Total	
	Percentage of votes	Number of votes	Percentage of votes	Number of votes	Percentage of votes	Number of votes
Smart City Applications	27,2%	13	24,3%	9	30,6%	701
Coordination Activities between Institutions for Infrastructure Works (Sidewalks, Sewerage, Repair)	<b>58,5%</b>	<b>28</b>	<b>40,5%</b>	<b>15</b>	<b>52,3%</b>	<b>1197</b>
In-Kind and Cash Assistance	10,4%	5	2,7%	1	6,7%	154
Environmental Protection Activities (Waste Disposal, Pest Control, Inspections, etc.)	<b>39,7%</b>	<b>19</b>	21,6%	8	<b>39,4%</b>	<b>901</b>
Projects and Activities for Children	<b>37,6%</b>	<b>18</b>	21,6%	8	27,4%	628
Maritime Transportation Activities	14,6%	7	21,6%	8	17,6%	402
Projects and Activities for the Disabled Citizens	31,3%	15	13,5%	5	22,7%	520
Fairs (Marble, Shoes, Natural Stone, Wedding Dress Expos, etc.)	2,1%	1	5,4%	2	4,2%	97
Climate Change Activities and Clean Energy Projects	31,3%	15	18,9%	7	23,8%	544
Zoning and City Planning Activities	<b>35,5%</b>	<b>17</b>	<b>48,6%</b>	<b>18</b>	<b>39,8%</b>	<b>911</b>
Activities for Employment and Development of Urban Economy	33,4%	16	27,0%	10	28,1%	644
Projects and Activities for Women	16,7%	8	16,2%	6	20,1%	460
Activities for the Protection of Urban Culture and Historical Assets	23,0%	11	24,3%	9	16,3%	372
Urban Transformation	<b>46,0%</b>	<b>22</b>	<b>56,8%</b>	<b>21</b>	<b>36,1%</b>	<b>826</b>
Coastal Revision and Design Studies	10,4%	5	8,1%	3	14,4%	330
Gulf Cleanup Efforts	25,1%	12	<b>43,2%</b>	<b>16</b>	<b>39,1%</b>	<b>895</b>
Cultural and Artistic Activities	16,7%	8	5,4%	2	17,4%	398
Cemeteries and Burial Services	2,1%	1	0,0%	0	3,0%	69
Parking Lot Projects	18,8%	9	<b>43,2%</b>	<b>16</b>	26,5%	607
Rail system Projects (IZBAN, Metro, Tram)	<b>41,8%</b>	<b>20</b>	<b>48,6%</b>	<b>18</b>	<b>47,0%</b>	<b>1075</b>
Health Services (Human and Animal Health)	12,5%	6	10,8%	4	17,3%	395
Sports Activities	8,4%	4	0,0%	0	11,7%	267
Support for Agricultural Production	23,0%	11	35,1%	13	21,3%	488
Traffic Control and Signaling Improvement Activities	8,4%	4	5,4%	2	13,0%	298
Projects and Activities for Tourism	14,6%	7	13,5%	5	16,4%	375
International Cooperation	6,3%	3	8,1%	3	7,4%	170
Construction of New Connection Roads, Parking Lots, Underpasses and Overpasses	25,1%	12	<b>37,8%</b>	<b>14</b>	32,7%	748
Green Space Regulations, Street and Boulevard Improvement Works	<b>52,2%</b>	<b>25</b>	24,3%	9	<b>39,5%</b>	<b>905</b>
Municipality Inspections	2,1%	1	5,4%	2	9,5%	217
Ground Inspection and Building Safety Activities	18,8%	9	0,0%	0	8,8%	201
Other	6,3%	3	0,0%		8,7%	199

### 3.6.4. Action Priority Survey: Implementation and Evaluation

The Action Prioritization Questionnaire was administered through our corporate website to our stakeholders, primarily citizens, with whom we have intensive relations in stakeholder analysis. Participants first selected the type of participant and then completed the survey by marking the 7 activities that they think should be prioritized among the listed institutional activities. Since a similar survey was conducted during the 2015-2019 Strategic Plan period, an evaluation was made taking into account the changes in the intervening 5 years.

A total of 16,023 votes were cast by 2289 people who participated in the survey, where the types of participants were "Citizen", "Representative of Civil Society Organization", "Representative of Official Institution", "Headman", "Izmir Metropolitan Municipality Employee", "IZSU Employee", "ESHOT Employee", "District Municipality Employee" and "IBB Assembly Member". The number of votes and rate values of the 7 activity areas that received the highest votes in each stakeholder group are indicated in bold.

When the survey results are evaluated in general, the 7 areas of activity that received the highest number of votes are as follows:

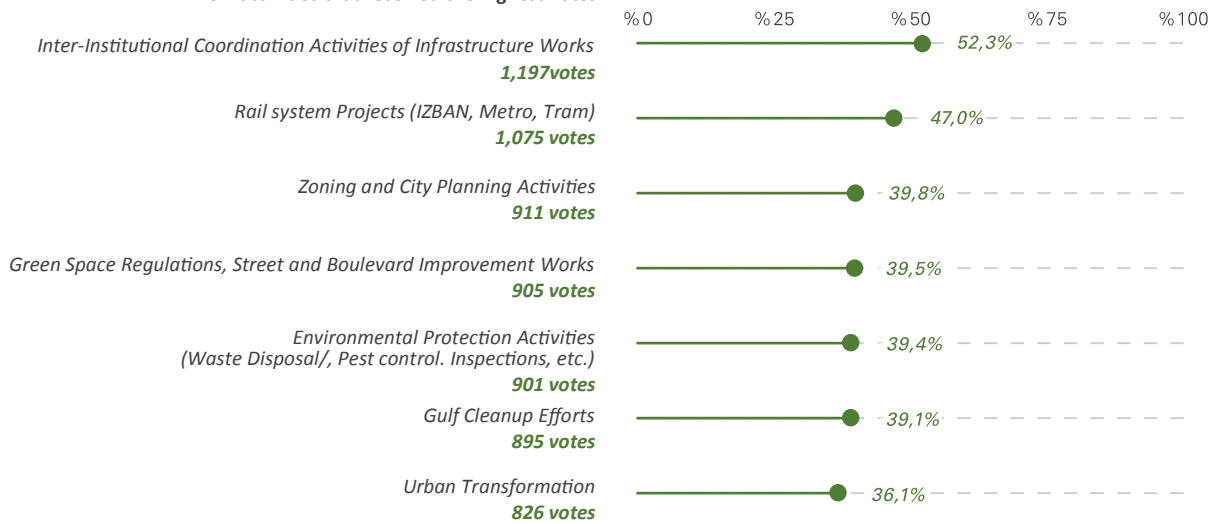
1. Coordination Activities between Institutions for Infrastructure Works (Sidewalks, Sewerage, Repair)
2. Rail system Projects (IZBAN, Metro, Tram)
3. Zoning and City Planning Activities
4. Green Space Regulations, Street and Boulevard Improvement Works
5. Environmental Protection Activities (Waste Disposal, Pest Control, Inspections, etc.)
6. Gulf Cleanup Efforts
7. Urban Transformation

When these results are compared with the survey results of the previous period, it is seen that "Zoning and Urban Planning Activities" replaced "Construction of New Connection Roads, Parking Lots, Underpasses and Overpasses", which was in the top 7 last period. In addition, "Coordination of Infrastructure Activities" also ranked first in this period's survey, surpassing rail system projects.

When the survey results are analyzed on a stakeholder basis, similar results are observed, but "Projects and Activities for Children", "Projects and Activities for People with Disabilities", "Parking Lot Projects", "Smart City Applications" and "Support Activities for Agricultural Production" also stand out. It is seen that smart city applications and activities to support agricultural production have significantly increased the percentage of votes compared to the previous period.

Apart from these results, "Activities for the Development of Employment and Urban Economy" and "Projects and Activities for Tourism", which received very few votes in the previous period, are now seen as a fundamental activity of the municipality.

**The 7 activities that received the highest votes**



## 3.7. In-House Analysis

### 3.7.1. Human Resources Competence Analysis

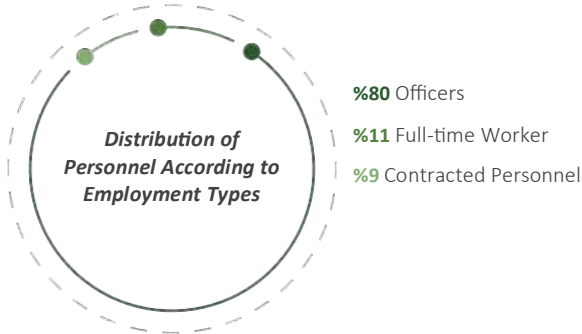
Izmir Metropolitan Municipality, like other public institutions and organizations, notifies the State Personnel Directorate in accordance with the personnel needs. As a result of the KPSS exam conducted by ÖSYM, the State Personnel Directorate and ÖSYM make civil servant appointments through a centralized system. For the office activities carried out under the General Administrative Services in Municipality, the need for personnel is met by open appointment and transfer appointment.

In 2018, the number of contracted personnel employed in accordance with Article 49 of the Law No. 5393, civil servants appointed by transfer and open appointment in accordance with Articles 74 and 92 of the Civil Servants Law No. 657, and permanent workers transferred from the General Directorate of ESHOT, which is affiliated to our Municipality, did not create an increase in our total number of personnel compared to the previous year.

The organization of Izmir Metropolitan Municipality consists of general secretariat, deputy general secretariats, departments and directorates in accordance with the norm tenure principles; and the establishment, abolition or merger of units is realized by the decision of Izmir Metropolitan Municipality Assembly in accordance with Article 21 of the Metropolitan Municipality Law No. 5216. The Organization Chart of our Institution has been finalized with the Approval of the Mayor dated 14.06.2019.

As of June 30, 2019, Izmir Metropolitan Municipality serves with a total of 4,545 personnel, including 3,640 permanent civil servants, 401 contracted personnel and 504 permanent ( full time) workers.

As can be seen in the graph below, 80% of the personnel in our institution are civil servants, 9% are contract personnel, and 11% are full-time employees.



When we look at the gender distribution of the employees, 26% of the total personnel are women and 74% are men.

When the service periods of Izmir Metropolitan Municipality employees were examined, it was found that 29% of the staff worked for less than 6 years. Out of a total of 4,545 personnel, 1,460 personnel have been working within the Izmir Metropolitan Municipality for between 0-5 years.

When the educational status of the personnel working in Izmir Metropolitan Municipality was examined, it was found that 57% of them have associate degrees or bachelor's degrees.

#### a. Civil Servant Personnel Analysis

A total of 3,640 personnel is employed in Izmir Metropolitan Municipality as civil servants under the Civil Servants Law No. 657. When examined the distribution by gender, 72% of the officers are male and 28% are female.

When the service periods of the employed officers are examined, it is seen that 29% of them have less than 6 years of service.

When we look at the educational status of civil servants, we see that they are mainly high school and undergraduate graduates. 62% of the 3,640 civil servants are undergraduate graduates.

When the distribution of the employed civil servant personnel according to service units is examined, it is seen that the most of the personnel are classified as the General Administrative Services staff with a rate of 58%.

Service Unit	Number of Personnel
Attorney Services	22
Religious Services	6
General Administrative Services	2.117
Health Services	331
Technical Services	1.144
Auxiliary Services	20

#### b. Unqualified Worker Personnel Analysis

A total of 504 people is employed in Izmir Metropolitan Municipality as full-time workers subject to the Labor Law No. 4857. 5% of full-time workers are female whereas 95% are male. The graph below shows the numerical and percentage distribution of workers by gender.

The distribution of full-time workers according to their working hours is as shown in the graphs on the side.

Of the full-time workers, 75% are primary school graduates, 18% are high school and equivalent school graduates, whereas 5% hold associate's or bachelor's degrees.

#### c. Contracted Worker Analysis

Izmir Metropolitan Municipality employs 401 contracted personnel in accordance with Article 49 of the Municipal Law No. 5393. Of the total contracted personnel, 55% are male and 45% are female

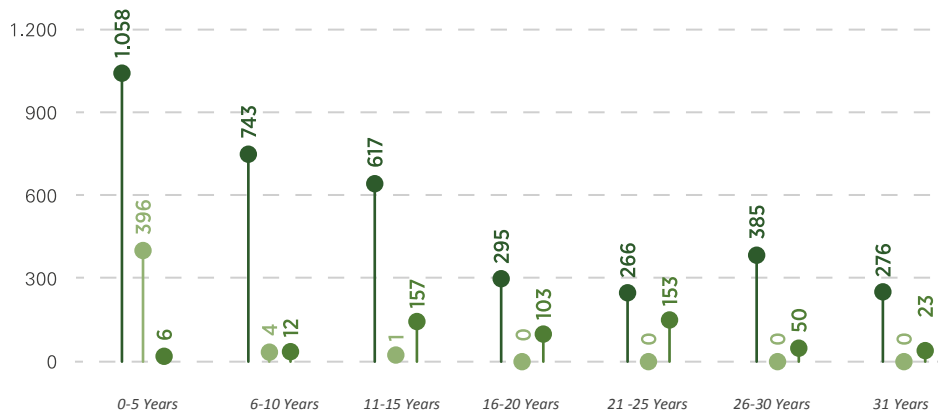
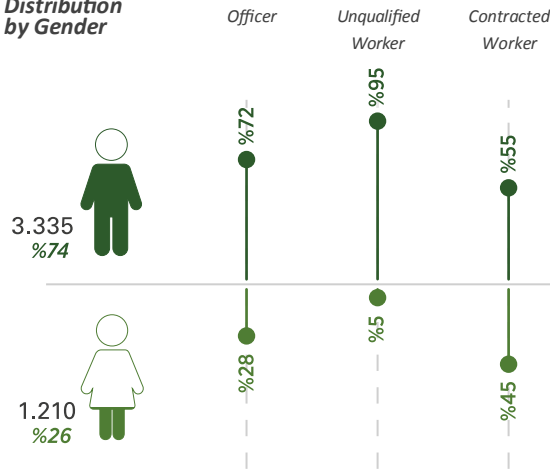
Of the 401 contracted personnel, 93% have associate's, bachelor's and master's degrees and 7% have graduated from high school equivalent.

Of the 401 contracted personnel, 99% have less than 6 years of service.

The graphs on the next page show all numerical and percentage distributions of contracted personnel.

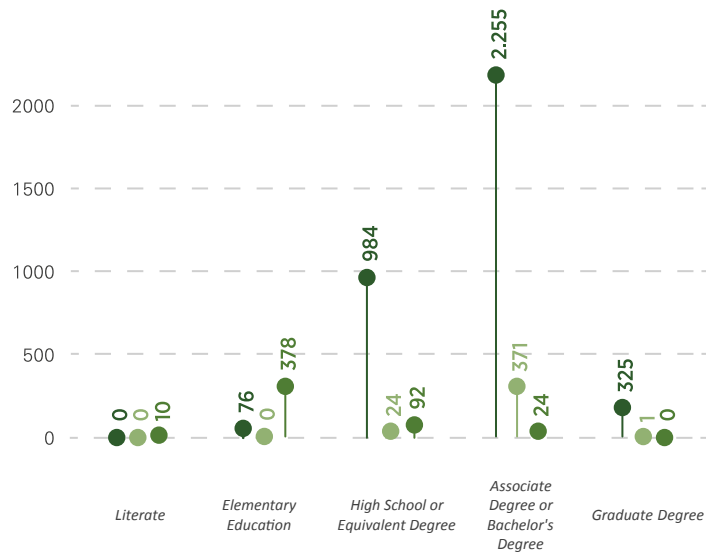


### Distribution by Gender



### Overall Distribution of Personnel by Service Time

• Officer • Contracted Personnel • Full-Time Worker



### Overall Distribution of the Personnel by Education

• Officer • Contracted Personnel • Full-Time Worker

#### d. Planning and Implementation of In-Service Training

In accordance with the General Plan for the Training of Civil Servants, Development Plans, and the Municipality's In-Service Training Regulation, Izmir Metropolitan Municipality provides the training objectives, principles, and planning procedures to be applied in order to ensure that the personnel of Izmir Metropolitan Municipality are trained in accordance with today's requirements, acquire the knowledge, skills, and attitudes required for their tasks, and increase their productivity.

The aim of the trainings is to improve the knowledge and skills acquired before service in a professional manner, to increase the knowledge and efficiency of the personnel, to maximize their interest in service and to prepare them for further duties, to increase efficiency in management and practice, to train personnel on their duties, powers and responsibilities.

In this respect, our municipality determines the institutional training needs of our personnel in line with the training policy and priorities of the municipality, sets the training planning principles, evaluation procedures and creates the training plan of the year by submitting and approving the In-Service Training Program and the annual training program to the "Training Board" and the decision of the board is published on the Intranet site of our Municipality. The urgent training needs of our departments during the year are organized by issuing an additional board decision.

In addition, the "Orientation process" gains importance for the new civil servants, contracted personnel, full-time workers, company personnel, transfer and open appointment personnel within our organization in order to ensure that the personnel gain motivation in business life and adapt to the functioning and processes faster. In this context, coordination with the units, presentation and booklet have been prepared in order to provide "Orientation Training", and orientation training has been implemented as of September 2018, and orientation processes are recorded on the orientation procedures form and on-the-job training form.

Activities	2015	2016	2017	2018	2019 (Jun.)
Training Demands Met (#)	40	32	73	49	19
Number of Personnel Attended the Trainings (# of ppl)	4.987	9.848	12.180	8.236	2.911

#### Creating Position Based Job Descriptions

The objectives of the position-based job descriptions study are to utilize the existing human resources of our organization in the most effective way possible, to create a position-based system rather than a person-based system, to allow for the placement of personnel in accordance with the requirements of the position, to ensure that personnel are assigned to the area in which they are competent and experienced, to identify the lack/surplus of workforce throughout the system, to prevent inter-unit assignments, and to express the tasks to be performed by the personnel in a standardized and clear manner.

The foundations of the position-based job descriptions study were laid in 2015, when 5 pilot units with different structures were selected within IMM in order to determine the methodology and establish standardization. As a result of face-to-face interviews with pilot units and on-site inspection studies, it has been revealed which components the study will highlight, which standards and which methods it will be carried out. Since the focus of this type of job descriptions is positions instead of people, the activities performed by the unit were taken into account in the study, not the sum of the tasks performed by people; it was deemed appropriate to continue the study by deductive method.

Position-based job descriptions are being developed by taking all IMM departments separately and organizing one-to-one interviews with each department. First of all, detailed departmental tasks are put forward by taking into account the regulations/directives of the unit and in consultation with unit managers and employees. Positions to fulfill unit tasks are then identified. Position differentiation is based on the differentiation of tasks. After the unit tasks are distributed to the positions created in the unit, the qualifications and competencies required to fulfill the position tasks are determined. For managerial positions, tasks are assigned to positions from the list of standardized managerial tasks across IMM, and where necessary, for other positions, tasks are assigned from the standardized list of standard tasks. The position-based job description also includes the senior position to which the position is subordinate (responsible).

The Competency Glossary, which was created to be used in the job descriptions study, not only sheds light on the competencies that unit managers should have in their staff, but also serves as a guide for human resources training planning.

The work on position-based job descriptions, which is a rare practice in public institutions, is carried out meticulously in a way that sets an example for other institutions in terms of ensuring standardization within our Municipality and enabling specialization.

### 3.7.2. Institutional Culture Analysis

In this analysis, after determining the topics and wording for evaluating the corporate culture, the opinions of the employees were obtained through a questionnaire application created from the institution's intranet. Participants answered the level of agreement with the statements in the questionnaire according to the 5-point Likert scale.

In order to prevent the opinions of the departments with large numbers from negatively affecting the average, the average value was first calculated on the basis of departments

and the general results of our institution were revealed by averaging these values again. 1,570 employees expressed their views in this survey, and since there was no significant difference between the departments, an evaluation was made overall the municipality. The results of this analysis were used to determine the target and the activities needed, especially for increasing institutional capacity.

No	Institutional Culture Expressions	Average*
1	Employees participate in the decision-making processes of the department where they work.	2.96
2	There are mechanisms in the municipality aimed at ensuring the participation of employees in decision-making processes.	2.72
3	The management's support for participation is sufficient.	2.90
4	Employees and managers of the municipality are open to information sharing and cooperation.	3.11
5	Employees are prone to teamwork.	3.20
6	The mechanisms of cooperation between the units are adequate.	2.68
7	The coordination between the units is sufficient.	2.64
8	The information produced in relation to the activities of the municipality is clearly expressed and exchanged between departments.	3.04
9	Information about the works is communicated with the employees or units in a timely manner.	3.06
10	Decision-making processes are supported with sufficient information.	3.03
11	There is a human resources management that encourages continuous progress and development.	2.64
12	There are mechanisms in place that allow employees to share their knowledge, skills and experience with each other.	2.71
13	There are mechanisms in place that allow managers and employees to improve themselves.	2.71
14	Internal communication is adequate.	2.79
15	Internal communication mechanisms support participation and cooperation.	2.85
16	In addition to formal channels, there are other open channels of communication through which employees can access their managers.	3.19
17	Relevant stakeholders are involved in the delivery of services and decision-making processes.	3.13
18	The level of informing stakeholders about the organization's activities is high.	3.08
19	New ideas and different opinions are supported in the organization.	2.90
20	Changes and innovations occurring outside the organization are followed and units adapt to these changes by reviewing themselves.	3.00
21	Positive change of internal rules is supported.	3.21
22	The level of decision-making and initiative-taking of employees is high.	2.66
23	Senior management embraces the preparation, implementation and monitoring of the strategic plan.	3.41
24	Level of focus is high on strategic as well as routine tasks.	3.00
25	Employees have a high level of awareness of their responsibilities towards the strategic plan.	2.90
26	Practices to increase employee motivation are in place and effective.	2.21
27	Errors in the development of innovative practices are expected and tolerated.	3.10

\*Strongly Disagree: 1, Disagree: 2, Neither Agree nor Disagree: 3 Agree: 4, Strongly Agree: 5

### 3.7.3. Physical Resources Analysis

#### a. Movable Properties

A financial analysis of Izmir Metropolitan Municipality's movable assets as of June 30, 2019 reveals that there are TRY 406,598,351.45 worth of Vehicles, 152,680,225.25 TRY worth of Furniture and Fixtures and 135,235,617.73 TRY worth of Plant, Machinery and Equipment. The graph showing the distribution of movable assets is given below.

Within the Vehicles group amounting to TRY 406.598.351,45, the Road Vehicles group amounting to TRY 396.362.301,56 in the 97% segment and the Water and Marine Vehicles group amounting to 10.236.049,89 TRY in the 3% segment, the distribution graph according to their costs as of 30.06.2019 is below.

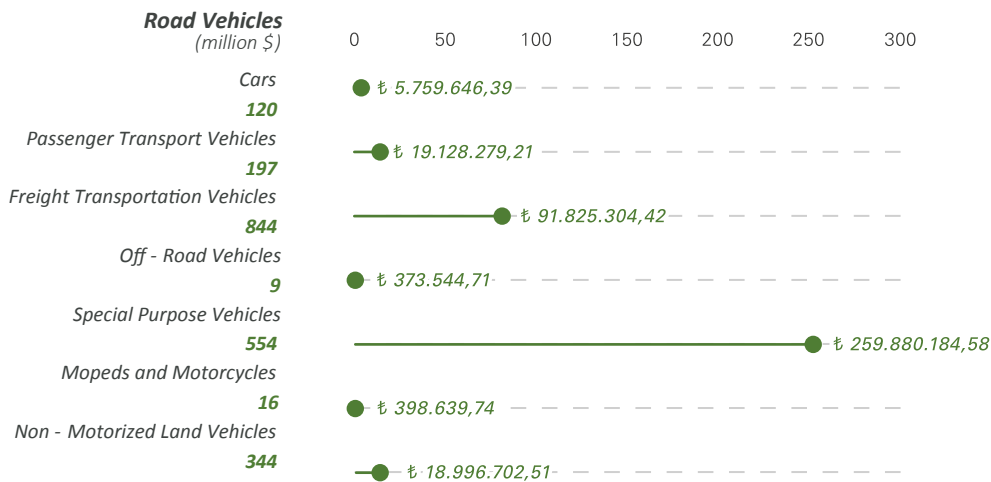
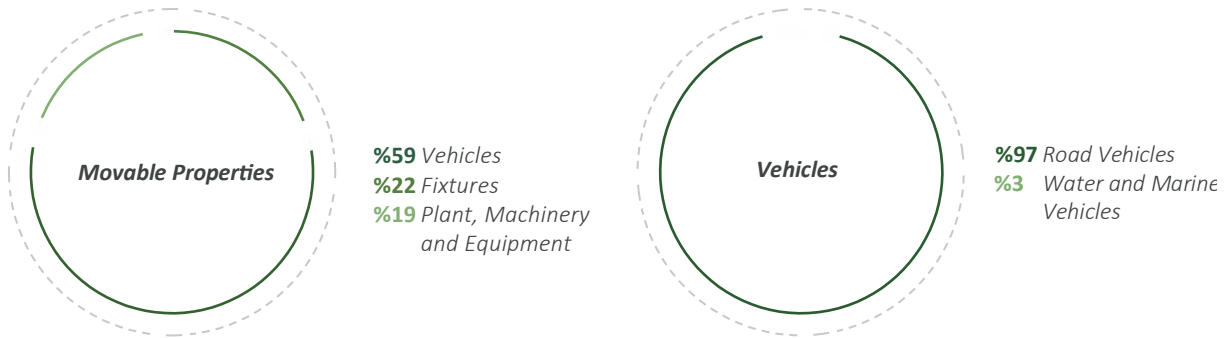
The graph of Road Vehicles Group amounting to TRY 396,362,301.56 as of June 30, 2019 and its distribution by cost and units is annexed. According to the cost-based part of the graph, Special Purpose Vehicles amounting to TRY 259,880,184.58, Freight Transportation Vehicles amounting to TRY 91,825,304.42 and Passenger Transportation Vehicles amounting to TRY 19,128,279.21 are in the top three. The remaining TRY 25,528,533.35 is composed of other items within the Road Vehicles Group.

TRY 10,236,049.89 Water and Watercraft group as of June 30, 2019 according to cost and number of units is presented below. According to the cost-based part of the graph, there are Ships amounting to TRY 9,615,509.27, Boats amounting to TRY 456,596.39, Canoes and Kayaks amounting to TRY 133,544.00,

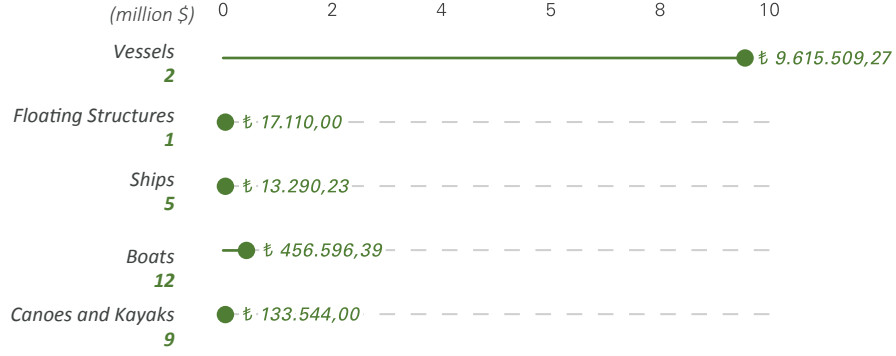
Boats group amounting to TRY 13,290.23, Floating Structures group amounting to TRY 17,110.00.

The graph showing the distribution of TRY 89,672,668.14 worth of Office Equipment group, which is included in the Fixtures group amounting to TRY 152,680,225.25, according to cost and number as of June 30, 2019 is given below. When the graph is analyzed, it is seen that the first three ranks are Computers and Servers amounting to TRY 37,963,035.20, Audio Visual and Presentation Equipment amounting to TRY 19,766,203.61 and Computers and Peripherals amounting to TRY 11,269,977.15. Remaining amount of TRY 20,673,452.18 is composed of other items within the Office Machinery Group.

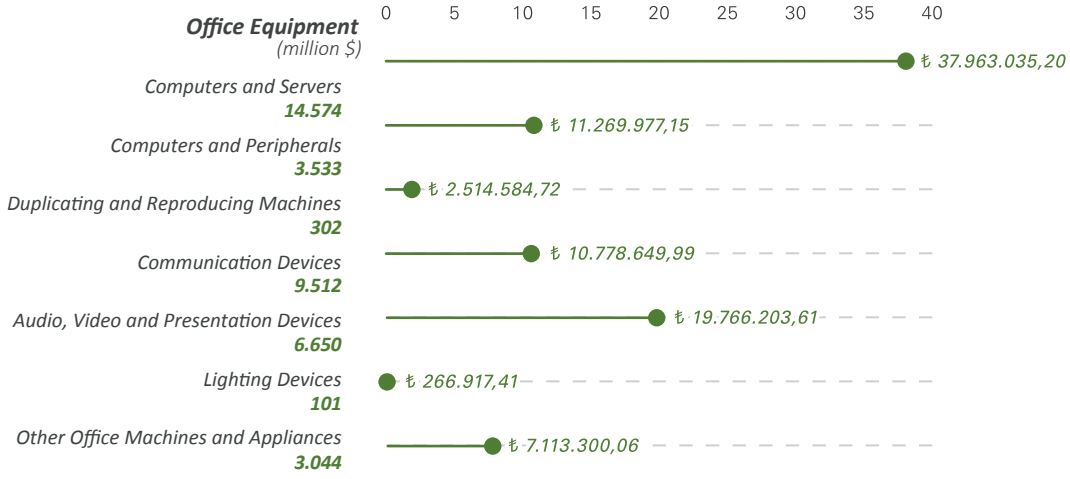
TRY 135.235.617,617,73 worth of Plant, Machinery and Equipment Group, TRY 58.556.412,17 worth of Construction Machinery and Equipment as of June 30, 2019, the graph showing the distribution in terms of number and cost is below. According to the cost-based part of our graph, the first three ranks are dozers amounting to TRY 11,537,873.04, loaders amounting to TRY 11,442,947.13 and excavators amounting to TRY 10,225,015.62. TRY 25,350,576.38 is composed of items in Other Construction Machinery and Tools.



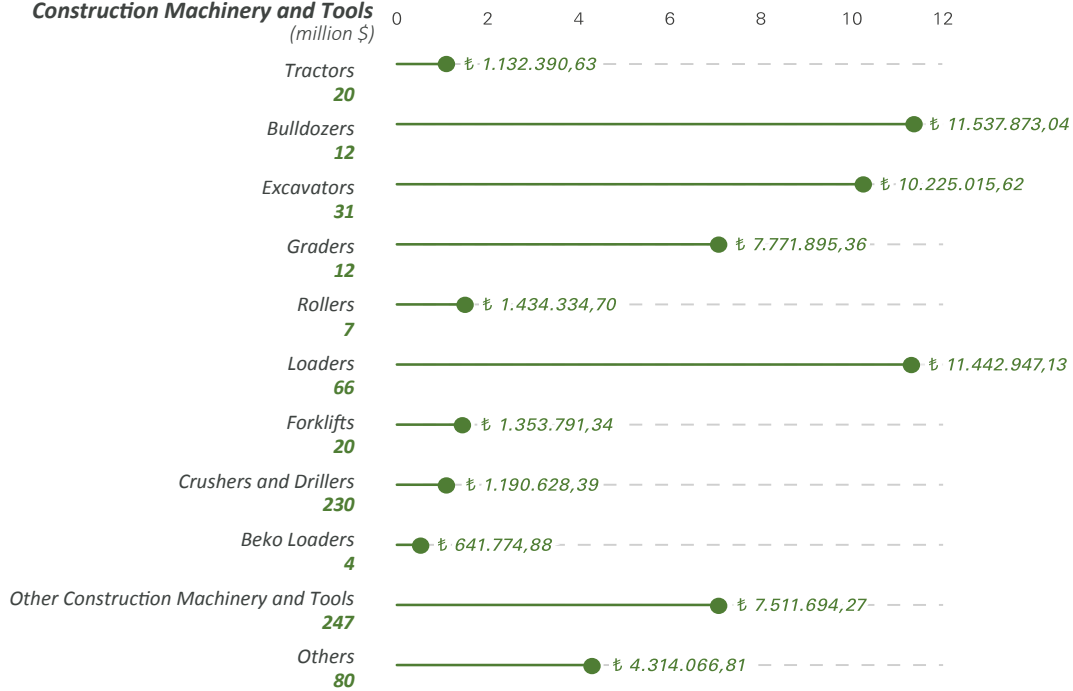
**Water and Marine Vehicles**  
(million \$)



**Office Equipment**  
(million \$)



**Construction Machinery and Tools**  
(million \$)



## b. Immovables

The real estate belonging to our Municipality are utilized in projects by the relevant Municipality units within the scope of the duties and responsibilities of our Municipality, in line with the zoning plans, budget and strategic plan. In cases where municipal real estates are not sufficient, expropriation procedures are carried out in line with the zoning plans and new properties are acquired. Almost all of the immovable properties acquired by our Municipality in recent years are immovable properties acquired through expropriation. Considering the expropriation costs, it is seen that a strong financial structure is required for the realization of the projects and this is provided by our Municipality.

As of June 30, 2019, the activities carried out in relation to the evaluation of immovables are detailed below.

### b.1. Assessment of Immovable Properties Owned by the Municipality

As of the end of June 30, 2019, there are 10,621 immovable properties owned by the Municipality, 4,007 pieces of land and 6,614 pieces of other immovable properties (public facilities, commercial real estate) in the inventory study conducted by taking into account the title deed information of the immovable properties.

The distribution of 10,621 immovable properties (public facilities, commercial real estate) according to their usage is given below:

The Housing Development Administration (TOKİ) has built 3,080 housing units in the Uzundere neighborhood. Of these, 392 houses belong to TOKİ. Of these houses, 2,688 houses were purchased by our Municipality from TOKİ. Within the scope of the "Urban Transformation Project", the slums and informal structures in the disaster-prone area were demolished and a total of 1,608 houses were allocated and registered as of the end of June 2019 from the Uzundere Mass Housing Area by exchanging the houses owned by our Municipality to the real persons whose real estate was expropriated as a result of the expropriation of our Municipality's expropriation projects. According to the State Tender Law No. 2886, as of June 30, 2019, the sales transactions of 385 houses have been finalized, and 6 houses have been sold individually and title deed transfer transactions have been carried out.

As of June 30, 2019, 6 of the immovable properties owned by District Municipalities and the General Directorate of Forestry have been transferred to our Municipality within the scope of Laws No. 5216, 5393 and 6360 in order to carry out the services under the duties and responsibilities of our Municipality.

between 01.01.2019 and 30.06.2019;

- In Kemalpaşa, Yenikurudere Neighborhood, 2973.00 m<sup>2</sup> as a cemetery area (allocation)
- In Torbalı, Yeşilköy Neighborhood, 32.500,00 m<sup>2</sup> as a cemetery area (allocation)

is transferred to our municipality.

*Within the scope of the project of evaluating the immovable properties belonging to our municipality by tender or in return for flats;*

As of June 30, 2019, 1 immovable's share sale (within the scope of Law No. 3194/17), 51 full sales (within the scope of Law No. 2886), 2 sales (Land and Housing Production of Municipalities) were realized.

between 01.01.2019 and 30.06.2019;

- In Bornova, plot 11128, parcel 10 to IZSU General Directorate as a Training Area (allotment)
- Bornova, plot 11128, parcel 10 to IZSU General Directorate as a Municipal Service Area (allocation)
- Karabağlar, plot 11262, parcel 1 to the Mayor's Office of Karabağlar as a Sports Field (allotment)
- In Karaburun, an Area of 4400,00 m<sup>2</sup> (Social Facility) to the Karaburun Municipality as a Green Area (allotment)
- In Karsiyaka, plot 312, parcel 126 to Izmir Provincial Directorate of National Education as an Educational Area (allocation)
- In Karsiyaka, plot 312, parcel 131 to Izmir Provincial Directorate of National Education as an Educational Area (allocation)
- In Karsiyaka, plot 32437, 1 parcel as a Mosque Area to the District Mufti of Karsiyaka (allotment)
- In Kiraz, plot 283, parcel 4 of 18.349,23 m<sup>2</sup> is allocated to IZSU General Directorate as a Municipal Service Area (allotment)
- In Menemen, parcel 3598 to IZSU General Directorate as Municipality Service Area (allocation)

4007 Plots of Land	23 Municipality Service Areas
73 Residential Plots	17 Municipality Service Areas
1751 Residential Units (Uzundere Residences)	29 Metro Stations
195 Workplaces	18 Garage/Storage Areas
7 Recreation Areas (711 Parcels)	7 Training Areas (15 Parcels)
497 Lodging Houses	45 Parking Lots
1789 Cemeteries	9 Farmers' Market Areas
7 Sports Halls (22 Parcels)	19 Solid Waste Treatment Facilities (25 Parcels)
2 Fairgrounds	17 Water Reservoirs
9 Cultural Facilities (16 Parcels)	17 Slaughterhouses
5 Libraries	1 Animal Shelter
9 Wholesale Market Space (12 Parcels)	7 Pumping Stations
9 Religious Facility Areas	2 Open-Air Theaters
1 Nursing Home	22 Terminal Areas (31 Parcels)
245 Green Areas	1 Ice Skating Rink
907 Roads	12 Units of Family Medicine
64 Power Transmission Areas	2 Transfer Centers (22 Parcels)
19 Fire Brigade Areas	4 Areas for Afforestation

District Name	# of Real Estate	District Name	# of Real Estate
Aliağa	52	Karaburun	72
Balçova	119	Karsiyaka	816
Bayındır	133	Kemalpaşa	93
Bayraklı	546	Kınık	49
Bergama	177	Kiraz	315
Beydağ	88	Konak	2.326
Bornova	845	Menderes	120
Buca	771	Menemen	106
Çeşme	24	Narlidere	32
Çiğli	363	Ödemiş	339
Dikili	54	Seferihisar	83
Foça	155	Selçuk	38
Gazimir	182	Tire	135
Güzelbahçe	61	Torbalı	249
Karabağlar	2.213	Urla	65

*Distribution of immovables belonging to our municipality according to file types on the basis of districts*

- In Menemen, plot 5454, parcel 2 to IZSU General Directorate as Municipal Service Area (allocation)

has been allocated and transferred by our municipality.

## b.2. Assessment of Housing and Social Housing

There are a total of 347 lodging houses belonging to the Metropolitan Municipality, 32 lodging houses belonging to the Special Provincial Administration, 3 lodging houses belonging to Karsiyaka Municipality allocated to our Municipality, totaling 382 lodging houses, of which 148 are used for assignment and 172 are used for turn allocation. In addition, 19 of these lodgings are vacant and 43 of them are damaged and are under renovation. Apart from these housing units, out of 88 housing units allocated to District Municipalities, 82 are occupied and 6 are vacant.

Of the 45 social housing units belonging to the Metropolitan Municipality, 41 are occupied and 4 are vacant.

The Metropolitan Municipality has 15 non-public housing units.

The allocation of social housing owned by our Municipality to low-income citizens, the allocation of our Municipality's lodgings to the personnel of our Municipality, ESHOT, and IZSU General Directorate, the contract procedures of the lodgings in the use of district municipalities, and the procedures in accordance with the Condominium Law No. 634 will continue to benefit from social housing. The maintenance and repairs of those requiring maintenance and repair will be carried out by the Department of Public Works in a timely manner to prevent further damage.

## b.3. Assessment of Rentals

There are a total of 767 rental units in our municipality. Of these, 698 are rented out by the Municipality as shops, kiosks, cafeterias, stores, offices, parking lots, sports facilities, etc., and 69 are vacant. Vacant rental immovables are immovables that cannot be tendered and rented or that will be demolished or renovated because they will be used in other projects.

During the period 01.01.2019 - 30.06.2019, TRY 14,923,385.36 rent receivables were collected. Enforcement proceedings were opened for uncollectible rent receivables through the Legal Counseling Department.

The management of rental immovable properties will continue, and the prices of vacant rental immovable properties and immovable properties that are put out to tender but not rented will be re-evaluated and put out to tender for lease.

The rental income between 2004 and the end of June 2019 is stated below.

Year	Rental Fee Collected (TRY)
2004	9.241.835,75
2005	9.338.651,04
2006	11.130.311,53
2007	10.983.713,81
2008	12.289.925,12
2009	15.118.050,62
2010	19.070.219,13
2011	16.692.188,12
2012	17.546.601,90
2013	20.802.016,24
2014	23.617.230,34
2015	27.067.451,77
2016	23.911.031,52
2017	24.273.520,00
2018 <sup>1</sup>	44.166.230,81
2019 <sup>2</sup>	14.923.385,36

<sup>1</sup>The rental fee obtained from tram cars is included.

<sup>2</sup>It is the cost of the first six months of rental.

### 3.7.4. Technology and Information Infrastructure Analysis

#### Information and Communication Infrastructure

Izmir Metropolitan Municipality aims to be among the world's leading centers thanks to the IzmirNET Project, which was initiated in order to use the most advanced technologies in communication and coordination in the metropolitan area. The IzmirNET Project aims to provide perfect e-Municipality services through cooperation protocols signed between Izmir Metropolitan Municipality and district municipalities, other public institutions and organizations, and to gradually introduce all kinds of e-services that the citizens will need.

The IzmirNet project aims to;

To expand a common communication network and sharing opportunities over the computer networks of Izmir Metropolitan Municipality and its organizations scattered in various parts of the city, and to create the necessary digital basis for coordination and harmony between units,

To establish a technological infrastructure that will enable Izmir Metropolitan Municipality, its departments and district municipalities to act in unity,

Within the scope of the Smart Traffic System work, allocation of fiber optic cables used in IzmirNET infrastructure in order to ensure fast, secure connections of signaling systems in traffic control, which can be shared to the relevant units when necessary,

To contribute to the creation of information technology infrastructure by allocating the necessary fiber optic cables for the Crisis Management System in the city,

To operate this digital network and to develop and expand modern technological services.

IzmirNet is a project initiated by our municipality to ensure the integration of different ecosystems with a fast, reliable and strong fiber optic infrastructure in the Digital Information mass transformation. It is aimed to further expand the IzmirNet infrastructure in the coming years, especially in non-metropolitan districts, to ensure in-house technology development, to adapt to technological development in the districts and to save money by using the Izmir Net infrastructure. Considering the developing technological infrastructure and social digitalization concepts, the introduction of Industry 4.0 technology into our lives will enable the collection and storage of statistical data in every region of the city, and the closed-circuit operation of the IzmirNet infrastructure will add value to our institution in terms of security and savings. By developing projects with other public institutions in the city, data exchange with Izmir Metropolitan Municipality will be ensured through the IzmirNet infrastructure. IzmirNet infrastructure will provide infrastructure for all kinds of projects to be expanded by other units and institutions in order for citizens to obtain information in the city and to provide citizens with modern technological developments.

#### Digital Trunked Radio System Technology

The Digital Trunked Radio System is a system established for disaster and crisis periods and provides voice and data communication that can serve in a wide area due to its structure and is suitable for infrastructural expansion. In order to provide public safety and emergency aid services in a possible disaster and crisis period, it currently provides wide area communication in 30 districts throughout Izmir with 26 Radio Relay Stations. At the same time, the SCADA system, which is operated via the Digital Trunk Radio System, uses the Digital Radio System infrastructure to transmit information from the wells to the center, and communication service is provided with 100% coverage rate in the metro tunnel.

The Digital Trunked Radio System project will bring modern technology to the city by improving the technology in the coming years; by increasing the data speed as well as voice data, more data will be collected. In particular, by integrating voice communications with all official institutions in the city, communication will be gathered under a single roof and it will be ensured that it will be more effective in a possible disaster and crisis guidance. In addition, in the radio projects established and expanding in Europe, it is ensured that all camera systems, traffic lights and data from IoT devices required for gathering points in the city flow over the radio system. Adapting such examples to our city is among our first goals. While the use of such technologies ensures that the needs of our citizens are met urgently, it also offers the comfort of internal communication and will be more reliable and economical as it will be our own infrastructure.

#### Transformation to Information Society and Information Communication Technologies

Launched in 2015 with 8 points, the WizmirNET (Wireless and Barrier-Free Internet) Project was expanded to 42 points in total, covering metropolitan and non-metropolitan districts.

When the strategies prepared within the scope of transformation into an information society are examined, the emphasis is on expanding the use of the internet by the society and providing fast internet infrastructures. Izmir Metropolitan Municipality launched the Barrier-Free and Free Internet Project to expand the use of the internet by citizens in the city. In this context, it is aimed to increase the number of points, especially in non-metropolitan areas, and to ensure the freedom of society to receive news and use the internet by providing these opportunities to our fellow citizens in rural areas.

#### Voice Communication and Call Center Services

There are 5450 subscribers in the hybrid switchboard system, where we provide calls to all our units using the municipality's IzmirNet infrastructure. In addition, by using the central fax system, which is a great example of digitalization in our institution, a more environmentally friendly project is operated by preventing possible time losses, increasing the productivity of employees, reducing paper and operating costs. Free communication is aimed by integrating the switchboard infrastructure with other public institutions in our city. With the Citizen Communication Center of our institution, the call center system infrastructure has been established for the welcome announcement service where citizens can convey their suggestions, complaints or opinions 24/7 and the call center system infrastructure for the necessary call reception for 20 operators at the same time. Our goal is to maximize our Call Center System by following the innovations with the developing technology.

#### Information and Technological Resources

Izmir Metropolitan Municipality Information Systems aims to include the city dwellers in digital life by ensuring the production, processing, access, sharing, accurate and rapid use of information in order to be more effective and efficient in services produced based on information in the transformation to an information society. In this context, it is in continuous development in parallel with innovations in science and technology.



### Efforts Regarding the Law on the Protection of Personal Data

In 2016, within the scope of the Personal Data Protection Law compliance study published in 2016, unit analyses were carried out to determine what personal data collected, stored and shared in our organization and within which legislation they are processed, and the policies and procedures required under the law were published. The awareness level of the organization on the Protection of Personal Data will be raised to a higher level with relevant trainings every year.

### Computer System and Hardware Management

Corporate e-mail management and security is provided for our 5000 users defined in our organization.

In order to ensure Information Security, the necessary service procurement work has been carried out to create an information systems governance structure that complies with the international standards Cobit5, ISO 27001:2013 and ITIL v3/ISO 20000 standards, and Izmir Metropolitan Municipality has received the ISO 27001 Information Security Management Certificate, emphasizing the importance given to information technologies. Efforts will continue to fulfill the responsibilities of this certificate.

Necessary work has been carried out to make more efficient use of the data storage systems where the corporate data of all our units within Izmir Metropolitan Municipality are stored and to save the need for high-cost hardware by using innovative technologies. The data storage systems of our organization will continue to grow day by day with the increase in the amount and duration of data to be stored.

Necessary maintenance work has been carried out to ensure the continuity of the operation of the server systems within Izmir Metropolitan Municipality, where the applications used for various services of our departments are running and our citizens' need to access the services of our municipality on the internet is provided. A total of 226 virtual servers on 12 physical servers serve within our organization, and both our corporate applications and the applications accessed by our citizens work smoothly. In addition, 51 physical servers independent of virtual server systems are used to meet the various informatics needs of our organization. In order to ensure this continuity, the necessary work will continue to be carried out for the maintenance and repair of server systems periodically every year. In case of an increase in the need for servers within our organization, new virtual servers will be created on our existing physical servers to meet the needs and to save on the need for high-cost hardware.

Necessary security measures are taken against a possible computer virus threat on computers and servers used in our municipal units.

The needs of the information technology equipment (computers, portable computers, tablet computers, printers, scanners) used by the units of our municipality are evaluated and the necessary purchases are made and delivered to our units after installation. Innovative technologies are followed and the best hardware is delivered to our units. However, if the existing equipment meets the needs, it is continued to be used and unnecessary high-cost expenditures are prevented. In addition to the units of our organization, computers and printers were provided to all mukhtars in the area of responsibility of our Municipality, and the necessary trainings were provided to the mukhtars and the mukhtar services of our citizens were supported in the information system environment.

### Security Cameras

In order to meet the security needs of our municipal units and to create new saving areas with the use of technology, 2250 security cameras have been installed in 140 different units since 2011. Thus, in our units with security cameras, larger areas have been supervised and monitored with fewer security personnel. With the support of technology, both the need for security personnel and the need for additional security measures have been saved. However, with the establishment of new units, the opening of new service buildings and the increase in security needs day by day, security camera installations will continue in the future.

### Electronic Document Management System (EDMS)

EDMS is a system that aims to transfer the exchange of documents and information in our organization to the electronic environment and to manage this information instantly. In addition, it is aimed to standardize the processes of internal and external correspondence, to minimize the resources (paper, toner and manpower) spent for correspondence, and to direct manpower and financial resources to citizen services. The system shortens the duration of the services our citizens receive from our Municipality. Within our organization, 5,624 users use the system and 722 electronic signature procurement processes are carried out within the scope of this project. Since 2017, approximately 5 million documents have been produced in the system and integrated with 6 modules of the Municipal Information System Management software. By increasing the number of integrated modules every year, the digitalization of the institution's business processes will be ensured and the level of maturity on this issue will be increased.

### Municipality Automation Software

A Municipal Information Management System (MIMS) was developed in cooperation with the relevant units of Izmir Metropolitan Municipality units, general directorates and affiliated organizations, and by sharing best practices and experiences. The units of our organization carry out all their operations through IMM Applications software, which is a part of the municipal information management system. With the network connection, all units perform their transactions on the modules created for them in the same software. A total of 75 modules have been developed and all software works in an integrated manner.

The IMM Applications software used within the organization belongs to the Department of Information Technologies with all rights, and all changes and updates specific to the organization on the software are made to increase the effectiveness of in-house information communication technologies in the use of urban services.

The applications will continue to be dynamically updated in line with the new needs of the units and legislative changes, user support will continue to be provided and new software will continue to be prepared on demand.

## District Municipality Automation Software

Within the scope of the Urban Information System Project, the mutual use of the software created by the parties providing services in the same city due to their needs is ensured. The "Urban Information Systems Cooperation Protocol" has been signed between district municipalities and Izmir Metropolitan Municipality, and services are provided to 14 district municipalities within the scope of this protocol. By sharing the software technology prepared by our organization with district municipalities, district municipalities are included in areas where savings can be made by using technology. In addition, since district municipalities use the same software infrastructure, they can share their experiences and ensure the development of good practice examples for their institutions.

Within the scope of the protocol, support will continue to be provided to 14 district municipalities, and district municipalities that do not yet use the software infrastructure will be given the necessary support if they wish to be included in the system. The software will continue to be dynamically updated in line with new needs from district municipalities and legislative changes, user support will continue to be provided and new software will continue to be prepared upon request.

## Websites

In order for our citizens to access the services of our municipality on the internet, 46 websites have been developed. In this way, it has been ensured that citizens communicate with our institution electronically, increase their interest in e-municipal services and provide better service to our citizens.

In addition to the payment of municipal debts, electronic declaration service is also provided in the e-transaction sections of our corporate websites. Integration of electronic services offered by other government agencies with e-government has been ensured. In order to increase communication and services between the municipality and citizens, to provide municipal services to citizens electronically, and to announce municipal activities, the official municipal website [www.izmir.bel.tr](http://www.izmir.bel.tr) and the websites where our services in different fields are shared are constantly updated and renewed.

In addition to our external web pages, our corporate intranet page has been developed for our personnel to access internal announcements, to learn their own information (annual leave rights, payroll, embezzled fixtures, etc.), and to make authorization and change requests regarding the software they use.

Electronic services provided to citizens will be increased depending on the development of technology. In addition, the necessary work will continue to be carried out to maintain the compatibility of our web pages with current technologies. It is thought that integration with other state institutions will increase in the future and bureaucratic procedures of citizens will be reduced.

## Mobile Application

Four mobile applications that will work on Android and IOS operating systems that our citizens can use on their mobile devices have been implemented to improve urban services offered through the use of technology. Good practice examples for mobile and other applications are being examined.

With the Izmir Metropolitan mobile application, we continue our efforts to ensure transparency and democratic participation as well as providing accessibility to the services we provide instantly.

The Peninsula Izmir Sightseeing Routes can be queried from mobile devices and are being developed with a more user-friendly and up-to-date design.

An application has been developed to guide our valuable guests who visit Izmir Wildlife Park.

Eşrefpaşa Hospital application was developed as a mobile healthcare platform that allows patients to view laboratory results, e-prescriptions, treatments, imaging and provides information about the hospital.

Mobile applications offered to citizens will be developed in line with the advancement of technology. In addition, necessary work will continue to be carried out to prepare new mobile applications for the needs.

## Kiosk Software

Kiosk software has been developed to provide urban services on kiosk devices located in various parts of the city. With the developed software, the services we provide instantly (News, Announcements, City Cameras, Culture and Art Events, Transportation Guide, Displaying Test Results of Eşrefpaşa Hospital, HIM Application and Application Status Inquiry, Displaying Fault Based and Planned Water Interruptions, Information about the whole city with City Guide and Pharmacies on Duty) have been made accessible from kiosk devices, and the sightseeing route kiosk software has been put into service where local and foreign tourists coming to our city can learn the routes they can visit in the city.

Our kiosk software will continue to be developed in line with the advancement of technology. In addition, the necessary work will continue to be carried out to prepare new kiosk software as needed.

## Geographical Information Systems

The Geographical Information System (GIS) studies carried out in Izmir Metropolitan Municipality to generate, store, query and share location-based data are carried out in line with the developments in information technologies and interoperability principles within the framework of the needs of the city. Efforts are underway to rationalize all the information of our municipal units that can be associated with geographical reference through rule-based software, to keep it up-to-date in our Geographical Information System Database (GISVT) and to present it on maps.

The 2-Dimensional City Guide, which was created by displaying the address components (district and neighborhood boundaries, road, building and door numbers information), orthophoto / satellite images, digital application and state maps and smart plan information available in our archive, as of today, panoramic images of our 22. 000 kilometers of roads covering 30 districts; information on many important places such as education, healthcare, public institutions and organizations, social services and culture and art centers; ESHOT, IZBAN, Metro stops and route information in the transportation network have been added to the guide. In addition, an executive mobile application has been prepared to enable managers to access data quickly and easily. In addition, many urban information system applications such as Geographical Cemetery Information System, Infrastructure Information System, Assembly Tracking System, Project Tracking System, Green Areas Information System, ESHOT Transportation Information System, What Infrastructure Is Doing Today Project, Real Estate Information System, Address Information System have been put into service over the intranet/internet in order to both facilitate the services of our Municipality and to facilitate the lives of our citizens by creating a healthy information source.

With the GIS integration to existing software, our spatial database is growing day by day, enabling many analyses to be carried out, and when necessary, these data can be shared with public institutions and organizations through web services and information can be presented visually.

The integration of Geographical Address Information System (CABS) data with the Spatial Address Registration System (MAKS) project managed by the General Directorate of Population and Citizenship Services, the creation of a spatial inventory of IzmirNET Fiber Optic Cable Infrastructure, the addition of new cemetery areas to the system and the preparation of many other analysis maps are also being carried out. Izmir Transportation Center

### **Izmir Transportation Center - Traffic Management System**

The Smart Traffic Management System is managed and developed by the Izmir Transportation Center. In this context, the signalized intersections in the metropolitan districts under the responsibility of Izmir Metropolitan Municipality have been made smart and the programmatic operations required for the control of smart intersections are carried out by the Izmir Transportation Center. With this project, a noticeable improvement has been achieved in the travel times of our citizens. In this context, exhaust emission measurements have been reduced.

Efforts to increase traffic safety with electronic monitoring systems are ongoing. With this system, the allocation and management of pedestrianized areas as pedestrianized areas is carried out. With the Traffic Measurement system, a traffic density map is created, the occupancy data of the parking lots operated by IZELMAN A.Ş. are instantly shared with citizens, city cameras are kept ready for use 24/7 and images are shared with the General Directorate of Security personnel when necessary. With variable message systems, drivers are instantly informed about traffic density, travel time, ferry density, accidents, road works, weather conditions from our meteorological stations, and cultural and artistic activities and fairs taking place in our city.

In addition, the system, which allows instant tracking of buses operated by ESHOT, is one of the most utilized corporate technologies by the people of Izmir. This system also has a mobile application and website. The IzmirNET infrastructure has also been strengthened with more than 1,000 kilometers of cable installed for the implementation of all this technology.

With the new intersections planned to be included in the Smart Traffic Management System, it will serve a wider area and create the infrastructure to ensure sustainable urban traffic.

### 3.7.5. Financial Resources Analysis

RESOURCES	2020	2021	2022	2023	2024	Total Resources
<b>GENERAL BUDGET</b>	5.870.000.000,00	6.780.000.000,00	7.802.000.000,00	8.923.000.000,00	10.278.000.000,00	<b>39.653.000.000,00</b>
<i>Tax Revenues</i>	54.950.000,00	64.600.000,00	76.000.000,00	87.400.000,00	100.500.000,00	383.450.000,00
<i>Income from Enterprise and Property</i>	350.700.000,00	406.127.000,00	468.000.000,00	538.800.000,00	619.609.000,00	2.383.236.000,00
<i>Special Income from Donations and Benefits Received</i>	30.000,00	35.000,00	40.000,00	46.000,00	51.000,00	202.000,00
<i>Other Income</i>	5.350.000.000,00	6.177.000.000,00	7.106.000.000,00	8.128.000.000,00	9.363.000.000,00	36.124.000.000,00
<i>Capital Revenues</i>	115.000.000,00	133.000.000,00	152.837.000,00	169.762.000,00	196.000.000,00	766.599.000,00
<i>Collection from Receivables</i>						
<i>Refusals and Refunds (-)</i>						
<i>Other (source to be specified)</i>	-680.000,00	-762.000,00	-877.000,00	-1.008.000,00	-1.160.000,00	-4.487.000,00
<b>DOMESTIC BORROWING</b>						
<b>FOREIGN BORROWING</b>	550.000.000,00	440.000.000,00	527.000.000,00	623.000.000,00	634.000.000,00	<b>2.774.000.000,00</b>
<b>CHANGES IN CASH, DEPOSITS AND SECURITIES HELD FOR LIQUIDITY PURPOSES</b>	1.086.000.000,00	1.503.000.000,00	1.700.000.000,00	1.923.000.000,00	2.104.000.000,00	<b>8.316.000.000,00</b>
<b>TOTAL</b>	392.000.000,00	400.000.000,00	455.000.000,00	554.000.000,00	574.000.000,00	<b>2.375.000.000,00</b>
	<b>7.898.000.000,00</b>	<b>9.123.000.000,00</b>	<b>10.484.000.000,00</b>	<b>12.023.000.000,00</b>	<b>13.590.000.000,00</b>	<b>53.118.000.000,00</b>

## 3.8. PESTLE Analysis

### Political

#### The Central Government's Policy on Local Governments

OPPORTUNITIES	What Should Be Done?
Project support agreements with international organizations	Providing communication with various countries and organizations, especially the European Union. Application for foreign project grant programs. Acceleration of application processes and diversification of application sources in order to benefit from international funds and practices.
The emergence of practices aimed at increasing accountability and transparency practices	All corporate activities should be subject to internal audit standards.
The existence of rural development policies produced on a national basis	Local agricultural policy should be established. Training personnel to work in production, increasing support items in line with regional needs and utilizing municipal vacant lands for agricultural production.
THREATS	What Should Be Done?
The central government does not support our projects sufficiently	Regular public disclosure of the application and approval dates of each project and the contribution of the central and local governments to the project. Increasing the follow-up of the project by continuously meeting with the institutions that will give project approval and opinion, and pressing without giving up our desire for negotiation and dialogue.
Failure of the central government to adequately take into account the views of Izmir Metropolitan Municipality on zoning plans	Supporting the planned work of the professional chambers submitted to the central government, working through the IMM council. To meet with the central government regarding the plan and to take a firm stance on this issue without giving up our willingness to negotiate and dialogue.
Legislative amendments that restrict local governments	

#### The International Relations Policy of Türkiye

THREATS	What Should Be Done?
Frequent changes of the international relations policy	Testing methods of historical and cultural cooperation with foreign countries.
The approach of politically and economically powerful countries towards countries rich in underground resources	Supporting a production-based economy instead of a trade-based economy Carrying out the necessary R&D studies to protect our own resources. Producing joint projects with universities, NGOs and companies.

#### Economic Development Policy

OPPORTUNITIES	What Should Be Done?
Implementation of subsidies for production-oriented activities in local governments	Public spaces should be defined in zoning plans for exhibition areas. Supporting cooperatives and local development through trainings and joint work on production.
THREATS	What Should Be Done?
Decrease in labor force as a result of importing agricultural products from abroad	Carrying out activities such as advertising, promotion, information, conferences, fairs, festivals, etc. to support our local products, increasing support for those engaged in agriculture.
Increased migration from rural areas to cities across the country	Supporting rural development projects.

### Economic

#### The Economic Situation of Türkiye

OPPORTUNITIES	What Should Be Done?
Türkiye becoming a center of attraction in terms of trade and tourism as a result of overvalued exchange rate	Establishing tourism information offices. Producing projects that will make Izmir stand out among the alternatives in Türkiye thanks to its increasing international recognition. Diversifying tourism and initiating practices that support urban tourism similar to the style of touristic Mediterranean cities
THREATS	What Should Be Done?
Disruption / stoppage / cancellation of projects / increase in their costs	Prioritization of the projects. Risk-oriented preparation of strategic plans and budget plans. Projects should be carried out with more optimal solutions.

## Employment

OPPORTUNITIES	What Should Be Done?
Increasing demand for job acquisition projects	Connect with sources such as the Employment Agencies, etc.
THREATS	What Should Be Done?
Increased employment expectations from our municipality due to the economic crisis	Activation and development of vocational factory courses (computer-based training, etc.), review of recruitment policies, family-based recruitment for qualification, intensification of workforce development. Micro-vocational workshops or training units can be established in neighborhoods together with mukhtar offices. Including projects such as urban institutes and design workshops that encourage youth to engage in creative production.

## Economic Development Policies

OPPORTUNITIES	What Should Be Done?
Right to share in project funds	Activation and development of vocational factory courses, review of recruitment policies, recruitment for family-based qualification, intensification of workforce development. The shares received provide income to build new projects.
THREATS	What Should Be Done?
Decrease in the number of companies bidding in tenders, direct procurement and approximate costs	Coordinating the revenue and expenditure system and creating funds for necessary expenditures, supported by austerity measures. New resources should be created and payments should be made in line with a program.
Exchange rate changes increase project costs	Ensuring that the ministry responds to project tenders that are canceled in the face of increasing costs in a shorter period of time, and creating the opportunity to produce other projects during the year with the solved appropriation. Revise projects to be implemented using natural resources.
Difficulties in organizing fairs	Universities can be supported to organize international conferences in Izmir. Organizing fairs with international support. Continuing to insist on being a city of fairs.

## Socio-Cultural

### Immigration

OPPORTUNITIES	What Should Be Done?
Sharing of forgotten or unregistered information brought by migrants (especially from abroad) with their cultural accumulation	Working groups for agricultural projects involving migrants and common-sense working groups for pesticide spraying and agricultural productivity. Implementation of a local migration and immigration policy, which cannot be established nationally but will be established as a municipality by working with our universities.
THREATS	What Should Be Done?
Increase in visual pollution due to migration, damage to urban fixtures	Efforts should be made to prevent visual pollution, and efforts should be made to raise awareness of citizens.
Increase in unplanned urbanization	Ensuring more aesthetical and healthier planned growth by evaluating the new zoning conditions to be opened in this direction. The central government changes its zoning policies and amends zoning legislation. The Urban Transformation works to be carried out in the Aegean Neighborhood should be based on the fact that the Roma Culture is an important richness and part of Izmir.
Increase in wastes with the intensive population increase due to migration	Waste sorting and composed systems should be put in place. Conducting awareness-raising and encouragement activities and campaigns for the use of recyclable materials through channels such as print and visual media and social media. Raising public awareness on recycling and upcycling methods and ensuring that they remove their garbage within certain rules.
Employment of migrants as cheap labor	Planning the demographic structure through joint studies and industrial cooperation with all cities in the Aegean Region.
Increase in settlement areas in zoning plans with the increase in internal migration and decrease in green areas and agricultural lands	Adoption of a sustainable environmental policy, without compromise. Building urban infrastructure according to long-term investment plans. Negotiating with the central administration to prevent intervention and change of upper scale plan decisions. Mandatory afforestation in apartment buildings in urban transformation, along with efforts to increase the number of green areas.
Failure of migrants to integrate into urban life as a result of grouping among themselves	Expanding urban amenities to urban slums. Increasing their adaptation to urban life by providing social project support to these groups.
The refugee policy of the central government	Creating living spaces for refugees throughout the province, preventing children from working on the streets and punishing their families. Explaining "Izmirization" (Smyrnite Culture) through familiarization activities for refugees.

## Demographic Structure

OPPORTUNITIES	What Should Be Done?
Increase in the quality standard of services provided with the presence of a highly educated population and improvement of urban aesthetics	Participatory decision-making policies and practices should be produced. The concept of urban aesthetics should be explained through trainings and urban awareness should be created.
Young and educated population due to the high number of universities	Social, cultural and sports activity areas should be increased. To ensure that municipal projects are inclusive of young people, they should be brought to university and high school classrooms to receive and evaluate their opinions. Ensuring the support of the young and educated population for municipal projects.
Older, experienced population actively participating in social life	Creating social activities and projects that unite the elderly population and the young population Implementation and promotion of hobby, development, work and training units or workshops for the elderly.
Demographic structure participating in culture and arts life	Izmir City Theaters should be opened, the Municipality should have its own movie theater where only independent films are shown. Culture and arts should be carried to places other than certain centers and made widespread.
The population has the knowledge to use information and communication technologies	Mobile applications should be developed and existing ones improved, both to make life easier for fellow citizens and to help visitors to Izmir make the most of their time.

## Izmir's Cultural-Artistic-Touristic Life

OPPORTUNITIES	What Should Be Done?
Izmir's multicultural and historically rooted cultural and social structure	Carrying out projects and promotions with companies/tourism agencies in the sector in order to increase our awareness for tourism in Turkey and abroad. We can create resources for economic problems by evaluating it in terms of tourism. Combining historical monuments with gastronomic culture and beach tourism to create new ways of tourism.
Izmir has the infrastructure to organize international art events	New areas should be created where international events can be held. The cultural and artistic events to be organized at the international level can be organized with the representatives of the relevant departments as well as the "Culture and Arts Advisors or Commission" in order to produce more effective and memorable projects.

## Technological

### Information and Communication Technologies

OPPORTUNITIES	What Should Be Done?
Internet technology enables fast and effective communication with citizens	Development of municipal mobile applications. Ensuring that generations X, Y, Z are brought together in line with digital change and that they keep pace with this change together through trainings. Implementation of the digital transformation strategy.
THREATS	What Should Be Done?
Information pollution causes loss of time	To ensure that our website is updated more frequently, to ensure that accurate and up-to-date information is disseminated more quickly, accurately and clearly and to gain people's trust. In order to prevent misinformation, spread on social media, social media will be monitored better and personnel will be trained in order to disseminate correct information and correct mistakes.
Malware threatening the technological infrastructure of the organization and smart city software	The municipality should develop defense strategies for attacks against the technological infrastructure.

### Technological Developments

OPPORTUNITIES	What Should Be Done?
Acceleration of service and delivery thanks to technological developments	Establishing internal procedures to ensure that services can be carried out in an expeditious manner and improving the utilization of priority infrastructures with district municipalities and other institutions. Participation in new technology fairs.

## Legislative

### Legislative Changes

OPPORTUNITIES	What Should Be Done?
Reaching all citizens in the province with the law on metropolitan cities	Integrated management practices and sustainable joint work with district municipalities.
THREATS	What Should Be Done?
Deterioration of urban aesthetics due to zoning amnesty and the formation of earthquake-resistant structures	Increasing inspections and sanctions, ensuring unity of implementation with district municipalities. Neighborhood-based meetings will be held to provide citizens with accurate information on the subject. Changes in zoning legislation by the central government by changing zoning policies.
Different and contradictory implementing laws on a single subject	Sending informative letters to the relevant Ministries explaining the situation about the conflicting laws that cause problems and making attempts to resolve them.
The law on the protection of personal data causes loss of time in service production	Increasing people's knowledge on the subject, protecting confidentiality and clearly understanding the areas where information should be shared.
Increase in settlement areas in our city plans in the coming years due to zoning peace	Negotiating with the central government to prevent interference with and changes in the decisions of the upper scale plans.

## Environmental

### Environmental and Ecological Regulations

OPPORTUNITIES	What Should Be Done?
Izmir has a strong potential to generate electricity from solid waste and solar panels	Taking the practices of developed countries as examples for all types of renewable energy sources and adapting them to the conditions of our city. Dissemination of clean energy practices throughout the municipality.
Increasing the awareness of concepts such as energy efficiency and low carbon emission	Using the awareness created to prefer public transportation vehicles. Conducting studies on raising public awareness of the world's dwindling resources.
Increasing environmental awareness in Turkey and the world	Supporting the creation of public opinion on climate change. Providing education to children in cooperation with schools and ensuring their active participation in activities related to the environment.
THREATS	What Should Be Done?
Climate changes caused by global warming threaten the ecological balance	Creation of an ecological action plan. Implementation of urban transformation policies with nature in mind. Ensuring the correct use of energy, public awareness raising activities and encouraging the public by rewarding them with examples of ecological practices etc.
Environmental pollution created by industrial areas and wastes generated by the developing industry	Establishing industrial zones outside the city by gathering enterprises in the same sector together. Establishing a solid waste disposal facility, recycling waste, supporting heating and greenhouse cultivation with the gas obtained, and generating electricity.

### Geographical Structure/Location

OPPORTUNITIES	What Should Be Done?
Climate and geographical structure are favorable for utilizing renewable energy resources	Adapting the tried and accepted environmentally sensitive methods of developed countries to the conditions of our city.
The country's climate is suitable for agriculture-based industrial production	Implementing sustainable and renewable agricultural programs to transform the city into a self-sufficient city.
The geopolitical position of our city that can be a hub for the countries of the world	Development of international maritime transportation.
Izmir's status as a port city	Making a tourism master plan. Strengthening relations with port cities in the nearby geography.
THREATS	What Should Be Done?
Negative effects of terrorism and violence on tourism	Providing accurate information for foreigners and explaining our conditions more clearly and realistically. Drills must be conducted, inspections must be carried out, regional building inventories must be prepared.
Izmir is located on an earthquake zone	More active control of existing buildings and compulsory demolition. Implementation of properly engineered, controlled construction methods. Taking necessary precautions during construction according to the structure of the area.
Infrastructure problems due to the city of Izmir being below the sea level	In today's age of technology, this cannot be cited as a reason for an apology for obtaining the right engineering services.



### 3.9. SWOT Analysis

#### Internal Environment

Strengths		Weaknesses	
1	The transportation infrastructure is strong, cheap, diverse and reliable.	1	Difficulties experienced from time to time in inter-unit coordination.
2	Bringing idle spaces to the city as public spaces through restoration projects	2	Service buildings are scattered throughout the city and their physical conditions are inadequate
3	Successful implementation of social projects similar to the Milk Lamb Project	3	Failure to adequately announce projects and studies
4	Carrying out projects focused on improving the quality of life of disabled citizens with Disabled Izmir and Disabled Awareness Center	4	Vertical hierarchical structure makes internal communication difficult
5	Having a hospital within Izmir Metropolitan Municipality	5	Insufficient use of sea transportation in transportation
6	Projects can be financed with the equity of Izmir Metropolitan Municipality	6	Failure to develop infrastructure and superstructure at the same rate with the rapid increase in urban population
7	Supports for local development and production	7	Lack of aesthetic approach in project designs
8	Carrying out urban transformation works with citizens and right holders on site and with 2 main basic principles	8	There are districts where the Rail System has not yet reached
9	The municipality has a solidarity consciousness towards gender, people with disabilities, youth and children	9	Not being able to fully keep up with digital changes
10	High international finance and creditworthiness.	10	Lack of projects for the elderly population
11	Having the largest and most functional fairground in Turkey	11	Insufficient promotion of historical and touristic areas
12	Having large-scale green areas	12	Failure of cultural and sportive activities to meet the demand
13	27001 Information Security System is in place	13	Disruptions in the connecting transportation system
14	Preparation of the Izmir Province Integrated Solid Waste Management Plan	14	Difficulties in eliminating environmental pollution that increases with migration
15	Acting with a strategy to emphasize the historical texture in expropriation projects	15	Regional challenges in waste disposal
16	Low average age and high-level of education of the staff	16	Failure to use the Gulf effectively
17	Active use of technological developments in projects with the Smart Traffic System	17	Delays in upper pavement repairs due to excessive infrastructure demand
18	Managing the municipality through a participatory process involving external stakeholders	18	Lack of green space in the city center
19	Measuring sportive talent and trying to determine in which direction children have talent		
20	Including bicycle lanes in transportation and active use of the Bisim Project		
21	Intensive surface coating of agricultural roads		
22	Supporting amateur sports clubs		
23	Promoting and supporting ice sports through the Municipality's ice rink		
24	Rapidly informing producers with early warning system in rural areas		
25	Facilitating the integration of the urban population to the coast with the Coastal Project		
26	Continuous increase in the number of international festivals organized		
27	Existence of a widespread service network offered to citizens through local service directorates established in the districts.		
28	Introduction of electric buses in public transportation		
29	Faster infrastructure service due to having construction sites in 3 different regions		
30	Use of municipality's mobile applications		

## External Environment

Opportunities		Threats	
1	Receiving support from countries, institutions and organizations on a project basis	1	Izmir is located on an earthquake zone
2	Increasing accountability and transparency practices	2	Failure of the central government to adequately support Izmir Metropolitan Municipality projects
3	Türkiye becoming a center of attraction in terms of trade and tourism as a result of overvalued exchange rate	3	Failure of the central government to adequately take into account the views of Izmir Metropolitan Municipality on zoning plans
4	Right to share in project funds	4	Lack of cemetery space throughout the province due to bureaucratic permission problems
5	Cultural differentiation increases the service area	5	Disruptions in projects carried out jointly with the central government
6	Cultural accumulation and social richness brought by immigrants (especially from abroad)	6	Forest fires destroying Izmir's nature
7	Young and educated population due to the high number of universities	7	Climate change due to global warming threatening ecological balance and risk of drought
8	Older, experienced population actively participating in social life	8	Frequent changes in legislation
9	Demographic structure participating in culture and arts life	9	Frequent changes of the international relations policy
10	Izmir's population has the know-how to use information and communication technologies	10	Infrastructure problems due to the city of Izmir being below the sea level
11	Izmir's multicultural and historically rooted cultural and social structure	11	The refugee policy pursued across the country makes this issue difficult to resolve
12	Izmir has the facilities to host cultural and social events organized at international level	12	Decrease in labor force as a result of importing agricultural products from abroad
13	Izmir has many options for clean energy use	13	Increase in wastes with increasing population as a result of migration
14	Increased awareness of concepts such as energy efficiency and low carbon emissions	14	With the metropolitan city, the service area has grown a lot and a single centralized management system
15	Increasing environmental awareness in Turkey and the world	15	Exchange rate changes increase project costs
16	Izmir's climate is suitable for agriculture-based industrial production	16	Difficulties in organizing fairs
17	The geopolitical position of our city that can be a hub for the countries of the world	17	Weakening of citizens' trust in official institutions due to the economic conjuncture of the country
18	Izmir's being a port city and its climate	18	Failure of migrants to integrate into urban life as a result of grouping among themselves
19	Soil fertility of Izmir	19	Increased traffic and cost of living due to the Istanbul-Izmir Motorway
20	Potential for tourism development and the presence of tourism areas in close proximity.	20	The risk of malicious software negatively affecting the organization's information infrastructure
21	Young and educated population.	21	Different and contradictory implementing laws on a single subject
22	Strong civil society activities and citizen oversight in the city	22	Deterioration of urban aesthetics due to zoning amnesty and the formation of earthquake-resistant structures
23	High potential to expand abroad due to demographic structure and being a coastal city	23	The danger of water shortages with a growing population.
24	Possibility to do different activities with the presence of the sea.	24	Environmental pollution created by industrial areas and wastes generated by the developing industry
25	High rate of ownership and support of the municipality by the citizens.	25	Poor and unconscious use of Green Spaces
26	Izmir has rich cultural, historical and natural assets.	26	Negative effects of terrorism and violence on tourism

### 3.10. Points of Concern and Identification of Needs

Stages of Situation Analysis	Determinations / Points of Concern	Needs / Development Areas
Evaluation of the Current Strategic Plan	<ul style="list-style-type: none"> <li>• Since there is no standard quantitative method for evaluating the strategic plan, an evaluation was made using the method used in the activity reports prepared during the plan period.</li> <li>• Based on the realization percentages of performance indicators, it is seen that the goals and objectives of the previous period were achieved to a great extent.</li> <li>• It is considered that the municipality of a city with the goal of becoming a world city should take into account the criteria determined on an international scale while determining its strategic goals and objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• The goals and objectives set in the previous period should be determined again based on the 17 goals set by the United Nations. However, since these targets do not fully meet the fields of activity of our organization, there is a need to set new targets through a participatory method.</li> </ul>
Legislative Analysis	<ul style="list-style-type: none"> <li>• To make an Urban Development and Infrastructure Planning in line with the ever-growing urban population</li> <li>• To carry out project, construction, maintenance and repair works and licensing works required by the duties and services assigned to the metropolitan municipality by law and whose jurisdiction has expanded due to the changing legislation</li> <li>• To carry out Urban Transformation Projects in order to make the city zoning healthy and livable</li> <li>• To make the Transportation Master Plan in accordance with the ever-growing city population and to design and develop the transportation facilities of the city and to provide coordination by providing public transportation services</li> <li>• To protect and develop agricultural areas, to protect nature and afforestation despite the urbanization situation that develops with the population</li> <li>• To produce and activate social and cultural areas sufficient for the needs of the ever-growing urban population</li> <li>• To provide adequate water and sewerage services for the ever-growing urban population</li> <li>• To carry out cemetery services in line with the increasing needs of the city</li> <li>• To identify those in increasing need due to the economic conditions of the country and to ensure that social assistance services reach those in real need</li> <li>• To carry out disaster planning, prevention and supervision activities for our city located in a natural disaster zone</li> </ul>	<ul style="list-style-type: none"> <li>• The principle of sustainability should be given great importance in the provision of infrastructure services and urban planning.</li> <li>• Priority issues of the most recently annexed districts should be identified together with the district municipalities and activities should be developed.</li> <li>• New transformation zones should be identified to ensure planned and healthy development of the city.</li> <li>* Priority should be given to projects that will ensure coordination between different modes of transportation and other transportation projects should be developed accordingly.</li> <li>• Planning and implementation efforts should also be carried out to create nature and energy areas compatible with climate change and to make waste management systems sustainable to protect environmental health.</li> <li>• Solutions should be developed to extend culture, arts, sports activities and education services to all areas of the city.</li> <li>* To provide opportunities for a healthier life.</li> <li>• Social policies must be developed to share the wealth generated by the people of Izmir fairly. It should be emphasized that social policies should not be limited to in-kind and cash aid, but should save citizens from being in need of assistance.</li> <li>• Building safety, soil investigation and disaster management issues should be addressed together.</li> </ul>

Analysis of Top Policy  
Documents

- Establishing international cooperation and developing tourism opportunities

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- Establishing innovative production opportunities and supporting and increasing production through cooperatives

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- Activities and projects for the city economy should be produced and implemented. In addition, relations with port cities in our geography should be strengthened.

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- Steps should be taken to strengthen foreign relations for the development of tourism in the city.

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- When formulating social policies and setting targets for them, an approach that takes into account the inequality in income distribution and takes more care of the poorer segments of the population should be adopted.

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- Social inclusion targets should be set that include all disadvantaged groups.

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- Increase participation in urban governance and spread the right to the city and belonging to the city throughout the urban culture.

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- Health should be considered not only for humans but for all living beings. In addition, this issue should not be seen only in terms of healthcare services, but should be addressed from a perspective that defines being healthy, including sports activities.

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- Support projects for agricultural production should be diversified and expanded.

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- Projects should be carried out for the entire coastline and sustainable use of the gulf should be ensured.

Stakeholder  
Analysis

- Izmir Metropolitan Municipality is in a stakeholder relationship with every person and institution living in the city. This situation causes stakeholder relations to be carried out mostly on the basis of directorates and through correspondence.
  - The stakeholders ranked high in the stakeholder prioritization survey overlap with the stakeholders with whom our institution has intensive relations. However, since many institutions described as non-governmental organizations (professional organizations, trade unions, trade unions, civic associations, etc.) are scored separately, it is seen that when the scores of all of them are added together, they are ranked high.
  - The fact that citizens stand out as the stakeholder with the highest score in the stakeholder prioritization survey reaffirms the importance of a citizen-oriented service approach. IZSU, ESHOT and municipal companies also rank high.
  - When the budgets of 30 district municipalities are added together, it is seen that they reach a size close to the budget of our Municipality. It also has a high score in the stakeholder prioritization survey.
- In order to establish an effective relationship with stakeholders, methods such as face-to-face meetings, meetings and workshops should be used more.
  - There should be more exchange of views with civil society organizations, especially in terms of participation in decisions to be taken regarding the city. This will increase the organized society and improve citizens' urban consciousness.
  - Municipal services should not be evaluated on an institutional basis, but in a general perspective and should be carried out in coordination. Therefore, IZSU, ESHOT and municipal companies should be unified and complementary in their strategic goals, objectives and activities.
  - Holding regular meetings with the strategy development units of district municipalities every year will ensure efficiency and effectiveness in carrying out the activities and projects of all these municipalities.

Stages of Situation Analysis	Determinations / Points of Concern	Needs / Development Areas
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Human Resources Competence Analysis

- To ensure the employment of the personnel needed to provide adequate services to the expanding area of responsibility of Izmir Metropolitan Municipality due to the changing legal legislation and to carry out the necessary work to make the personnel qualified

- Execution of institutional capacity building activities
- In-house training should be developed and continued.
  - Encouraging foreign language learning and providing employment in this direction will be beneficial in developing the organization's international relations and activities.

Institutional Culture Analysis

- In the survey conducted within the organization, it is seen that the statement about the top management's ownership of the strategic plan received the highest score. The lowest score belongs to the statement on increasing employee motivation.
- The mean values of the other statements measured in the survey were close to each other.

- Senior management's commitment to the strategic plan is also important for enhancing institutional capacity. It is necessary to produce activities and projects that will meet the results and needs arising from the institutional culture analysis.

Physical Resource Analysis

- It is considered that the physical resources of the institution are provided in line with the needs and meet the needs. However, it is considered that the capacity of service buildings is not sufficient.

- Efforts should continue to construct new service buildings, maintain the maintenance and repair of existing ones and, if possible, increase their capacity.

Technology and Information Infrastructure Analysis

- Information technologies are constantly being renewed and there is a significant demand for these technologies from the public.

- The digital transformation strategy should be set as a goal. It should also be ensured that the institutional data produced is brought together to create a data center and that local policies and decisions are made through this data.

Financial Resources Analysis

- Sudden increases in the exchange rate can increase the repayment burden of external loans that are tied to a specific repayment schedule.

- The selection of income-generating projects for which loans are used should continue.

PESTLE Analysis

- Climate change
  - Immigration,
  - Problems caused by the economic crisis,
  - Nature and land use,
  - Waste management and recycling,
  - Expansion of clean energy use areas Jul.,
  - Supporting cultural and artistic production,
  - Increasing corporate transparency activities,
  - Awareness-raising trainings to be held on various topics
  - Production of social inclusion policies
- are the prominent points. One of the most important points to be considered in these matters is the consistent implementation of the decisions to be taken together with the central government. This issue is considered important for the effective implementation of local policies.

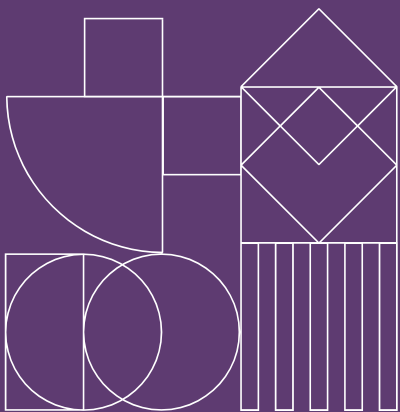
- It should be ensured that all of the issues highlighted in the PESTLE analysis are turned into strategic objectives and projects are developed accordingly. In order to achieve these goals, it should be ensured that mechanisms for joint decision-making are established, meetings are organized and that this becomes part of the corporate culture.
- The identification of a strategic objective titled Democracy will facilitate an increase in urban awareness and the implementation of projects. It is believed that a participatory local government model can only be realized within a democratic and just environment.
- Projects to prevent forest fires and minimize the damage of fires should be developed for nature and land use.
- A bioeconomic perspective should be developed that integrates agriculture, environment, recycling, energy and economy.
- Public opinion should be formed and action taken against attempts to jeopardize agricultural products and the agricultural industry.

4





# Looking Forward





## 4. Looking Forward



### Our Vision

*To be a city that draws its strength from the harmonious coexistence of differences, a city that learns from and inspires the world, a city where prosperity, justice and harmony with nature are integrated into every moment of life.*



### Our mission

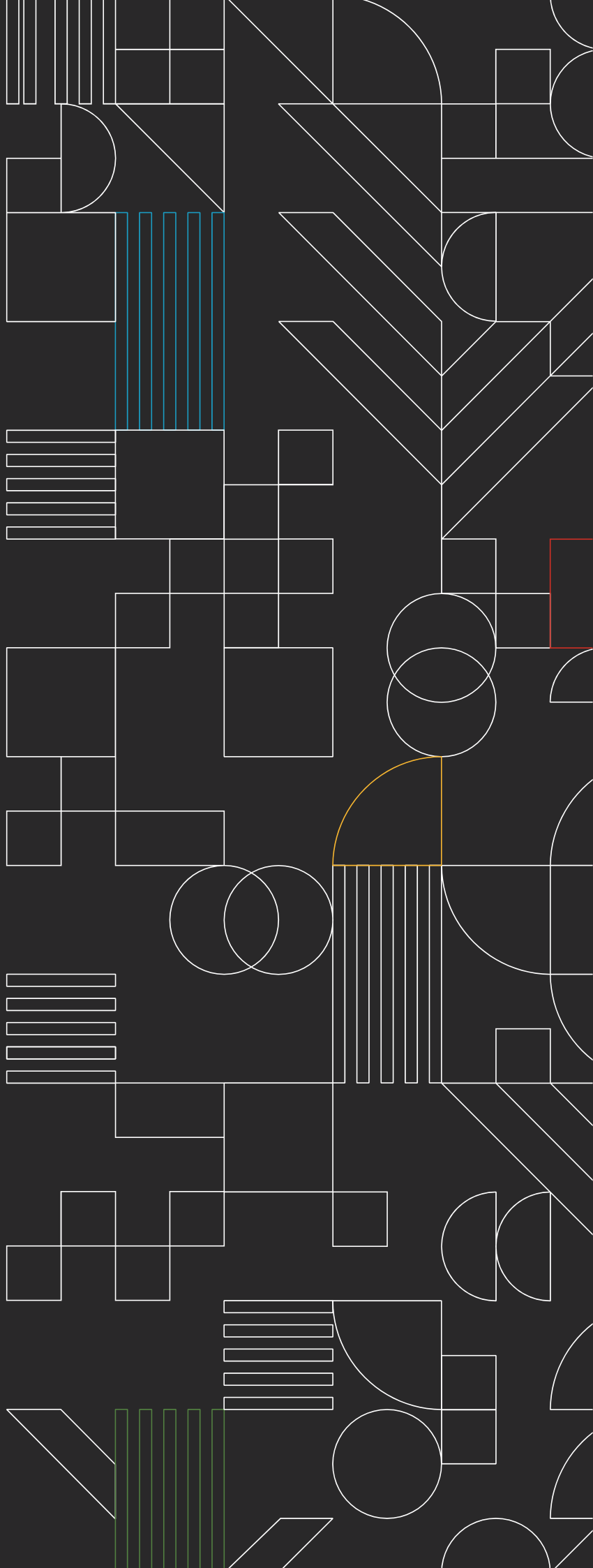
*To provide an innovative municipal service that harnesses the power of the people in a way that takes into account the common interests and sustainable development of the city.*

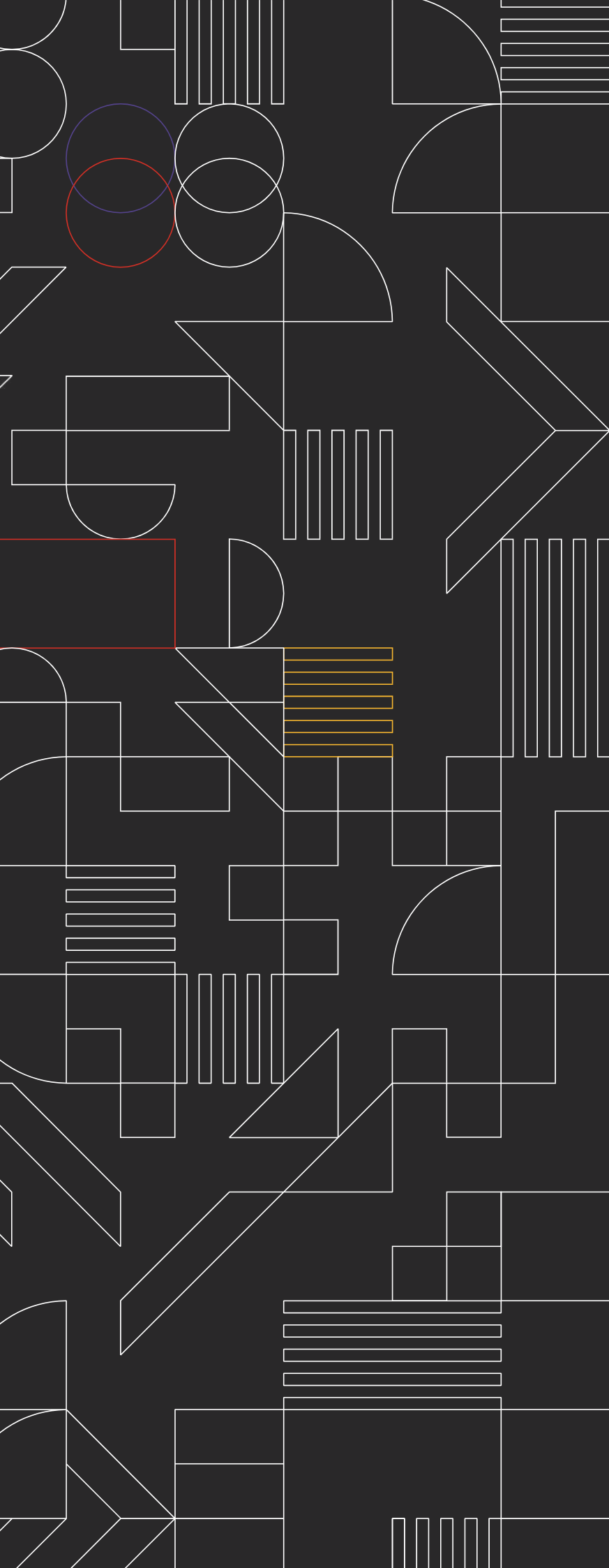


### Our core values

- Valuing the priorities of the people
- Participation in decision-making
- Defending the rights of humans and all other living beings
- Protecting the best interests of children
- Advocating for gender equality
- Dissemination of socially inclusive policies
- Preserving the historical heritage
- Protecting nature and the soil
- Being open to international cooperation
- Production-oriented local development
- Transparency and accountability
- Sustainability and accessibility

5



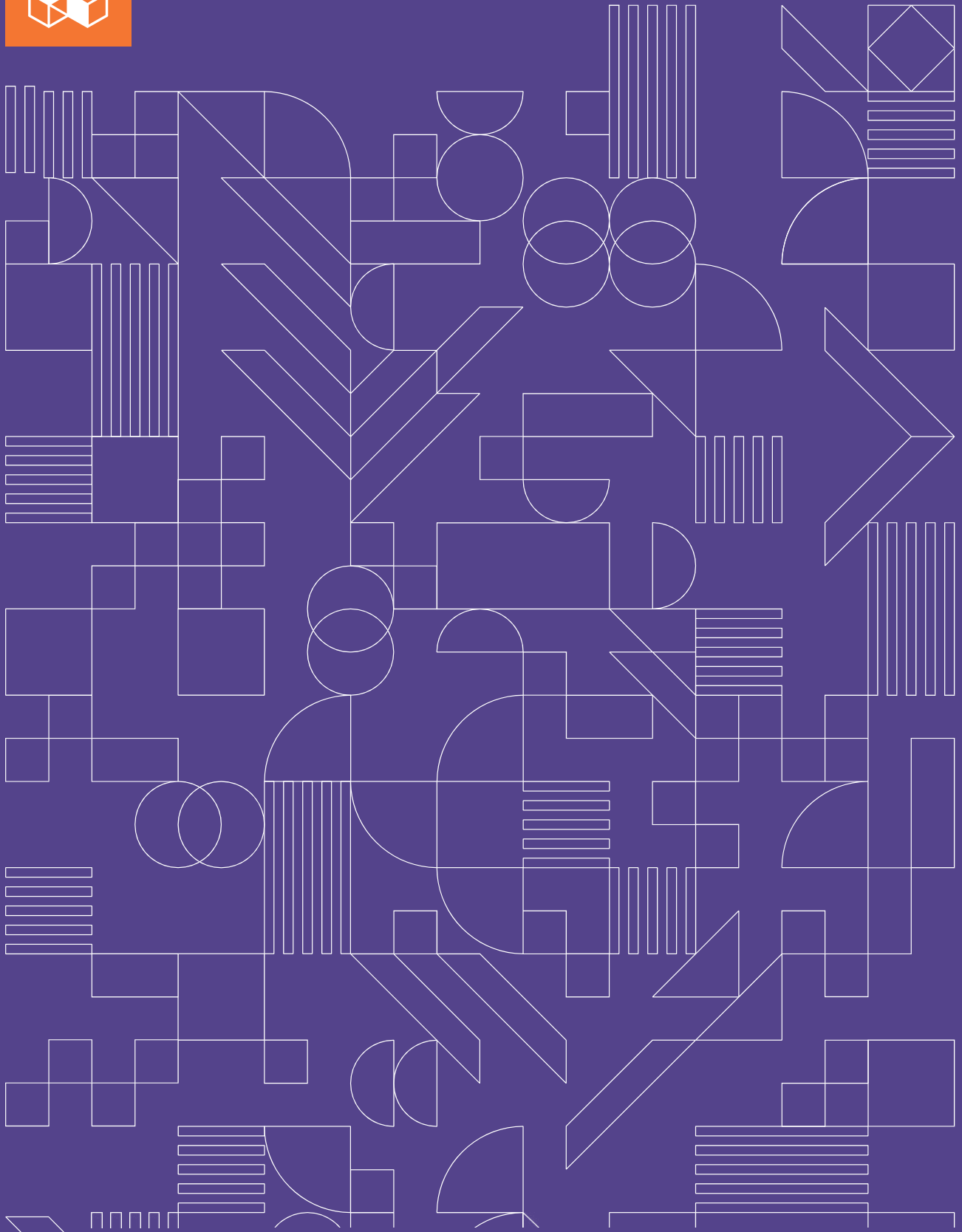


# Strategy Development

# Infrastructure



## Urban Infrastructure



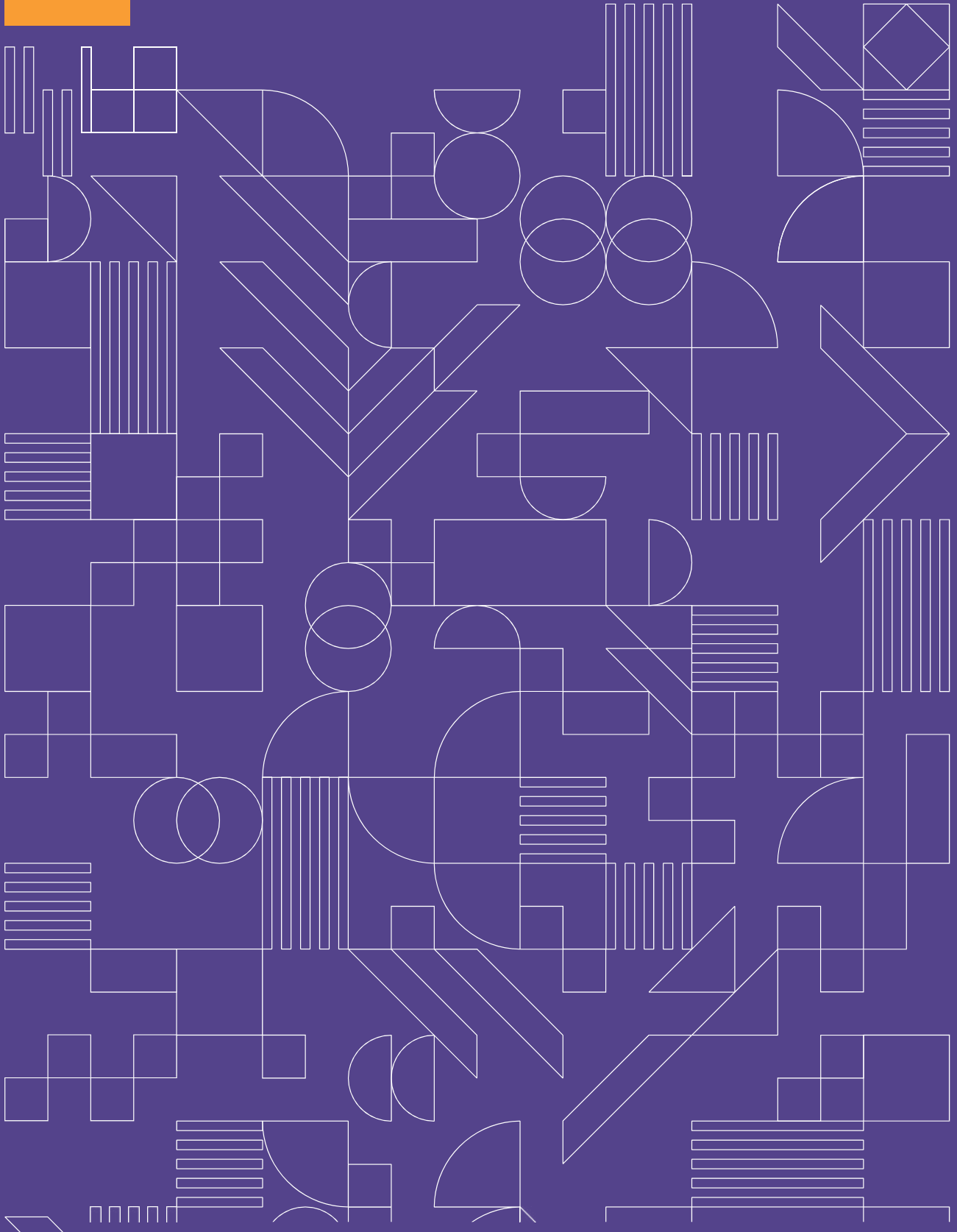
## 5.1. Target Cards

Objective 1	To create a sustainable and inclusive infrastructure								
Target 1.1	A sustainable urban infrastructure will be built in a way that will contribute to the urban economy.								
Performance Indicators	Impact on the Target (%)	If Any, Baseline Value at the Start of Planning Period (2019)	2020	2021	2022	2023	2024	Frequency of Monitoring	Frequency of Reporting
PI 1.1.1: Number of Highway Underpasses and Overpasses to be Completed (#)	15		3	3	3	2	2	1 Month	6 Months
PI 1.1.2: Number of Pedestrian Underpasses and Overpasses to be Completed (#)	10		4	4	4	4	4	1 Month	6 Months
PI 1.1.3: Number of Bridges to be Completed on Waterways (#)	5		3	3	2	2	2	1 Month	6 Months
PI 1.1.4: Number of Vehicle and Pedestrian Bridge Projects to be Built on Waterways (#)	5		4	2	2	2	2	1 Month	6 Months
PI 1.1.5: Number of Streets and Boulevards to be Maintained, Repaired and Arranged (#)	5		71	76	81	86	86	1 Month	6 Months
PI 1.1.6: Parking Capacity to be Created as a Part of the Road Arrangement (#)	10		350	400	450	500	550	1 Month	6 Months
PI 1.1.7: Amount of Asphalt Pavement (Tons)	20		2.000.000	2.200.000	2.400.000	2.600.000	2.900.000	1 Month	6 Months
PI 1.1.8: Amount of Patches and Tranches (Sq. Meters)	5		1.150.000	1.250.000	1.350.000	1.450.000	1.550.000	1 Month	6 Months
PI 1.1.9: Amount of Pitcher Stone Paving (Sq. Meters)	5		2.000.000	2.200.000	2.400.000	2.600.000	2.900.000	1 Month	6 Months
PI 1.1.10: Amount of Lime Stabilization (Sq. Meters)	10		1.250.000	1.350.000	1.450.000	1.550.000	1.650.000	1 Month	6 Months
PI 1.1.11: Amount of Off-Road Surface Area (Sq.m)	10		2.000.000	2.200.000	2.400.000	2.600.000	2.900.000	1 Month	6 Months
Responsible Unit	Department of Public Works								
Collaborating Unit(s)	Department of Transportation								
Risks	<ul style="list-style-type: none"> <li>• Damage to existing infrastructure during construction and landscaping works</li> <li>• Adverse weather conditions affecting infrastructure works</li> <li>• Negative impact on the workplan due to prolonged tender processes</li> </ul>								
Activities and Projects	<ul style="list-style-type: none"> <li>• Underpass and Overpass Works on Transportation Roads</li> <li>• Pedestrian Underpass and Overpass Works</li> <li>• Vehicular and Pedestrian Bridges on Waterways</li> <li>• Maintenance and Repair Works on Squares Boulevards, Streets and Main Connecting Roads</li> <li>• Asphalt Coating, Maintenance, Repair and Arrangement of Transportation Roads</li> <li>• Public Works Construction of Engineering Structures</li> <li>• Infrastructure Information System and Coordination Services</li> <li>• Maintenance, Repair and Demolition Works of Structures and Roads</li> <li>• Construction of New Zoning Roads</li> <li>• Building Main Connecting Roads in the City</li> </ul>								
Cost Estimation	TRY 10,355,303,000.00								
Determinations	<ul style="list-style-type: none"> <li>• Due to the expanding service boundaries, the areas for road construction and maintenance and repair work have also increased</li> <li>• Due to the ever-increasing population in the city center, the main roads in their current state will not be able to meet the traffic load in the future</li> </ul>								
Needs	<ul style="list-style-type: none"> <li>• Increasing the number of highway and pedestrian underpasses and overpasses on existing roads</li> <li>• Opening new development roads to relieve traffic loads</li> <li>• Improving the quality of land roads in rural areas</li> <li>• Receiving more qualified information from infrastructure organizations through AYKOME</li> </ul>								

# Infrastructure



## Sustainable Living Spaces

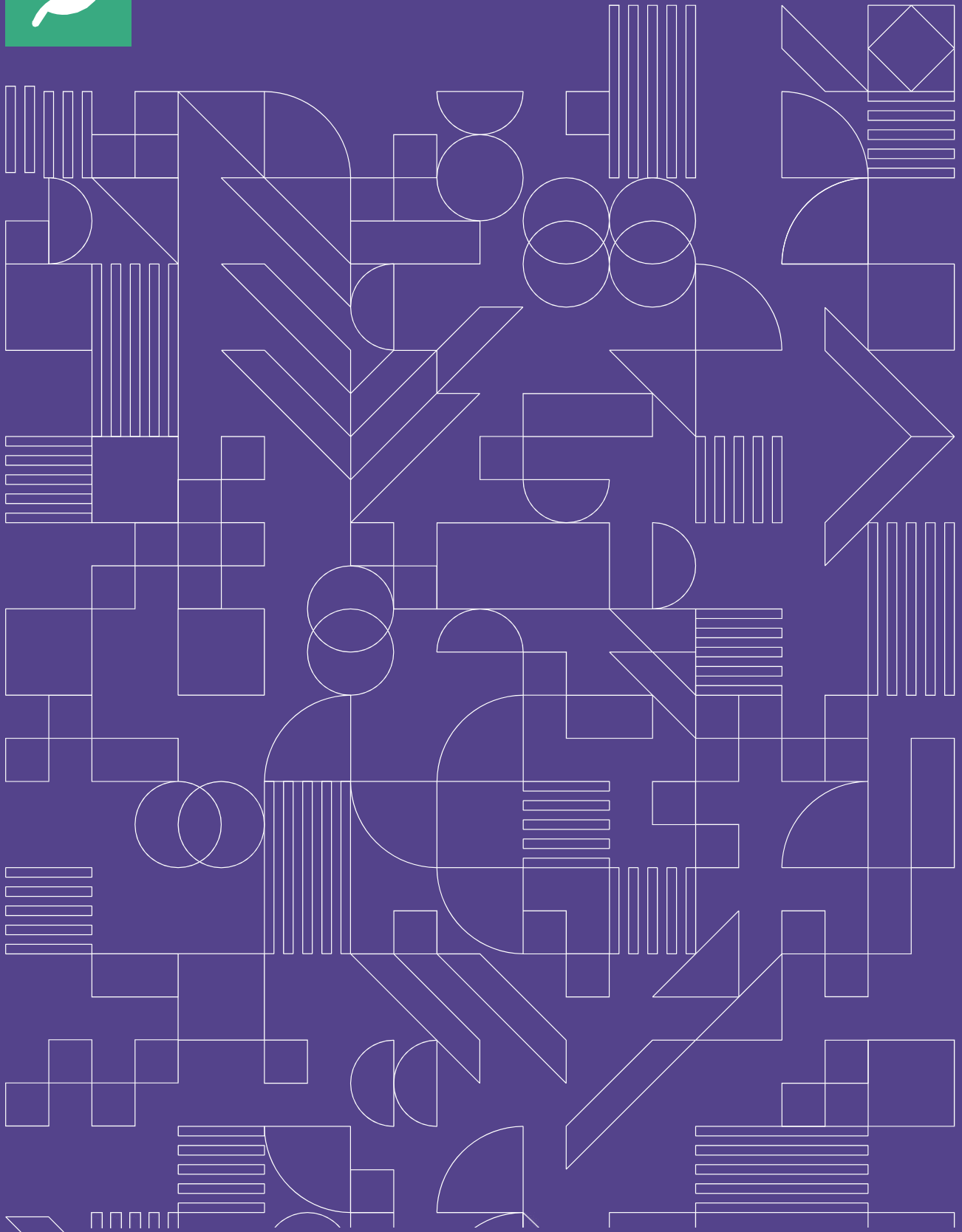


Objective 1	To create a sustainable and inclusive infrastructure								
Target 1.2	Residential Areas Will Be Built or Reconstructed in a Planned, Safe and Sound Way.								
Performance Indicators	Impact on the Target (%)	If Any, Baseline Value at the Start of Planning Period (2019)	2020	2021	2022	2023	2024	Frequency of Monitoring	Frequency of Reporting
PI 1.2.1: The Amount of Area to be Expropriated (Ground+ Above Ground) (Sq. Meters)	30		50.000	80.000	80.000	80.000	80.000	1 Month	6 Months
PI 1.2.2.: The Size of the Area Prepared by the Zoning Plan (Hectares)	25		3.000	3.000	3.000	3.000	3.000	1 Month	6 Months
PI 1.2.3: The Area Prepared for the Urban Transformation Project (m2)	10		54.000	54.000	54.000	54.000	64.000	1 Month	6 Months
PI 1.2.4: Number of Houses and Workplaces that have been Settled and Tendered in Urban Transformation Areas (#)	15		2.341	2.588	1.292	612	1.196	1 Month	6 Months
PI 1.2.5: Infrastructure, Superstructure, Housing, Trade, Social Reinforcement, etc. Produced in Urban Transformation Areas (m2)	20		84.388		206,419	263,393	267,740	1 Month	6 Months
Responsible Unit	Directorate of Urban Transformation								
Collaborating Unit(s)	Department of Zoning and Urbanization, Department of Studies and Projects, Department of Real Estate Management, Department of Zoning Inspection, Department of Mapping and GIS, Department of Cemeteries								
Risks	<ul style="list-style-type: none"> <li>• Unpredictable increase in population due to migration</li> <li>• Izmir being a city in the earthquake zone</li> </ul>								
Activities and Projects	<ul style="list-style-type: none"> <li>• Implementation of Urban Transformation Activities</li> <li>• Carrying out Expropriation Activities</li> <li>• Building Safety Activities</li> <li>• Ground Inspection Activities</li> <li>• Zoning Planning and Urbanization Activities</li> <li>• Zoning Inspection Activities</li> <li>• Current Mapping and Implementation Activities</li> </ul>								
Cost Estimation	TRY 1,150,232,602,52								
Determinations	<ul style="list-style-type: none"> <li>• There are many slum-like buildings in the city</li> <li>• It has become more difficult to find suitable areas especially in the construction and building projects to be carried out in the city center.</li> </ul>								
Needs	<ul style="list-style-type: none"> <li>• Urban transformation projects should ensure the transformation of areas with dense slums on the spot.</li> <li>• Expropriation works need to continue for construction and building projects</li> <li>• Authorized institutions and professional organizations should work together in urban planning studies</li> <li>• Izmir Metropolitan Municipality recognizes Urban Transformation not only as the transformation of buildings, but also as a cultural and a social transformation project. This transformation must take place without resulting in gentrification</li> </ul>								

# Infrastructure



## Green Infrastructure



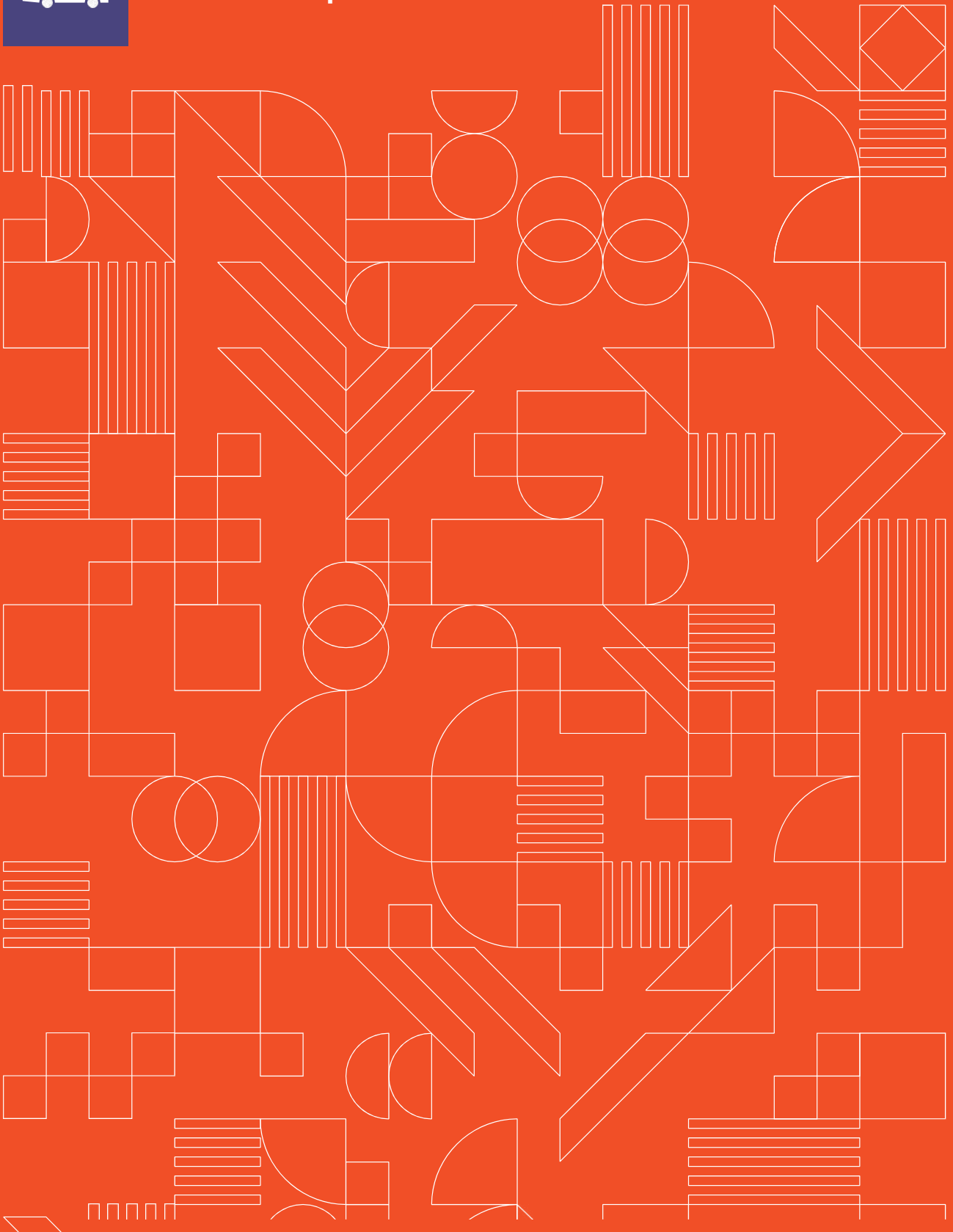


<b>Objective 1</b>	<b>To create a sustainable and inclusive infrastructure</b>								
<b>Target 1.3</b>	<b>A Network of Climate-Friendly Green Areas will be Established Throughout the Province.</b>								
<b>Performance Indicators</b>	<b>Impact on the Target (%)</b>	<b>If Any, Baseline Value at the Start of Planning Period (2019)</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Frequency of Monitoring</b>	<b>Frequency of Reporting</b>
PI 1.3.1: New Green Space to be Created (Sq. meters)	30		500,000	500,000	500,000	500,000	500,000	1 Month	6 Months
PI 1.3.2: Ready Grass Installed (Sq. Meters)	15		100,000	100,000	100,000	100,000	100,000	1 Month	6 Months
PI 1.3.3: Number of Recreational Areas and Parks to be Constructed or Revised (#)	20		10	10	8	8	8	1 Month	6 Months
PI 1.3.4: Number of Recreational Areas to be Completed (#)	20		1	2	1	1	1	1 Month	6 Months
PI 1.3.5: Number of Squares, Intersections, Refuges, Tretouars where Green Space Arrangement Made (#)	15		10	11	12	13	14	1 Month	6 Months
<b>Responsible Unit</b>	Department of Parks and Recreation								
<b>Collaborating Unit(s)</b>	Department of Construction Works, Department of Studies and Projects, Department of Agricultural Services								
<b>Risks</b>	<ul style="list-style-type: none"> <li>The Negative Impact of Climate Change on the Green Areas of Izmir</li> <li>The Destruction of Green Areas by Forest Fires</li> </ul>								
<b>Activities and Projects</b>	<ul style="list-style-type: none"> <li>Green Space Regulations</li> <li>Construction of New Recreational Areas</li> <li>Green Space Maintenance Works</li> <li>Protection and Dissemination of Green Infrastructure</li> <li>Ecological Tree Nursery and Plant Protection Activities</li> <li>Izmir Wildlife Park Activities</li> <li>Establishment of a Civil and Sportive Aviation Center</li> </ul>								
<b>Cost Estimation</b>	TRY 3,206,846,552.54								
<b>Determinations</b>	<ul style="list-style-type: none"> <li>Work on green spaces in the city is carried out by many different institutions</li> <li>Although the amount of green space per capita has increased in recent years, it is still not at a sufficient level</li> </ul>								
<b>Needs</b>	<ul style="list-style-type: none"> <li>Considering the green areas of the city as a whole green infrastructure rather than separate pieces</li> <li>Creating green areas compatible with climate change throughout the city</li> <li>Protecting and preventing the destruction of existing green areas</li> </ul>								

# Quality of Life



## Public Transportation

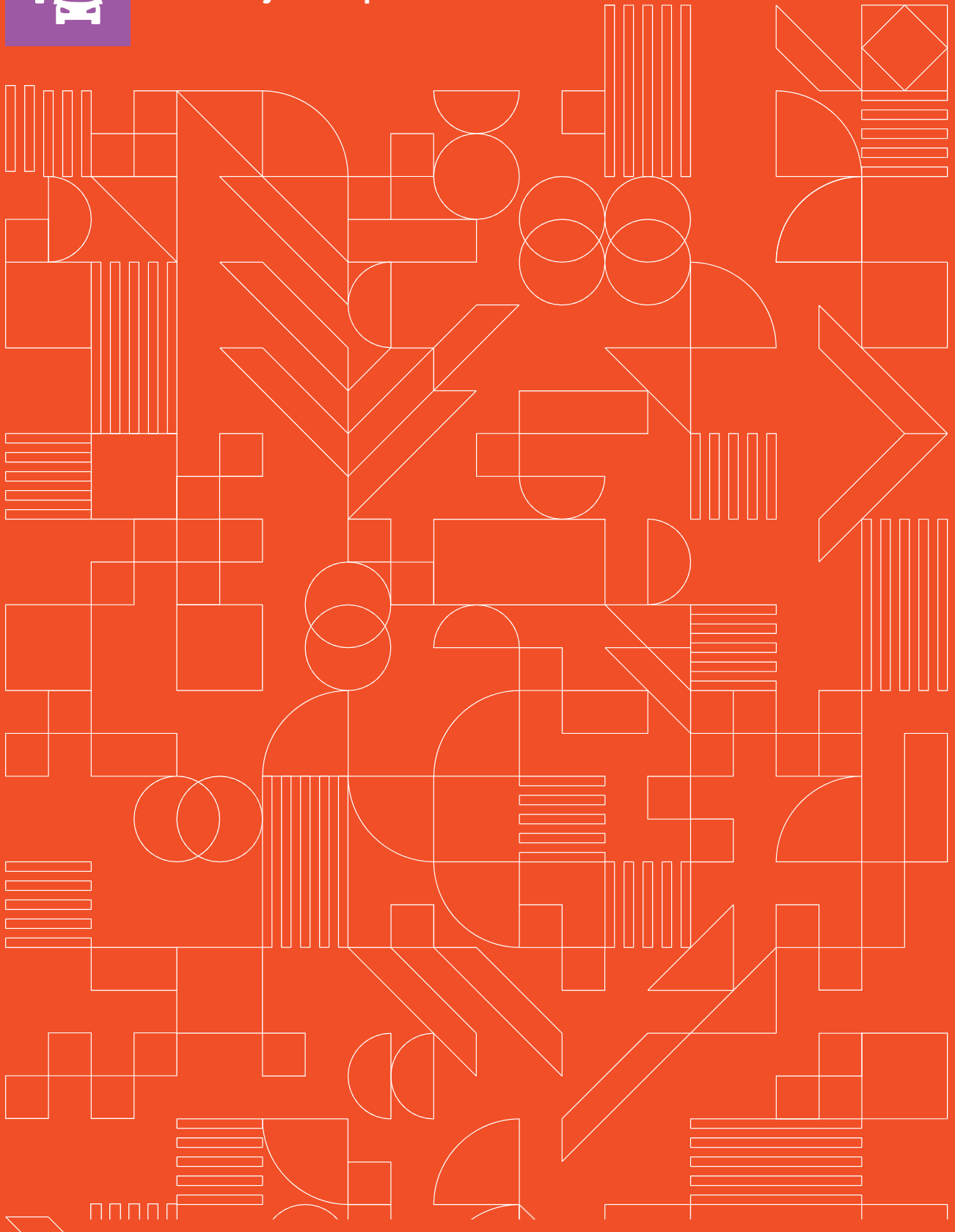


<b>Goal 2</b>	<b>To Transform Izmir into a City with a High Quality of Life and an Advanced Transportation Network.</b>								
<b>Target 2.1</b>	<b>Public transportation will be affordable, energy efficient, fair, comfortable, extensive and accessible to all.</b>								
<b>Performance Indicators</b>	<b>Impact on the Target (%)</b>	<b>If Any, Baseline Value at the Start of Planning Period (2019)</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Frequency of Monitoring</b>	<b>Frequency of Reporting</b>
<b>PI 2.1.1: Number of Ferries and Passenger Ships with Cars to be Delivered (#)</b>	10		2	2	4			1 Month	6 Months
<b>PI 2.1.2: Number of IZBAN Stations to be Completed (#)</b>	20		1		7			1 Month	6 Months
<b>PI 2.1.3: Çiğli Tram Completion Rate (%)</b>	10		50	50				1 Month	6 Months
<b>PI 2.1.4: Subway Construction between F.Altay-Narlıdere District Governorship Completion Rate (%)</b>	20	50	33	17				1 Month	6 Months
<b>PI 2.1.5: Subway Construction Work between Üçyol Station - DEU Tınaztepe Campus Buca Koop. Completion Rate (%)</b>	40		10	28.5	28.5	26	7	1 Month	6 Months
<b>Responsible Unit</b>	Directorate of Suburban and Rail System Investments								
<b>Collaborating Unit(s)</b>	Department of Transportation								
<b>Risks</b>	<ul style="list-style-type: none"> <li>• Sudden increases in the exchange rate disrupt the payouts of rail system projects</li> </ul>								
<b>Activities and Projects</b>	<ul style="list-style-type: none"> <li>• Activities Aimed at Developing the Ship Fleet and Maritime Transportation</li> <li>• Light Rail System Projects</li> <li>• Tram Projects</li> <li>• Extension of the IZBAN Lines</li> <li>• Rail System Vehicle Purchases</li> <li>• Warehouse Construction Works for Rail System Vehicles</li> </ul>								
<b>Cost Estimation</b>	TRY 8,831,376,871.33								
<b>Determinations</b>	<ul style="list-style-type: none"> <li>• Intense population growth in the city center increases the burden of public transportation</li> <li>• The share of rail system projects in public transportation is constantly increasing</li> <li>• There is a strong demand from the public for new rail system projects</li> </ul>								
<b>Needs</b>	<ul style="list-style-type: none"> <li>• Expansion of the rail system network</li> <li>• Reducing the burden of buses in public transportation and thus reducing the operating cost of public transportation</li> <li>• Expanding the maritime transportation network and increasing its share in public transportation</li> <li>• Continuation of rail system vehicle procurement</li> </ul>								

# Quality of Life



## IntraCity Transportation

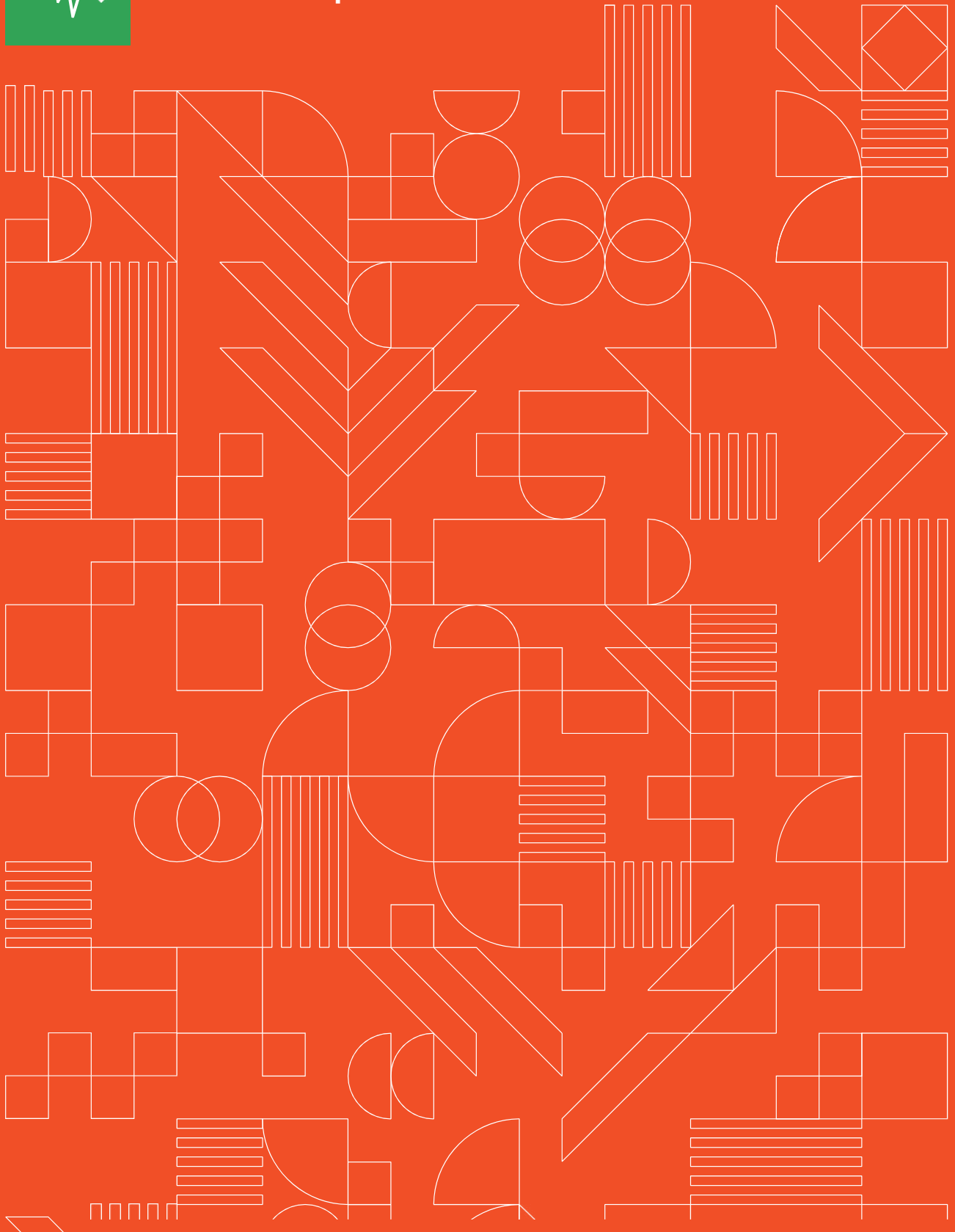


<b>Goal 2</b>	<b>To Transform Izmir into a City with a High Quality of Life and an Advanced Transportation Network.</b>								
<b>Target 2.2</b>	<b>A Sustainable Transportation System That Does Not Restrict Each Other's Mobility and Allows Different Options Among Transportation Types Will Be Established</b>								
<b>Performance Indicators</b>	<b>Impact on the Target (%)</b>	<b>If Any, Baseline Value at the Start of Planning Period (2019)</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Frequency of Monitoring</b>	<b>Frequency of Reporting</b>
<b>PI 2.2.1: The Length of the Bike Paths Completed (meters)</b>	25		27.000	28.000	29.000	30.000	31.000	1 Month	6 Months
<b>PI 2.2.2: The Number of Highway Crossings to be Built Along the Suburban Line (#)</b>	15		2	2	2	2	3	1 Month	6 Months
<b>PI 2.2.3: Amount of Area to be Traffic Striped (Sq. meters)</b>	10		396,000	290,000	420,000	300,000	450,000	1 Month	6 Months
<b>PI 2.2.4: Number of Parking Lots to be Completed (#)</b>	20		1	2	1	1	1	1 Month	6 Months
<b>PI 2.2.5: Number of Passenger Transfer Centers to be Completed (#)</b>	35		1	1	1	1	1	1 Month	6 Months
<b>Responsible Unit</b>	Department of Transportation								
<b>Collaborating Unit(s)</b>	Department of Public Works, Department of Construction Works								
<b>Risks</b>	<ul style="list-style-type: none"> <li>Lack of increase in public demand for using public transportation</li> <li>Conflicting transportation plans of different institutions and organizations providing transportation services</li> </ul>								
<b>Activities and Projects</b>	<ul style="list-style-type: none"> <li>Improvement of Bicycle Paths and Development of New Ones</li> <li>Construction of Highway and Pedestrian Underpasses / Overpasses on the IZBAN Line</li> <li>Development of Smart Traffic Management System, Public Transportation System and Horizontal / Vertical Traffic Marking</li> <li>Preparation of Sustainable Urban Mobility and Transportation Plans</li> <li>Construction of Parking Lots and Passenger Transfer Centers</li> <li>Transportation Planning, Coordination, Maintenance and Execution of Traffic Services</li> <li>Improving Pedestrian Transportation Infrastructure by Making it Accessible and Continuous</li> <li>Integration of Private Transporters into the Municipal Transportation System</li> <li>Safe Transportation Infrastructure Arrangements by Design</li> </ul>								
<b>Cost Estimation</b>	TRY 2,599,137,481.31								
<b>Determinations</b>	<ul style="list-style-type: none"> <li>The number of vehicles entering the city center is constantly increasing</li> <li>There are demands from the public to increase the number of pedestrian underpasses and overpasses on the IZBAN line</li> <li>The concepts of sustainability and accessibility in transportation are gaining more and more importance every day.</li> </ul>								
<b>Needs</b>	<ul style="list-style-type: none"> <li>Producing solutions that ensure the coordination of different transportation options with each other</li> <li>Organizing transfer points in a more accessible and time-saving way and increasing their number</li> <li>Expansion of the cycling network</li> <li>Increasing parking lot capacity</li> <li>Increasing pedestrianized areas in the city center</li> </ul>								

# Quality of Life



Health and Sports

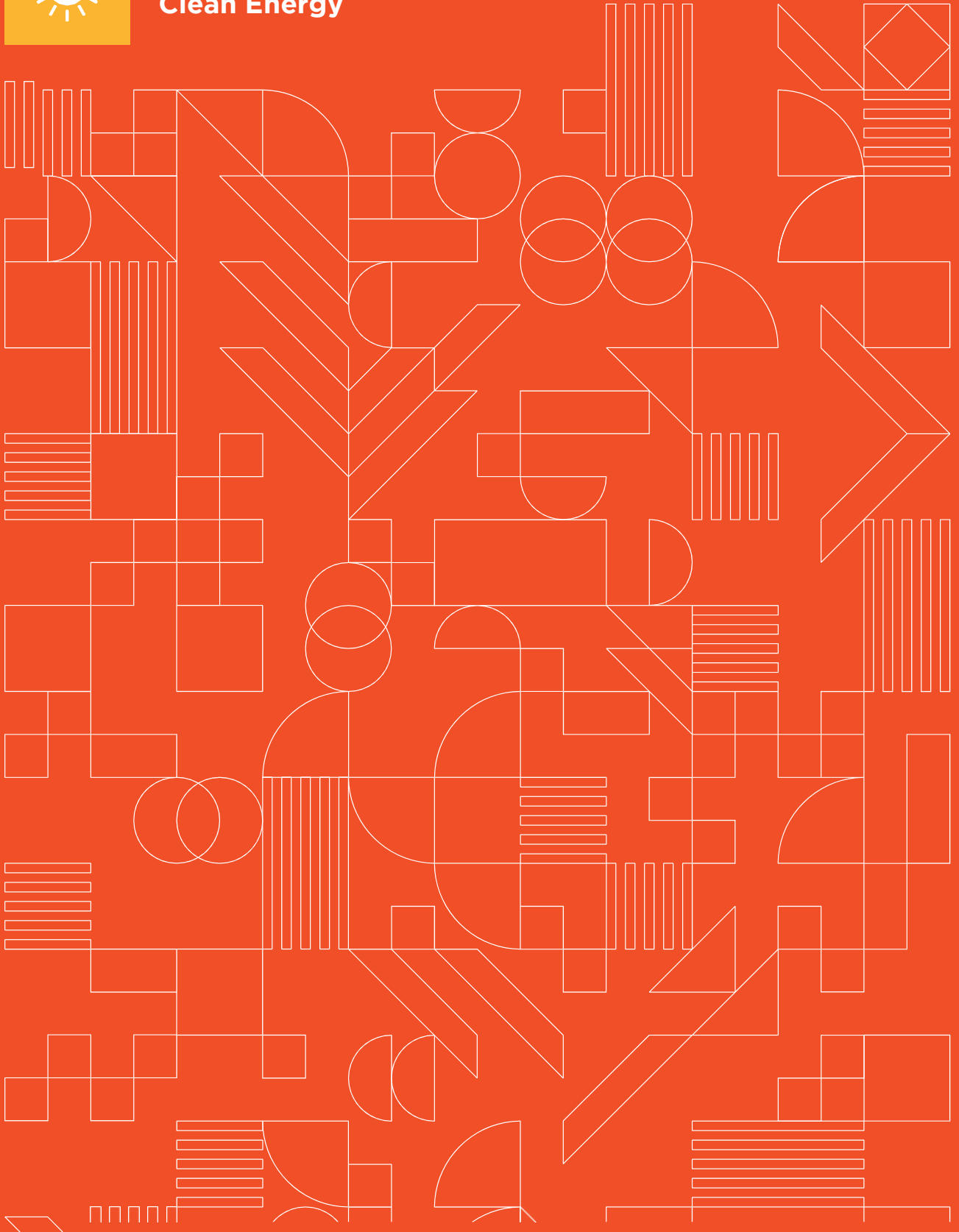


Goal 2	Transforming Izmir into a Smart City with a High Quality of Life and an Advanced Transportation Network								
Target 2.3	People and All Living Beings Will Be Supported to Be Healthy								
Performance Indicators	Impact on the Target (%)	If Any, Baseline Value at the Start of Planning Period (2019)	2020	2021	2022	2023	2024	Frequency of Monitoring	Frequency of Reporting
PI 2.3.1: Patient Satisfaction Rate at Eşrefpaşa Hospital (%)	25	94	95	95	95	95	95	1 Month	6 Months
PI 2.3.2: The Number of Sick, Elderly and Disabled People who Received Service Assistance (# of Ppl)	10		1.100	950	1.100	1.250	1.500	1 Month	6 Months
PI 2.3.3: Number of Neighborhoods for Dental Screening (#)	5		90	90	90	90	90	1 Month	6 Months
PI 2.3.4: Number of Stray Animals Neutered and Rehabilitated (#)	10		6.000	6.500	7.000	7.500	8.000	1 Month	6 Months
PI 2.3.5: Number of Amateur Sports Clubs to be provided with Sports Equipment (#)	10		250	300	300	300	300	1 Month	6 Months
PI 2.3.6: Number of Children and Youth to receive Sports Training (# of Ppl)	8		6.500	7.000	7.500	8.000	8.500	1 Month	6 Months
PI 2.3.7: The Number of Children that Take the Sports Aptitude Test (# of Ppl)	8		5.000	5.500	6.000	6.500	7.000	1 Month	6 Months
PI 2.3.8: Number of Sports Facilities and Complexes to be Built (#)	8		1	2	3	2	1	1 Month	6 Months
PI 2.3.9: Number of National and International Ice Sports Organizations Organized (#)	4		20	22	24	27	30	1 Month	6 Months
PI 2.3.10: Number of Athletes Admitted to Ice Sports (# of Ppl)	4		1.500	1.650	1.815	1.997	2.197	1 Month	6 Months
PI 2.3.11: Number of Schools where Sports Facilities will be Improved and Equipment (#)	8		120	100	100	100	100	1 Month	6 Months
Responsible Unit	Department of Youth and Sports								
Collaborating Unit(s)	Directorate General of Eşrefpaşa Hospital, Department of Climate Change and Environmental Protection and Control, Department of Construction Works, Department of Studies and Projects, Department of Transportation, Department of Public Health								
Risks	<ul style="list-style-type: none"> <li>Decrease or increase in the amount of demand for sports events and projects above the estimated amount</li> <li>Failure to meet the needs of patients who are provided with home care services and who cannot perform post-care procedures because they live alone</li> <li>Forest fires that destroy the natural habitat of animals</li> </ul>								
Activities and Projects	<ul style="list-style-type: none"> <li>Hospital Services, Home Care Services, Health Screenings</li> <li>Licensing and Inspection Activities</li> <li>Veterinary Healthcare, Animal Hospice Construction</li> <li>Giving In-Kind and Cash Assistance to Sports Clubs</li> <li>Sports Courses for Children and Youth</li> <li>Construction of Sports Facilities and Complexes, Improvement of Sports Fields Activities, Ice Sports Hall Activities</li> <li>Provision of Sports Equipment to Schools</li> <li>Local, National and International Sports Organizations</li> <li>Activities for Outdoor and Water Sports</li> </ul>								
Cost Estimation	TRY 1,271,487,021.36								
Determinations	<ul style="list-style-type: none"> <li>There have been demands to expand the scope of home care services</li> <li>Eşrefpaşa Hospital is in a position to provide services with a higher capacity.</li> <li>The demand for different types of sports is high in Izmir</li> <li>Izmir has a great potential, especially for outdoors and water sports</li> </ul>								
Needs	<ul style="list-style-type: none"> <li>Increasing the number of doctors at Eşrefpaşa Hospital</li> <li>Establishing a department to expand the scope of home care services</li> <li>Producing solutions to meet the public demand for different sports branches</li> <li>Developing projects to utilize Izmir's potential in sports</li> <li>Improving the technical equipment of sports facilities</li> </ul>								

# Quality of Life



**Accessible and  
Clean Energy**



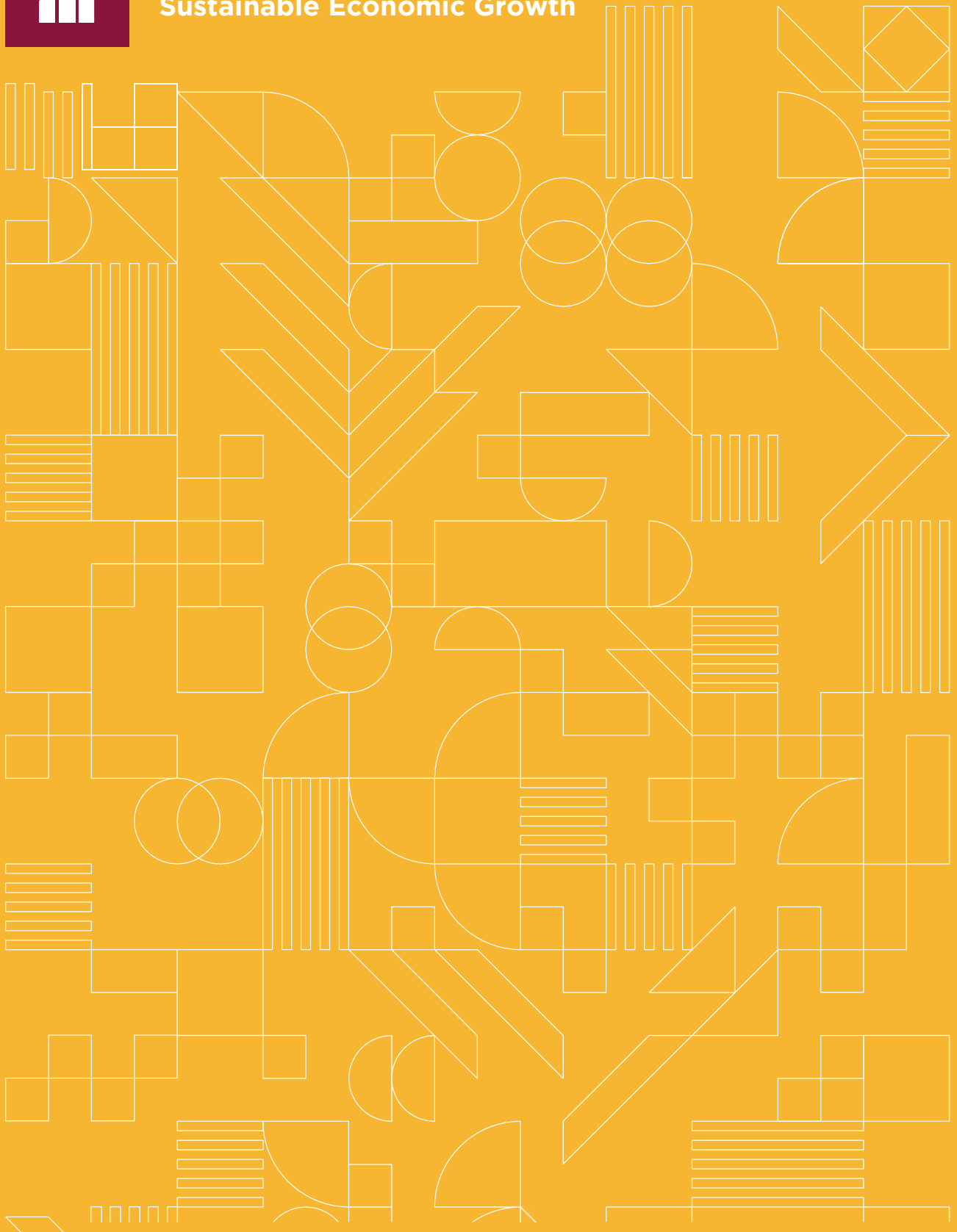


<b>Goal 2</b>	<b>To Transform Izmir into a City with a High Quality of Life and an Advanced Transportation Network.</b>								
<b>Target 2.4</b>	<b>Everyone's Access to Reliable, Sustainable and Affordable Energy will be Supported</b>								
<b>Performance Indicators</b>	<b>Impact on the Target (%)</b>	<b>If Any, Baseline Value at the Start of Planning Period (2019)</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Frequency of Monitoring</b>	<b>Frequency of Reporting</b>
<b>PI 2.4.1: Number of Preliminary Studies for the Installation of Renewable Energy Facilities (Solar Energy, Biogas Facilities, etc.) (#)</b>	25		4	4	4	4	4	1 Month	6 Months
<b>PI 2.4.2: Number of Trainings Provided to Raise Awareness on Global Warming, Use of Renewable Energy Resources and Energy Efficiency (#)</b>	25		60	60	60	60	60	1 Month	6 Months
<b>PI 2.4.3: Number of Renewable Energy Power Plants to be Completed (#)</b>	50		3	1	2	2	2	1 Month	6 Months
<b>Responsible Unit</b>	Directorate of Climate Change and Environmental Protection Control Department								
<b>Collaborating Unit(s)</b>	Department of Construction Works, Department of Machinery Supply Maintenance and Repair, Department of Transportation								
<b>Risks</b>	<ul style="list-style-type: none"> <li>Disinformation on clean energy projects hinders their implementation</li> </ul>								
<b>Activities and Projects</b>	<ul style="list-style-type: none"> <li>Climate Change and Clean Energy Activities.</li> <li>Construction of Renewable Energy Power Plants</li> <li>Establishment of Electric Vehicle Recharge Stations</li> <li>Expansion of the Fleet of Vehicles Powered by Clean Energy</li> </ul>								
<b>Cost Estimation</b>	TRY 93,147,541.66								
<b>Determinations</b>	<ul style="list-style-type: none"> <li>Izmir has a great potential in terms of clean energy options</li> <li>Türkiye is highly dependent on foreign energy</li> <li>Energy consumption also increases due to tourism activities, especially in the summer months</li> </ul>								
<b>Needs</b>	<ul style="list-style-type: none"> <li>Increasing the awareness-raising activities on clean energy.</li> <li>Conducting studies that increase the use of clean energy within the municipality</li> <li>Creating a public opinion by bringing together all relevant institutions and non-governmental organizations</li> </ul>								

# Economy



## Sustainable Economic Growth

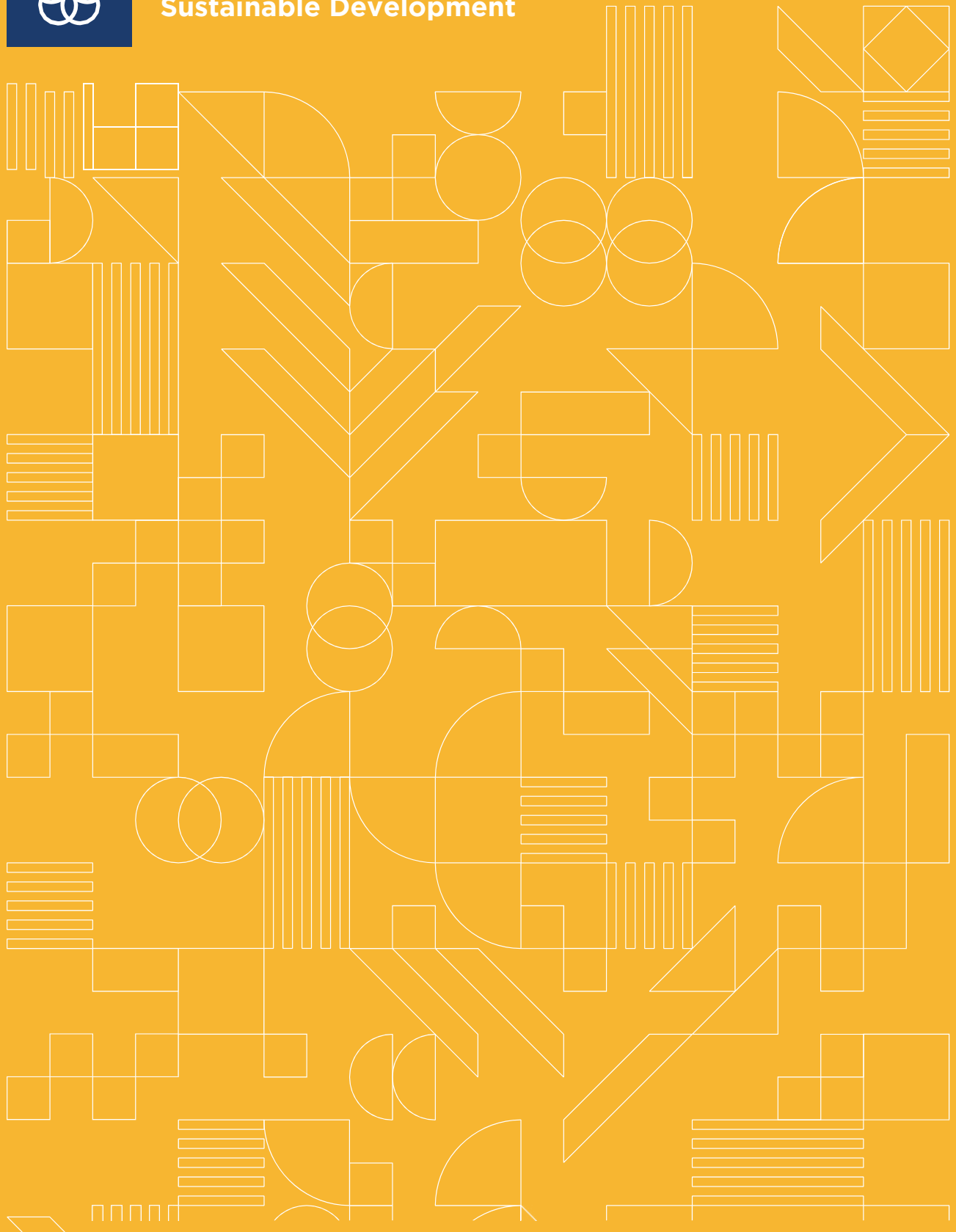


Goal 3	<b>Developing Izmir's Economy into an Innovative and Entrepreneurial Ecosystem and Building on the Geographical Character of the City.</b>									
Target 3.1	<b>An appropriate ecosystem will be created for Izmir to become a center of attraction for new investments, technological innovations and creative industries.</b>									
Performance Indicators	Impact on the Target (%)	If Any, Baseline Value at the Start of Planning Period (2019)	2020	2021	2022	2023	2024	Frequency of Monitoring	Frequency of Reporting	
PI 3.1.1: Number of Port Cities Cooperated in the Mediterranean Region (#)	20		2	2	1	1	1	1 Month	6 Months	
PI 3.1.2: Number of Cities on the Silk Road with Links of Trade (#)	20		2	2	1	1	1	1 Month	6 Months	
PI 3.1.3: Number of Innovative Proposal Files Prepared In-House (#)	10		12	12	12	12	12	1 Month	6 Months	
PI 3.1.4: Number of International and National Universities Cooperated (#)	15		2	2	2	2	2	1 Month	6 Months	
PI 3.1.5: Number of International and National Events on Innovation (#)	15		1	1	1	1	1	1 Month	6 Months	
PI 3.1.6: Number of Design Exhibitions Organized (#)	10		5	8	8	8	8	1 Month	6 Months	
PI 3.1.7: Number of Art and Design Week Events (#)	10		2	2	2	2	2	1 Month	6 Months	
Responsible Unit	Department of Strategy Development									
Collaborating Unit(s)	Department of Foreign Relations and Tourism, Department of Studies and Projects, Department of Construction Works									
Risks	<ul style="list-style-type: none"> <li>• Circumstantial risks that may arise from national and international political and economic developments</li> <li>• Economic crises having a negative impact on the city's economy</li> <li>• The central economic administration's failure to provide sufficient support to Izmir</li> </ul>									
Activities and Projects	<ul style="list-style-type: none"> <li>• Izmir Trade and Port Development Efforts</li> <li>• Support for Innovative Technologies and Entrepreneurship Activities</li> <li>• Strengthening of Organized Industrial Zones</li> <li>• Execution of R&amp;D and Innovation Base Works</li> <li>• Organization of Art and Design-Oriented Research and Exhibitions</li> <li>• Life Sciences Campus</li> </ul>									
Cost Estimation	TRY 55,845,000.00									
Determinations	<ul style="list-style-type: none"> <li>• Izmir has a large population of young people looking for a better working environment or unable to find a job</li> <li>• Izmir has a historical potential for economic activities</li> <li>• With the future efforts, partnerships of economic cooperation can be established with Mediterranean port cities and cities on the Silk Road in different sectors which can contribute to our city becoming an economic center of attraction</li> </ul>									
Needs	<ul style="list-style-type: none"> <li>• A platform that brings entrepreneurs and investors together should be created</li> <li>• Institutional activities to support innovation efforts should be increased</li> <li>• The urban economy should be considered from an international perspective rather than a local one, and relations with cities in other countries should be developed</li> <li>• With the national and international meeting to be organized, representatives of institutions working in the field of design can be brought together.</li> <li>• When assessing Izmir's economy, it should be considered within the framework of the city-region concept, taking into account the widespread influence of Izmir in its region</li> </ul>									

# Economy



**Partnerships for  
Sustainable Development**

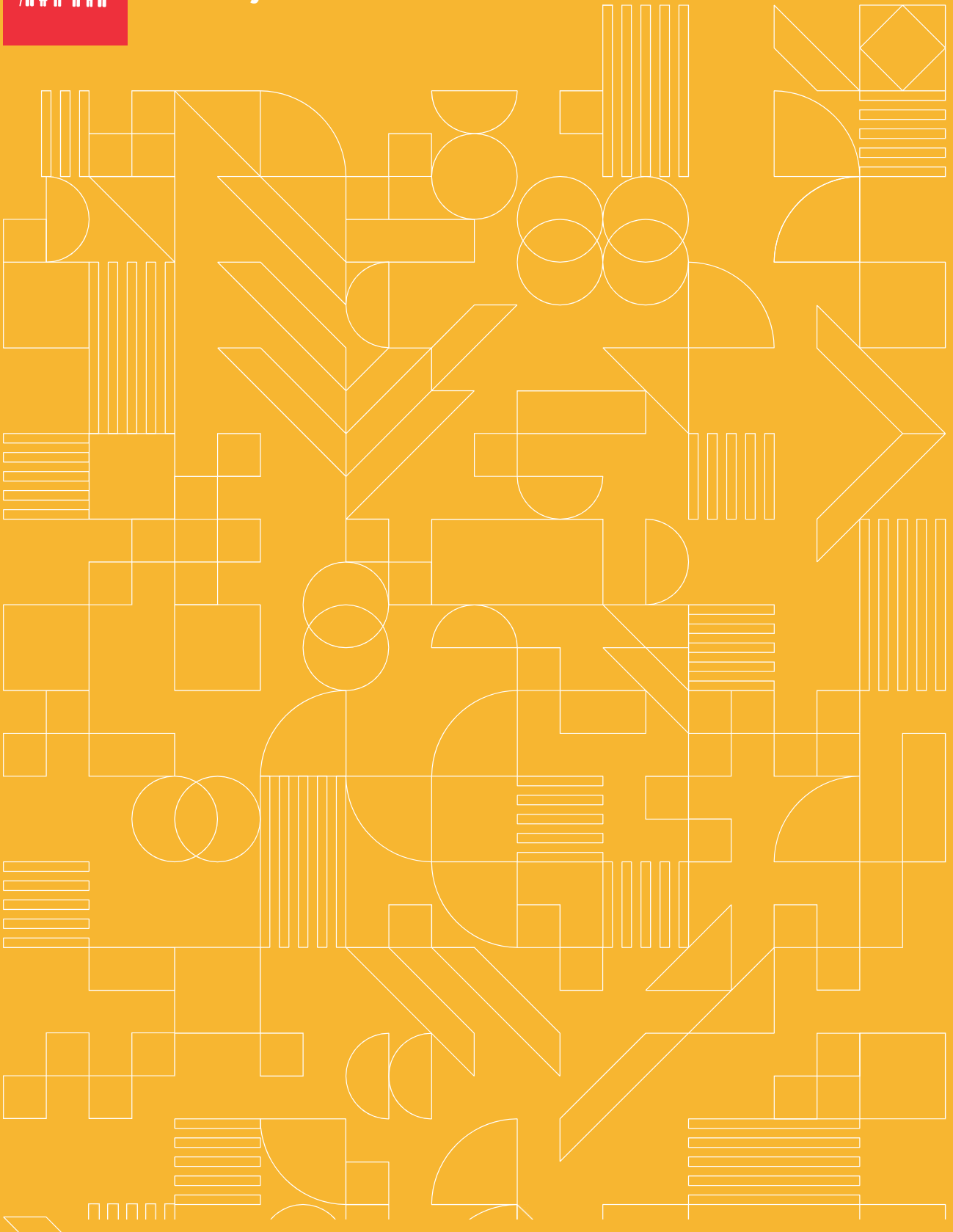


Goal 3	<b>Developing Izmir's Economy into an Innovative and Entrepreneurial Ecosystem and Building on the Geographical Character of the City.</b>								
Target 3.2	<b>A climate will be created in which local, national and global partnerships and harmonization across different sectors are encouraged.</b>								
Performance Indicators	Impact on the Target (%)	If Any, Baseline Value at the Start of Planning Period (2019)	2020	2021	2022	2023	2024	Frequency of Monitoring	Frequency of Reporting
PI 3.2.1: Number of International Meetings Hosted (#)	30		1	1	2	2	1	1 Month	6 Months
PI 3.2.2: Number of Events Organized Within the Scope of the Mediterranean Cities Network (#)	20		2	2	1	1	1	1 Month	6 Months
PI 3.2.3: Number of Programs and Activities Carried Out on Mediterranean Language and Culture Education (#)	15		2	2	2	2	1	1 Month	6 Months
PI 3.2.4: Number of Events to be Organized Within the Scope of Culture-Lab Studies (#)	15		1	1	1	1	1	1 Month	6 Months
PI 3.2.5: Number of Protocols Signed with Civil Society (#)	20		2	2	2	2	2	1 Month	6 Months
Responsible Unit	Department of Foreign Relations and Tourism								
Collaborating Unit(s)	Department of Press and Public Relations								
Risks	<ul style="list-style-type: none"> <li>• Political tensions with foreign countries may negatively affect cooperation efforts</li> <li>• The negative impact of the wars in the surrounding regions on international relations</li> </ul>								
Activities and Projects	<ul style="list-style-type: none"> <li>• To Carry out Foreign Relations Services</li> <li>• Hosting International Events</li> <li>• Mediterranean Cities Network Efforts</li> <li>• Activities of the Mediterranean Academy</li> <li>• CulturalLab Activities</li> <li>• Coordination Activities with Civil Society</li> </ul>								
Cost Estimation	TRY 97,199,000.00								
Determinations	<ul style="list-style-type: none"> <li>• Izmir is economically far from its past wealth and mobility</li> <li>• Izmir has an economic potential in many areas including agriculture, industry, tourism, sports, etc.</li> <li>• The geographical location of Izmir provides advantages in terms of economic activities</li> </ul>								
Needs	<ul style="list-style-type: none"> <li>• Izmir should be better represented internationally</li> <li>• Partnerships and collaborations specific to the Mediterranean geography should be intensified</li> </ul>								

# Economy



## Poverty Reduction

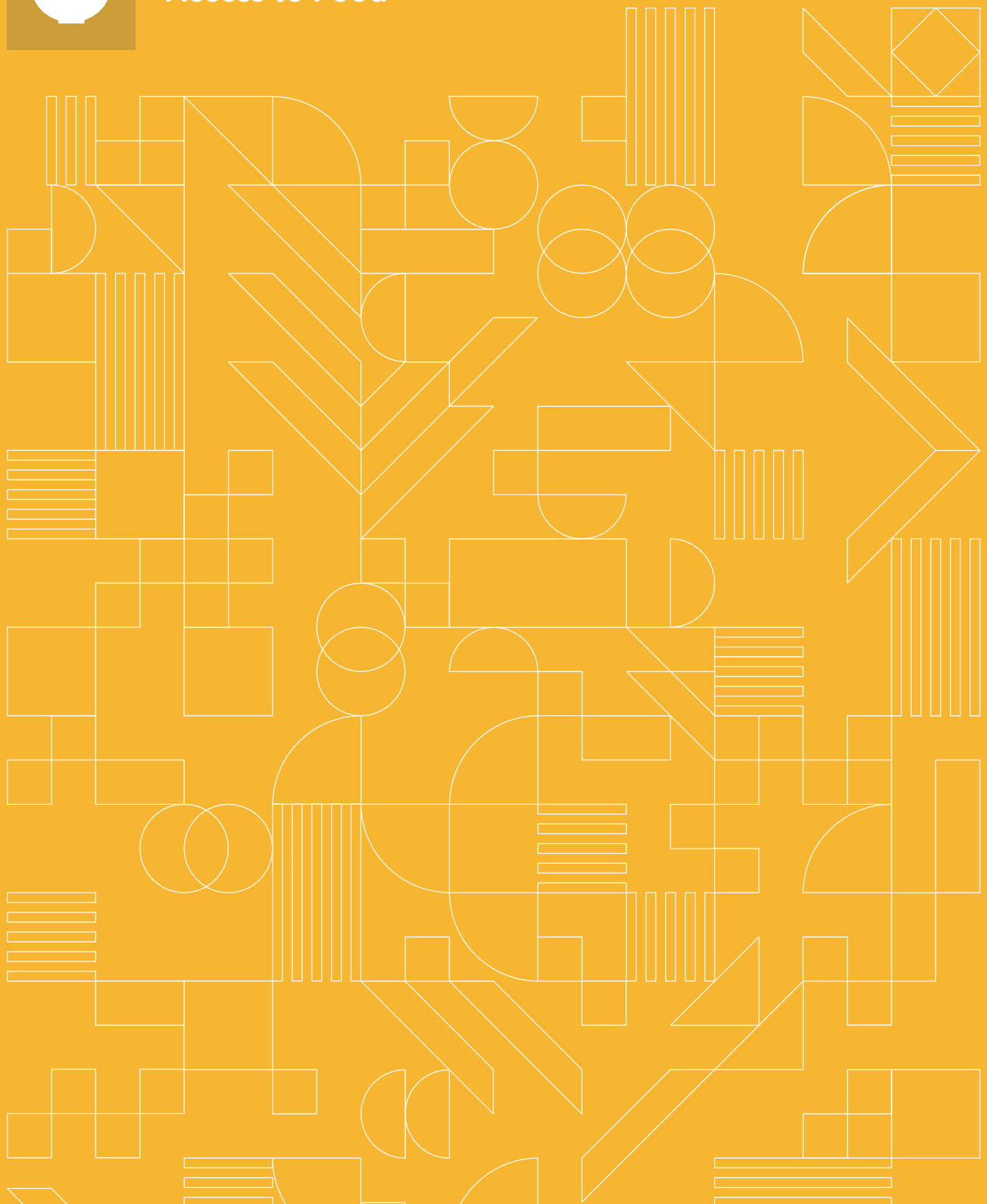


Goal 3	Developing Izmir's Economy into an Innovative and Entrepreneurial Ecosystem and Building on the Geographical Character of the City.								
Target 3.3	Full-time, Productive and Innovative Work shall be Provided for All and the Poverty Shall be Reduced in All Its Forms in Izmir.								
Performance Indicators	Impact on the Target (%)	If Any, Baseline Value at the Start of Planning Period (2019)	2020	2021	2022	2023	2024	Frequency of Monitoring	Frequency of Reporting
PI 3.3.1: The Number of Trainings Given for the Improvement of Production Conditions (#)	5		40	50	50	50	50		6 Months
PI 3.3.2: Number of Farm Animals Distributed (#)	10		10.000	10.000	12.000	12.000	12.000		6 Months
PI 3.3.3: Number of Bee Hives Distributed (#)	10		2.500	2.500	2.500	2.500	2.500		6 Months
PI 3.3.4: Number of Production Support Input Provided to the Manufacturers (#)	10		1.200	1.500	1.500	2.000	2.000		6 Months
PI 3.3.5: Number of Grafts for Wild Trees (#)	5		15.000	15.000	16.000	17.000	20.000		6 Months
PI 3.3.6: Extent of Area Worked within the Scope of Creating Crop-Based Basins for Fruit Farming (Sq. Meters)	5		300	30	35	35	40		6 Months
PI 3.3.7: The Number of Trainings to be Given about the Development of Alternative Production Varieties (#)	5		10	10	15	15	20		6 Months
PI 3.3.8: Satisfaction Rate of Vocational Factory Courses and Services (Percent)	5	90	100	100	100	100	100		6 Months
PI 3.3.9: Number of People Who are Directed to Employment at the End of Profession Factory Activities (# of ppl)	15		1.200	1.300	1.300	1.400	1.400		6 Months
PI 3.3.10: Number of Events that Bring Trainees Together with Industry Representatives (#)	10		5	5	6	6	6		6 Months
PI 3.3.11: Number of Manufacturer's Workbenches to be Distributed (#)	5		20	25	25	30	30		6 Months
PG 3.3.12: Number of Trainings on Cooperatives (#)	5		24	28	30	30	30	1 Month	6 Months
PG 3.3.13: Number of Trainings Given for the Dissemination of Medicinal and Aromatic Plants Such as Thyme and Lavender (#)	5		5	8	10	10	10	1 Month	6 Months
PI 3.3.14: Number of Trainings on the Conservation and Development of Local Varieties (Units)	5		5	8	10	10	10	1 Month	6 Months
Responsible Unit	Department of Agricultural Services								
Collaborating Unit(s)	Department of Social Projects, Department of Foreign Relations and Tourism, Department of Parks and Recreation								
Risks	<ul style="list-style-type: none"> <li>Economic crises increasing poverty and unemployment</li> </ul>								
Activities and Projects	<ul style="list-style-type: none"> <li>Training the Employees Needed by All Sectors</li> <li>Providing outlets for producers to sell and market their products</li> <li>Supporting Income-Generating Production Activities in Rural Areas</li> <li>Beekeeping, Silkworm Farming, Production and Breeding of Small Animals and Poultry</li> <li>Occupational Factory Activities</li> <li>Organization of Training and Seminars on Cooperatives</li> <li>Production and Marketing of Strategic Products and Endemic Types of Products through Cooperatives</li> </ul>								
Cost Estimation	TRY 308,720,000.00								
Determinations	<ul style="list-style-type: none"> <li>Unemployment in Izmir is high and above the national average</li> <li>Izmir is a city with an increasing need for employment, as it still receives high inflow of immigration.</li> <li>Rural areas are particularly suitable for agricultural production and cooperatives</li> </ul>								
Needs	<ul style="list-style-type: none"> <li>Urban migration should be eliminated by increasing production activities in rural areas</li> <li>Cooperatives should be encouraged to increase the international recognition of local product.</li> <li>Vocational trainings to increase employment should be diversified</li> </ul>								

# Economy



Access to Food





Goal 3	Developing Izmir's Economy into an Innovative and Entrepreneurial Ecosystem and Building on the Geographical Character of the City.								
Target 3.4	Food Security will be Ensured, Nutrition will be Improved and Sustainable Agriculture will be Supported.								
Performance Indicators	Impact on the Target (%)	If Any, Baseline Value at the Start of Planning Period (2019)	2020	2021	2022	2023	2024	Frequency of Monitoring	Frequency of Reporting
PI 3.4.1: Number of Trainings on Good Agricultural Practices (#)	10		10	10	15	15	15	1 Month	6 Months
PI 3.4.2: Number of Technical Assistance to be Provided for Products Grown in Areas where Organic Agriculture is Practiced (#)	10		30	30	35	35	35	1 Month	6 Months
PI 3.4.3: Number of Soil Analyses to be Performed (#)	10		1.000	1.200	1.400	1.500	1.500	1 Month	6 Months
PI 3.4.4: Number of Producers Utilizing the Agricultural Irrigation Infrastructure (# of ppl)	15		2.000	2.200	2.200	2.500	2.500	1 Month	6 Months
PI 3.4.5: Number of Wild Animal Water Ponds Created (#)	10		5	20	20	25	25	1 Month	6 Months
PI 3.4.6: The Number of People Receiving Food (# of Ppl)	25		2.850.000	2.990.000	3.145.000	3.300.000	3.450.000	1 Month	6 Months
PI 3.4.7: Liter of Milk Distributed (Liter)	10		15.300.000	16.500.000	17.000.000	18.000.000	19.250.000	1 Month	6 Months
PI 3.4.8: Number of Children Received Milk (of ppl)	10		160,000	170,000	175,000	185,000	200,000	1 Month	6 Months
Responsible Unit	Department of Agricultural Services								
Collaborating Unit(s)	Department of Parks and Gardens, Department of Mukhtars and Local Services, Department of Social Services, Department of Construction Works, Department of Studies and Projects, Department of Operation and Support Services								
Risks	<ul style="list-style-type: none"> <li>The negative impact of industrial food production policies on human health</li> <li>Dense population makes it difficult for the public to access healthy food</li> </ul>								
Activities and Projects	<ul style="list-style-type: none"> <li>Dissemination of Good Agricultural and Organic Farming Practices</li> <li>Planning of Agricultural Production, Processing and Storage of Products</li> <li>Fertilization Works</li> <li>Agricultural irrigation Projects</li> <li>Construction of Water Ponds for Animals</li> <li>Construction of Vegetable Wholesales Markets</li> <li>Establishment of Slaughterhouses</li> <li>Food, Beverage Distribution Services in Form of Social Support and Charity Purposes</li> <li>Free Milk Distribution to Children</li> </ul>								
Cost Estimation	TRY 729,061,021.00								
Determinations	<ul style="list-style-type: none"> <li>Organic products are only accessible to high income groups due to high cost of production</li> <li>The demand for healthy food is increasing day by day</li> <li>There is a strong structure of food and agriculture-based industry in Izmir</li> </ul>								
Needs	<ul style="list-style-type: none"> <li>Activities aimed at increasing organic agriculture</li> <li>New projects should be created to improve the access of the poor segments to healthy food</li> <li>Food health studies and inspections in vegetable markets, aquaculture markets and slaughterhouses should be more qualified.</li> </ul>								

# Economy



## Izmir As a World City

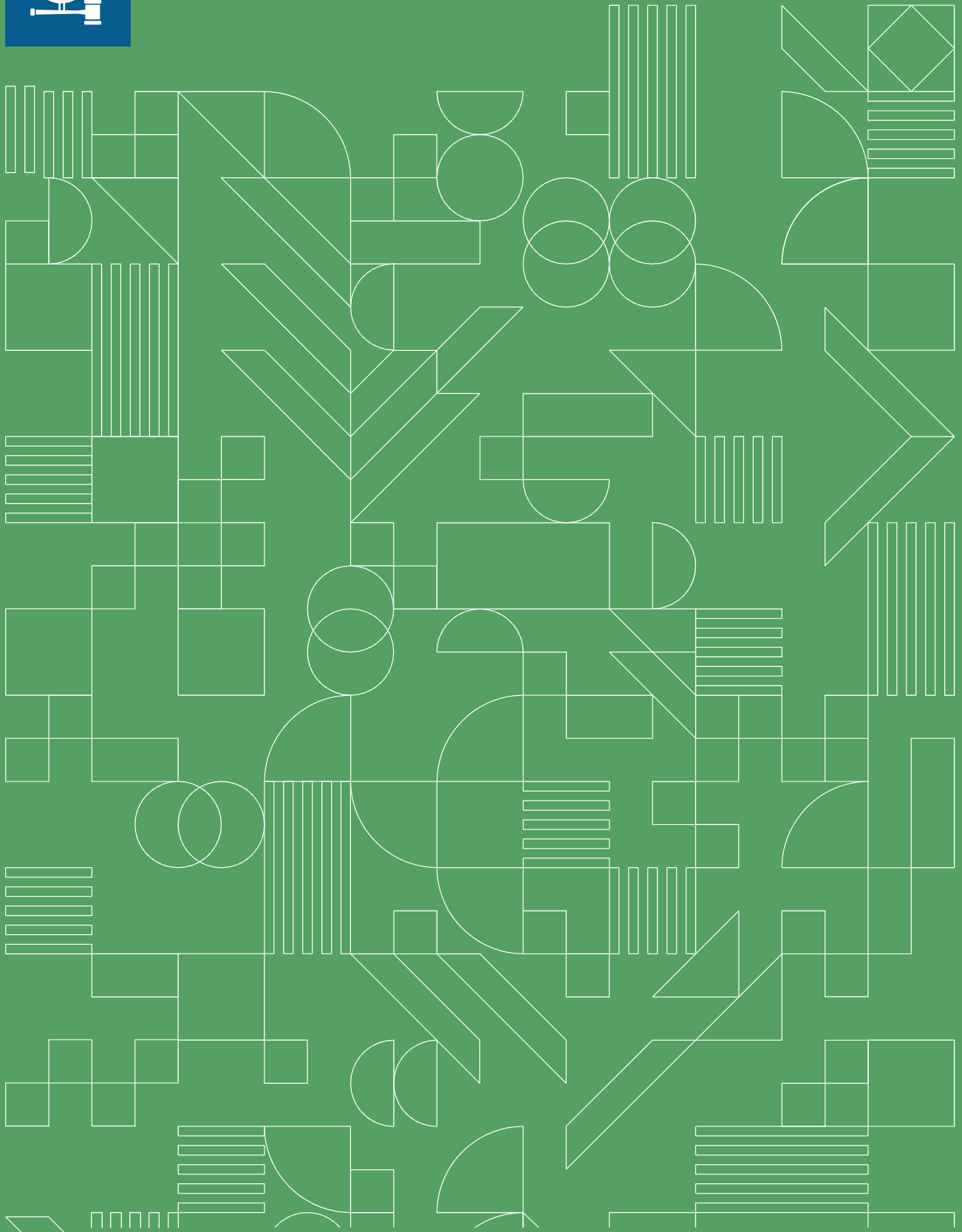


<b>Goal 3</b>	<b>Developing Izmir's Economy into an Innovative and Entrepreneurial Ecosystem and Building on the Geographical Character of the City.</b>									
<b>Target 3.5</b>	<b>Promotion and Tourism of Izmir will be Supported to Make Izmir a Global Hub</b>									
<b>Performance Indicators</b>	<b>Impact on the Target (%)</b>	<b>If Any, Baseline Value at the Start of Planning Period (2019)</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Frequency of Monitoring</b>	<b>Frequency of Reporting</b>	
PI 3.5.1: Izmir Metropolitan Municipality Magazines Distributed (#)	5		900,000	900,000	850,000	800,000	750,000	1 Month	6 Months	
PI 3.5.2: Number of Themes Promoted on Billboards (#)	10		100	100	100	100	100	1 Month	6 Months	
PI 3.5.3: The Processing Rate of Calls Received in the Call Center (Percent)	5	99	99	99	99	99	99	1 Month	6 Months	
PI 3.5.4: Rate of Completion of Requests from Citizens (Percent)	5		77	77	77	77	77	1 Month	6 Months	
PI 3.5.5: Number of Tourism Offices Opened (#)	20		2	1	1	1	1	1 Month	6 Months	
PI 3.5.6: Number of Tourism Working Group Studies and Meetings (#)	15		15	15	15	15	15	1 Month	6 Months	
PI 3.5.7: Number of Studies for the Protection and Development of Izmir Culture and Nature Destinations and UNESCO World Heritage Sites (#)	15		2	1	1	1	1	1 month	6 Months	
PI 3.5.8: Number of Capital Title Applications (#)	25		2	2	1	1	1	1 month	6 Months	
<b>Responsible Unit</b>	Department of Foreign Relations and Tourism									
<b>Collaborating Unit(s)</b>	Department of Press and Public Relations									
<b>Risks</b>	<ul style="list-style-type: none"> <li>Negative impact of the country's image due to terrorist incidents</li> <li>Due to the economic crisis, rather the tourists with low-income levels come to our country</li> <li>Destruction of Izmir's touristic areas</li> </ul>									
<b>Activities and Projects</b>	<ul style="list-style-type: none"> <li>Supporting Tourism Activities in Various Sectors</li> <li>Establishing tourism information offices.</li> <li>Press Publication and Public Relations Activities</li> <li>Institutional Promotional Activities</li> <li>Work on the Protection of World Heritage Sites</li> <li>Strategic Communication Activities</li> <li>Hosting International Events</li> </ul>									
<b>Cost Estimation</b>	TRY 232,992,807.00									
<b>Determinations</b>	<ul style="list-style-type: none"> <li>In line with the results of the public survey, tourism activities have started to be considered within the scope of Izmir Metropolitan Municipality's activities</li> <li>There are insufficient tourism offices in the city center to promote the city</li> <li>Izmir has significant number of competitors in tourism due to its geographical location</li> <li>Izmir is a city that can be easily reached by sea, land, air</li> </ul>									
<b>Needs</b>	<ul style="list-style-type: none"> <li>Recruitment of qualified personnel to work in Izmir Metropolitan Municipality's tourism activities</li> <li>Implementation of sustainable tourism policies</li> <li>Identification of tourism points that should be included in the UNESCO World Heritage List and appropriate connections to take the necessary actions</li> <li>Establishment of UNESCO 2nd Level Regional Center</li> <li>Government incentives that support tourism</li> <li>Coordinated work with district municipalities</li> </ul>									

# Democracy



Peace and Justice

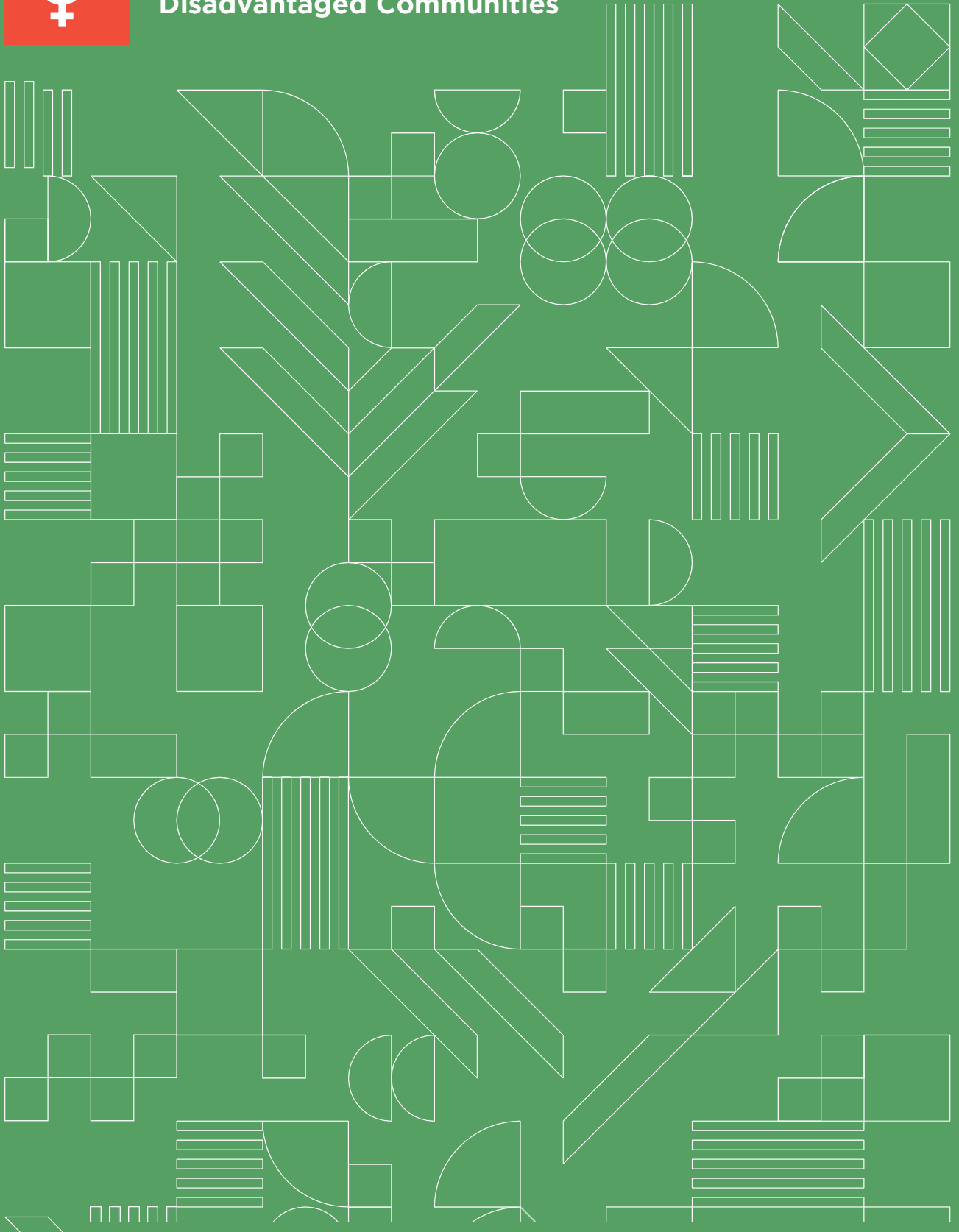


<b>Goal 4</b>	<b>To Involve the People of Izmir in Decisions About Themselves, To Make Decisions Transparent and Auditable, and To Make the Right to the City and City Identity an Integral Part of the Culture in Izmir</b>								
<b>Target 4.1</b>	<b>Promote Peaceful and Inclusive Social Consensus, Support Access to Justice for All, Defend the Rights of People and All Living Things</b>								
<b>Performance Indicators</b>	<b>Impact on the Target (%)</b>	<b>If Any, Baseline Value at the Start of Planning Period (2019)</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Frequency of Monitoring</b>	<b>Frequency of Reporting</b>
PI 4.1.1: Number of Strategic Management Coordination Meetings to be Held with District Municipalities (#)	20		1	1	1	1	1	1 Month	6 Months
PI 4.1.2: Number of Indicators for which Monthly Progress Data will be Published on the Municipality's Website (#)	20		10	15	18	20	25	1 Month	6 Months
PI 4.1.3: Number of Meetings to be Held for Vision Partnership and Implementation Union (#)	30		2	2	2	2	2	1 Month	6 Months
PI 4.1.4: Number of Districts to be Visited by Mobile Office (#)	30		12	12	12	12	12	1 Month	6 Months
<b>Responsible Unit</b>	Department of Press and Public Relations								
<b>Collaborating Unit(s)</b>	Department of Strategy Development								
<b>Risks</b>	• Suppression of rights-based democracy and peace policies for political agendas								
<b>Activities and Projects</b>	<ul style="list-style-type: none"> <li>• Institutional Participation and Transparency Works</li> <li>• Community Activities for All Segments of Society</li> <li>• Izmir Vision Partnership and Integrated Municipality Implementation Union Works</li> <li>• Izmir Democracy Research Studies</li> <li>• Izmir Data Center Works</li> <li>• City Council Activities</li> </ul>								
<b>Cost Estimation</b>	TRY 15,520,000.00								
<b>Determinations</b>	• Although there is a demand for a justice and peace in society, the prospects of these principles are dwindling								
<b>Needs</b>	• It is necessary to bring together segments of society sensitive to justice and peace and raise public awareness on these issues.								

# Democracy



**Gender Equality, Children, Youth and Disadvantaged Communities**

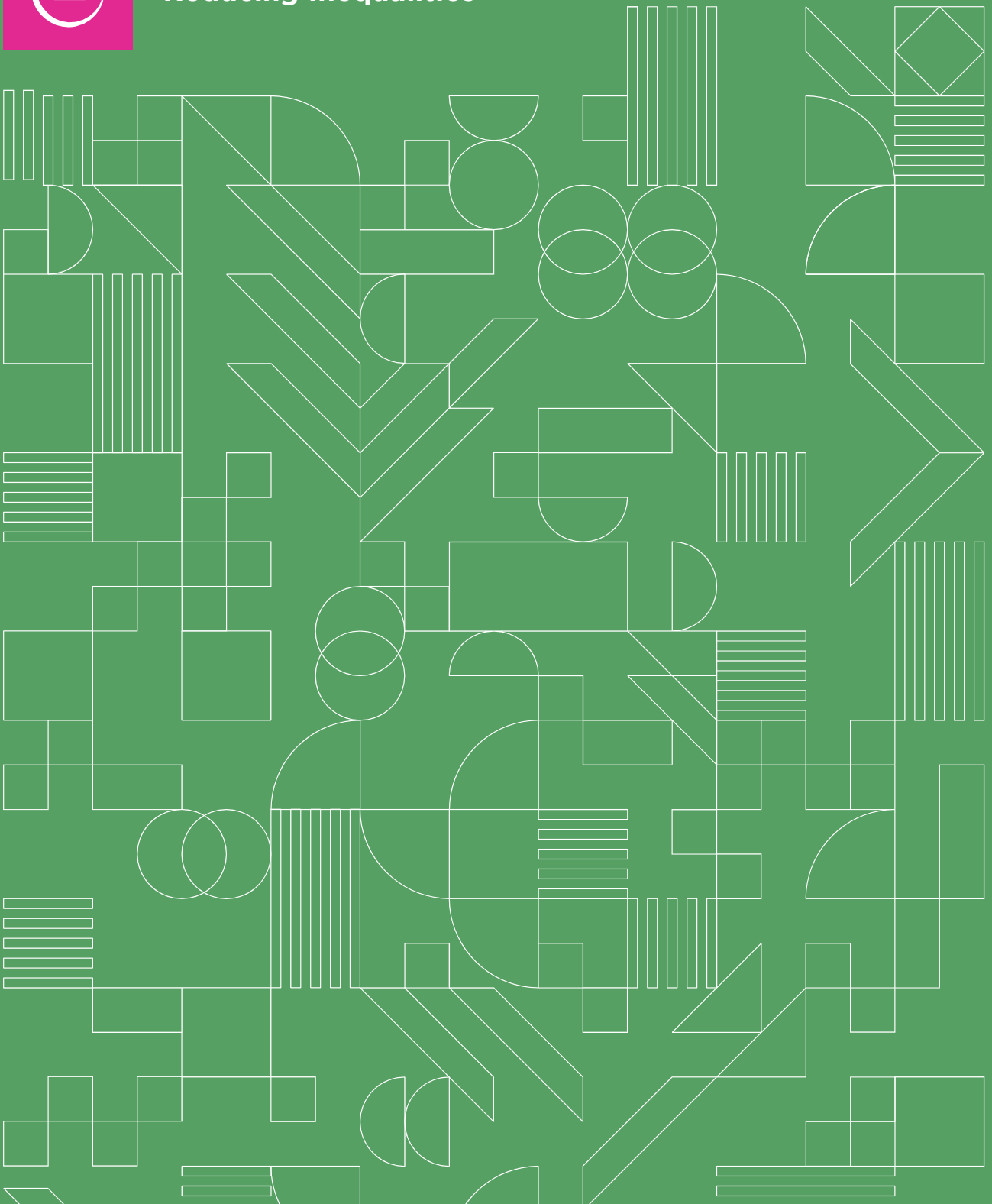


Goal 4	To Involve the People of Izmir in Decisions About Themselves, To Make Decisions Transparent and Auditable, and To Make the Right to the City and City Identity an Integral Part of the Culture in Izmir								
Target 4.2	Gender Equality in Urban Life will be Supported, Women's Position in Society will be Strengthened; Equal Right to Life will be Provided to Children, Youth and All Disadvantaged Communities								
Performance Indicators	Impact on the Target (%)	If Any, Baseline Value at the Start of Planning Period (2019)	2020	2021	2022	2023	2024	Frequency of Monitoring	Frequency of Reporting
PI 4.2.1: Number of Youth Centers to be Completed (#)	15		1	2	1	1	1	1 Month	6 Months
PI 4.2.2: Number of Events to be Held in Children's and Youth Centers and Story Homes During the Year (#)	7		185	205	225	245	265	1 Month	6 Months
PI 4.2.3: Number of Students to be Provided with Clothing and Stationery Assistance (# of ppl)	7		150,000	150,000	150,000	150,000	150,000	1 Month	6 Months
PI 4.2.4: Number of Empowerment and Awareness Training Sessions for Gender Equality (#)	15		166	177	188	199	210	1 Month	6 Months
PI 4.2.5: Satisfaction Rate of Studies Related to the Fight Against Violence against Women (%)	6		100	100	100	100	100	1 Month	6 Months
PI 4.2.6: Number of Women's Counseling and Training Centers to be Established (#)	7		1		1		1	1 Month	6 Months
PI 4.2.7: Number of Events Organized for Women (#)	7		48	50	50	50	50	1 Month	6 Months
PI 4.2.8: The Number of Disabled People Benefiting from the Activities of the Disability Center (# of Ppl)	15		6.000	6.000	6.000	6.000	6.000	1 Month	6 Months
PI 4.2.9: Rate of Satisfaction with the Services Provided in Disability Centers (%)	7		70	100	100	100	100	1 Month	6 Months
PI 4.2.10: Number of Courses to be Given at the Healthy Aging Center (#)	7		96	96	96	96	96	1 Month	6 Months
PI 4.2.11: Number of Members Recruited to the Meeting and Counseling Center for Alzheimer's and Dementia Patients and Their Families (# of ppl)	7		20	21	22	23	23	1 Month	6 Months
Responsible Unit	Department of Social Services								
Collaborating Unit(s)	Department of Social Projects, Department of Construction Works, Department of Studies and Projects, Department of Community Health								
Risks	<ul style="list-style-type: none"> <li>Negative biases towards disadvantaged groups negatively affect projects</li> <li>Children cannot find the room to express themselves as much as adults</li> <li>Discrepancies between the policies of the central government aimed at disadvantaged groups and local policies</li> </ul>								
Activities and Projects	<ul style="list-style-type: none"> <li>Activities for Children and Youth</li> <li>Establishment of Nurseries and Story Homes</li> <li>Activities Aimed at Achieving Gender Equality</li> <li>Implementation of Projects to Support Disabled Urban Residents</li> <li>Activities Aimed at Strengthening the Women in Society</li> <li>Nursing Home Activities</li> <li>Social Inclusion Activities for Refugees</li> </ul>								
Cost Estimation	TRY 425,933,893.75								
Determinations	<ul style="list-style-type: none"> <li>Failure to ensure adequate coordination with the units of the ministry in activities related to all disadvantaged groups, especially in areas related to refugees</li> <li>The level of awareness achieved in society about children's rights</li> </ul>								
Needs	<ul style="list-style-type: none"> <li>Since the work for disadvantaged groups is directly related to the social inclusion policies of Türkiye entirely, it is necessary to develop a local cooperation model in this regard</li> <li>Coordinated implementation of projects for children, especially with district municipalities</li> <li>Carrying out comprehensive studies to create a barrier-free urban space</li> </ul>								

# Democracy



## Reducing Inequalities



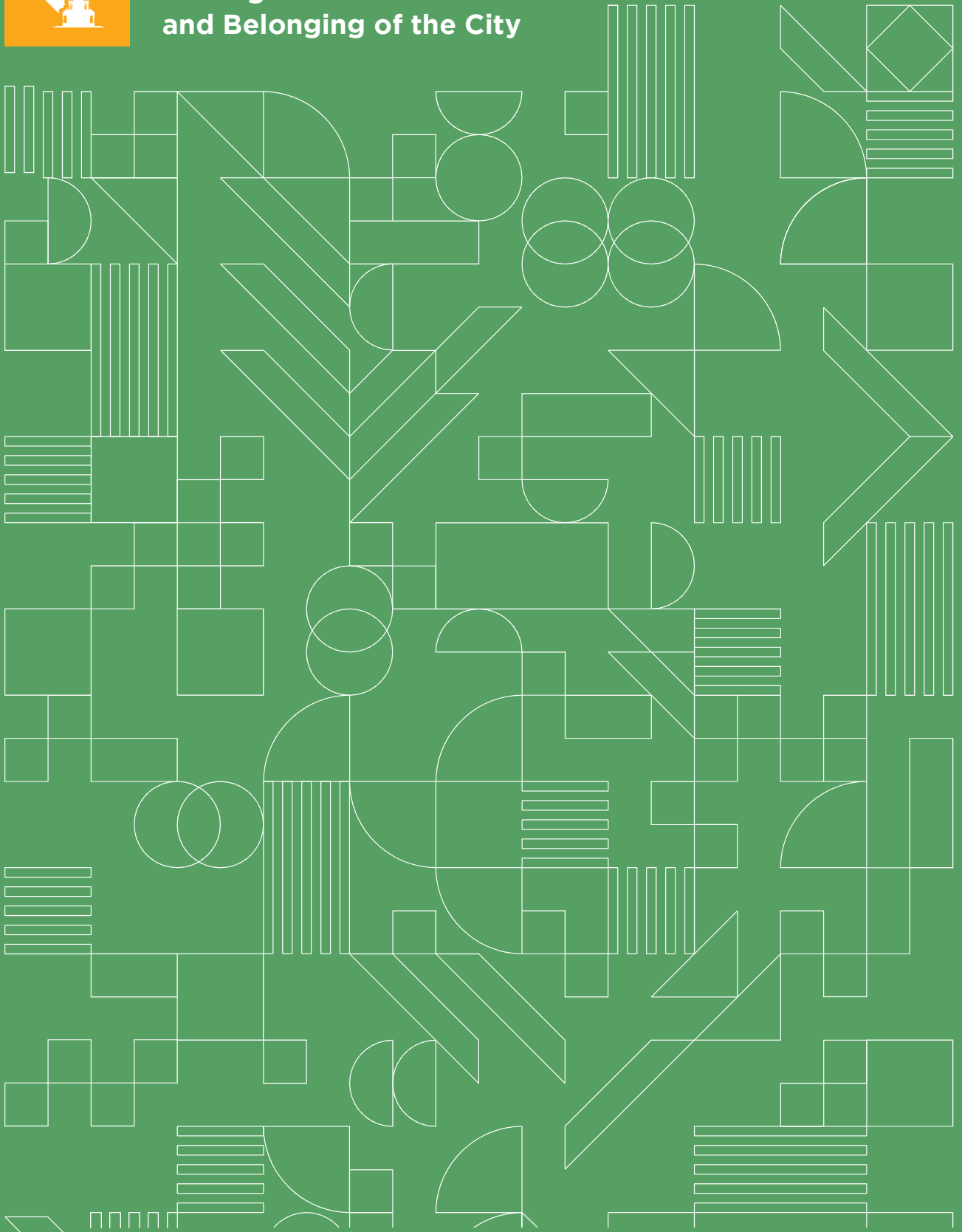


Goal 4	To Involve the People of Izmir in Decisions About Themselves, To Make Decisions Transparent and Auditable, and To Make the Right to the City and City Identity an Integral Part of the Culture in Izmir								
Target 4.3	The Value and Prosperity Produced by Izmir will be Distributed in a Balanced Way in All Neighborhoods and Villages of the City								
Performance Indicators	Impact on the Target (%)	If Any, Baseline Value at the Start of Planning Period (2019)	2020	2021	2022	2023	2024	Frequency of Monitoring	Frequency of Reporting
PI 4.3.1: Number of Persons Receiving in-Kind Assistance (# of Ppl)	10		500	500	500	500	500	1 Month	6 Months
PI 4.3.2: The Number of People Receiving Food Packages (# of Ppl)	10		60.000	63.000	67.000	70.000	75.000	1 Month	6 Months
PI 4.3.3: Amount of Cash Assistance Delivered (TRY)	20		18.000.000	21.700.000	22.400.000	26.400.000	27.200.000	1 Month	6 Months
PI 4.3.4: Number of People Benefiting from Low-Protein and Gluten-Free Food Assistance (# of Ppl)	5		1.250	1.350	1.500	1.700	2.000	1 Month	6 Months
PI 4.3.5: Number of People in Need with Children between 0-5 Years of Age Given Transportation Passes (# of Ppl)	15		15.590	17.000	18.000	19.000	20.000	1 Month	6 Months
PI 4.3.6: Number of University Students Enrolled in the Havagazi Youth Center (# of Ppl)	10	850	1.500	1.700	1.900	2.100	2.400	1 Month	6 Months
PI 4.3.7: Number of Events that Support the Culture of Coexistence (#)	25		70	100	150	200	250	1 Month	6 Months
PI 4.3.8: Satisfaction Rate of Youth Support Activities (%)	5	95	95	95	96	96	96	1 Month	6 Months
Responsible Unit	Department of Social Services								
Collaborating Unit(s)	Department of Social Projects, Department of Studies and Projects								
Risks	<ul style="list-style-type: none"> <li>Inability to provide adequate services to citizens at remote locations due to the expanding service area coverage</li> <li>The inequitable income distribution in Türkiye has a negative impact on the adequacy of the services provided</li> </ul>								
Activities and Projects	<ul style="list-style-type: none"> <li>In-kind and Cash Assistance to Those in Need</li> <li>Implementation of Projects Aimed at Social Solidarity</li> <li>Multi-Purpose Halls to be Built in Villages and Neighborhoods</li> </ul>								
Cost Estimation	TRY 688,146,210.00								
Determinations	<ul style="list-style-type: none"> <li>Reaching 80% of children between the ages of 1-5 within the scope of the Milk Lamb project and receiving intense demands from districts yet to be reached</li> <li>The high price of low-protein and gluten-free foods makes it difficult for those in need to access these foods</li> <li>The Municipality is not allowed to access the Social Assistance Information System (SOYBIS)</li> </ul>								
Needs	<ul style="list-style-type: none"> <li>The need to increase the number of teams in order to reach the districts yet to be reached within the scope of the Milk Lamb project</li> <li>Establishing outlets to facilitate access to low-protein and gluten-free food</li> <li>Making the Social Assistance Information System accessible to us will reduce the paperwork burden and make it easier for us to provide services</li> <li>Increasing the capacity of the service buildings</li> </ul>								

# Democracy



## The Right and Belonging of the City

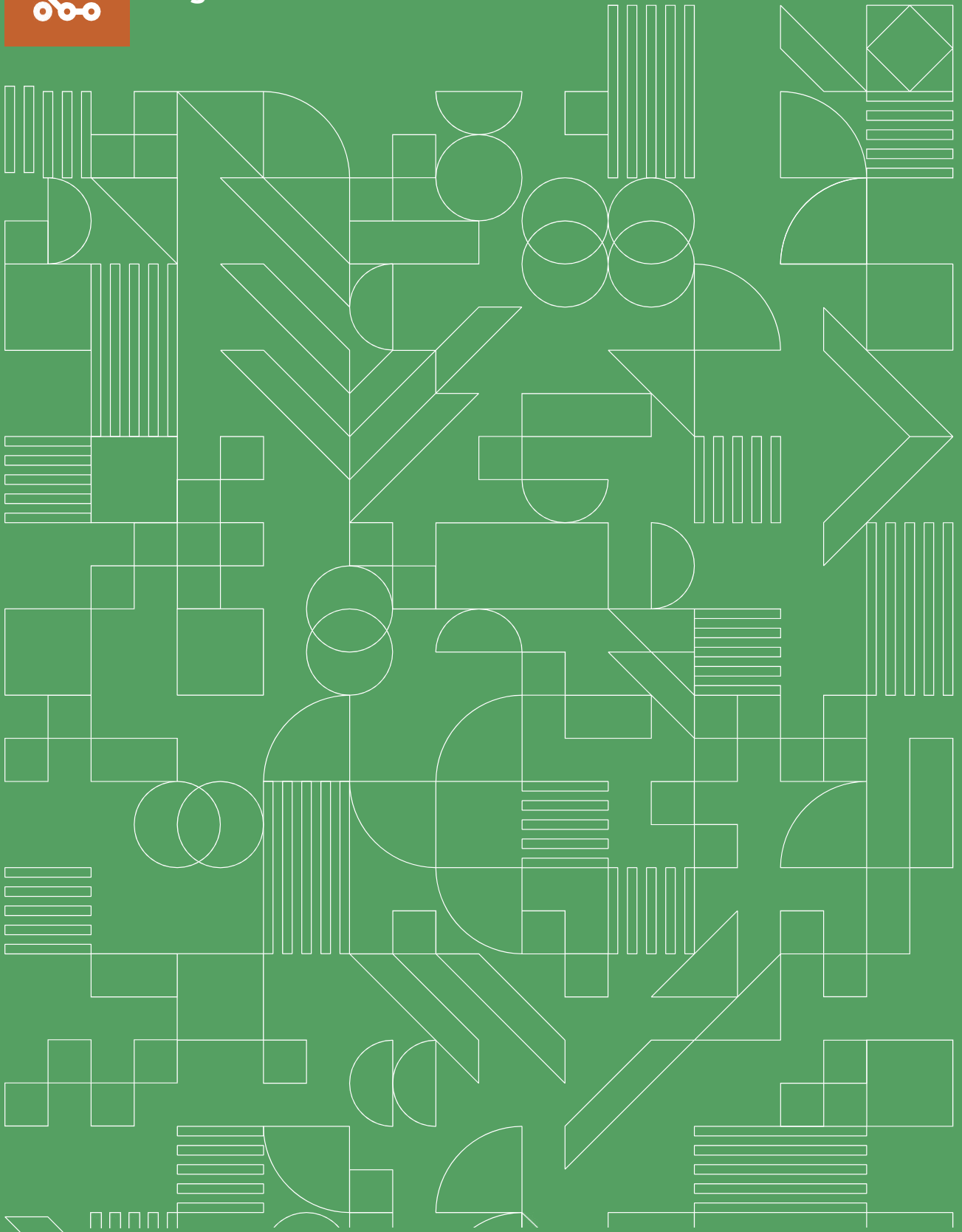


Goal 4	To Involve the People of Izmir in Decisions About Themselves, To Make Decisions Transparent and Auditable, and To Make the Right to the City and City Identity an Integral Part of the Culture in Izmir								
Target 4.4	A Social Environment That Protects the Rights of Security, Peace and the Right to the City will be Created								
Performance Indicators	Impact on the Target (%)	If Any, Baseline Value at the Start of Planning Period (2019)	2020	2021	2022	2023	2024	Frequency of Monitoring	Frequency of Reporting
PI 4.4.1: Average Time of Response to Fire and Emergency Incidents (Minutes)	20		05:23	05:20	05:18	05:15	05:13	1 Month	6 Months
PI 4.4.2: Number of Fire Department Buildings to be Established (#)	20		1	3	1	1	1	1 Month	6 Months
PI 4.4.3: Number of Volunteer Firefighters to be Assigned (# of Ppl)	5		20	40	30	30	30	1 Month	6 Months
PI 4.4.4: Number of Volunteer Fire Stations to be Established (#)	5		2	4	3	3	3	1 Month	6 Months
PI 4.4.5: Response Rate of Complaints Received by Police Units (%)	15		90	90	90	90	90	1 Month	6 Months
PI 4.4.6: The Number of Organized Peddler and Beggar Operations (#)	15		12.000	12.000	12.000	12.000	12.000	1 Month	6 Months
PI 4.4.7: Number of New Burial Sites to be Completed (Units)	15		1	3	2	1	1	1 Month	6 Months
PI 4.4.8: Number of Cemeteries Walled (Units)	5		180	200	200	200	200	1 Month	6 Months
Responsible Unit	Fire Department								
Collaborating Unit(s)	Department of Civil Police, Department of Cemeteries, Department of Construction Works, Department of Studies and Projects, Department of Real Estate Management								
Risks	<ul style="list-style-type: none"> <li>• Accidents occur on the way back and forth to emergency cases</li> <li>• Assaults on civil police on duty</li> <li>• Rapid migration increases the number of peddlers making uncontrolled sales</li> <li>• Failure to control forest fires in Izmir due to their spread over a large area</li> <li>• Difficulties in finding a new sites for cemetery</li> </ul>								
Activities and Projects	<ul style="list-style-type: none"> <li>• Fire and Disaster Response Activities</li> <li>• Construction of New Fire Brigade Buildings and Purchases of Fire Brigade Vehicles</li> <li>• Maintaining Fire Brigade Inspection, Training, Maintenance, Repair and Search and Rescue Services</li> <li>• Providing Police Services that Will Ensure Peace and Security in the City</li> <li>• Providing Security Services in the Facilities of the Municipality</li> <li>• Determining the Burial Places Throughout the City, to Build Cemeteries and to Carry out the Burial Services</li> </ul>								
Cost Estimation	TRY 3,450,725,204.00								
Determinations	<ul style="list-style-type: none"> <li>• The formation of a social sensitivity regarding interventions against fires</li> <li>• Operations against beggars and peddlers alone are insufficient to fully solve this problem</li> <li>• Faulty vehicle parking on the roads leading to the fire zone, making it difficult to get to the scene</li> <li>• Demand for new cemetery areas is increasing with the growing population</li> </ul>								
Needs	<ul style="list-style-type: none"> <li>• Increasing the number of fire brigade and police personnel</li> <li>• Increasing the number of fire brigade centers to intervene in fires earlier</li> <li>• Creating public service announcements, posters, brochures and similar materials to facilitate the work of the personnel for fire and other disasters</li> <li>• Ensuring coordination with the relevant institutions regarding demand for a new cemetery space</li> </ul>								

# Democracy



Digital Transformation

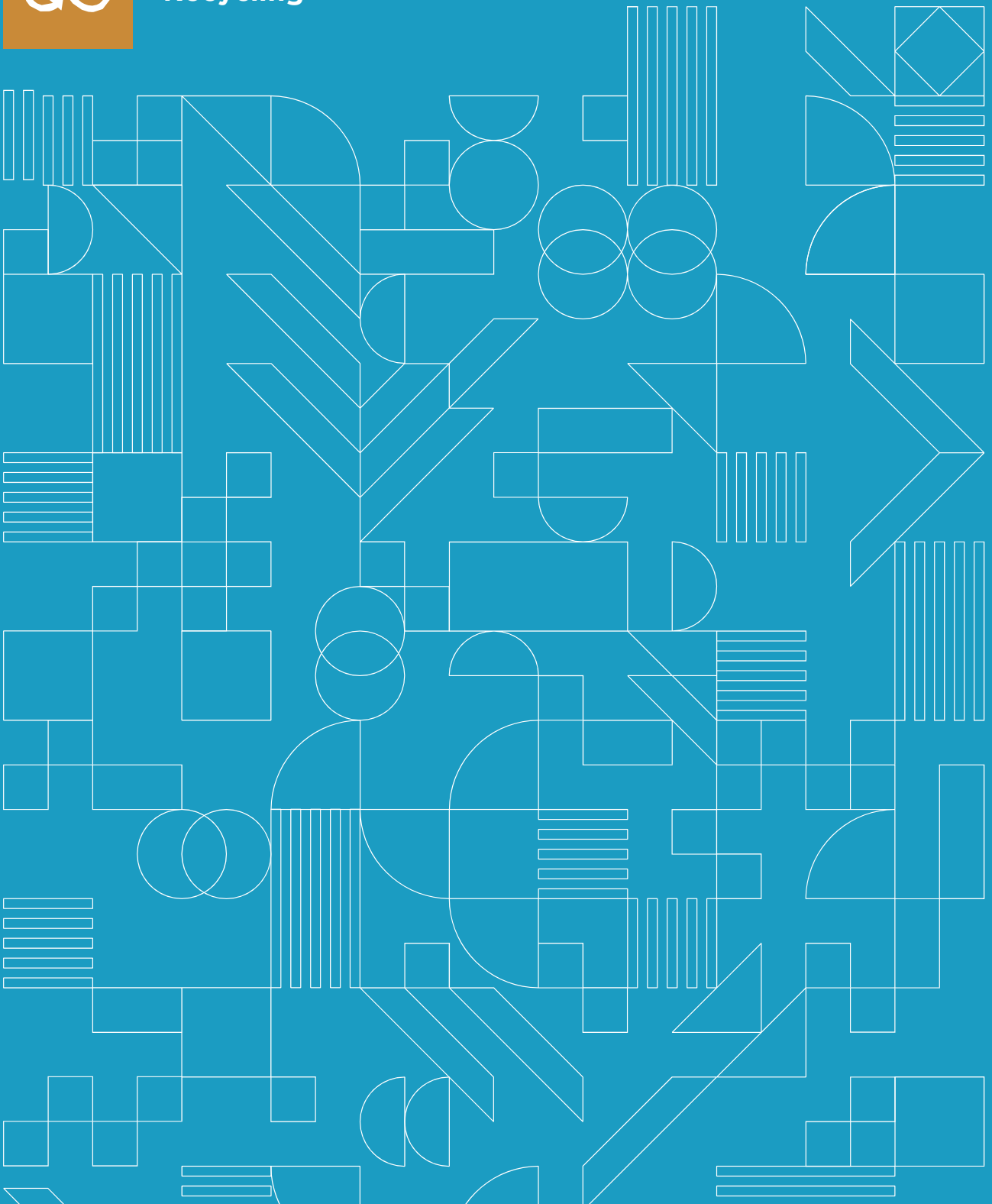


Goal 4	To Involve the People of Izmir in Decisions About Themselves, To Make Decisions Transparent and Auditable, and To Make the Right to the City and City Identity an Integral Part of the Culture in Izmir									
Target 4.5	Sustainable Urban Ecosystem Management and Efficiency to be Enhanced through a Participatory Digital Transformation									
Performance Indicators	Impact on the Target (%)	If Any, Baseline Value at the Start of Planning Period (2019)	2020	2021	2022	2023	2024	Frequency of Monitoring	Frequency of Reporting	
PI 4.5.1: Troubleshooting Rate of Network Connection Failures (%)	10		100	100	100	100	100	1 Month	6 Months	
PI 4.5.2: Troubleshooting Rate of Failures in Fiber Optic Lines (%)	10		95	95	95	95	95	1 Month	6 Months	
PI 4.5.3: Operability Rate of Kiosks (%)	5		100	100	100	100	100	1 Month	6 Months	
PI 4.5.4: Troubleshooting Rate of Malfunctions in Locations where Free Internet Service is Provided (%)	10		100	100	100	100	100	1 Month	6 Months	
PI 4.5.5: Number of Mobile Applications to be Developed (#)	30		2		1		1	1 Month	6 Months	
PI 4.5.6: The Length of the Panoramic Images Taken for Measurement and Evaluation Works (km)	10		10.000			10.000		1 Month	6 Months	
PI 4.5.7: Number of Thematic Maps Generated (#)	15		6	6	6	6	6	1 Month	6 Months	
PI 4.5.8: Number of New GIS Software Developed (#)	10		3	2	2	2	2	1 Month	6 Months	
Responsible Unit	Department of Information Technologies									
Collaborating Unit(s)	Department of Mapping and GIS, Department of Machinery Supply, Maintenance and Repair, Department of Cemeteries									
Risks	<ul style="list-style-type: none"> <li>• Possible hacker attack on the Municipality's information technology infrastructure</li> <li>• Impact of likely power outages on network devices</li> </ul>									
Activities and Projects	<ul style="list-style-type: none"> <li>• Expanding the Free Internet Service Network Coverage</li> <li>• Information Processing and Information Networks Activities</li> <li>• Development and Dissemination of Mobile Applications</li> <li>• Smart Transportation Works</li> <li>• Corporate Digital Transformation Strategy Works</li> <li>• Works Regarding the Law on the Protection of Personal Data</li> <li>• Geographical Information Systems Services</li> </ul>									
Cost Estimation	TRY 498,280,545.00									
Determinations	<ul style="list-style-type: none"> <li>• Increasing public expectations regarding digital transformation and mobile municipality applications</li> <li>• Digitalization of municipal services reduces the cost of the service and enables faster dissemination</li> <li>• There is a public awareness that Internet technology may violate the privacy of personal data</li> </ul>									
Needs	<ul style="list-style-type: none"> <li>• Increase the number of mobile applications for corporate services</li> <li>• Internet technology should be used without creating solutions to facilitate municipal activities</li> <li>• Providing generators where the devices are located in order for the network connections of the units to work</li> </ul>									

# Nature



Recycling

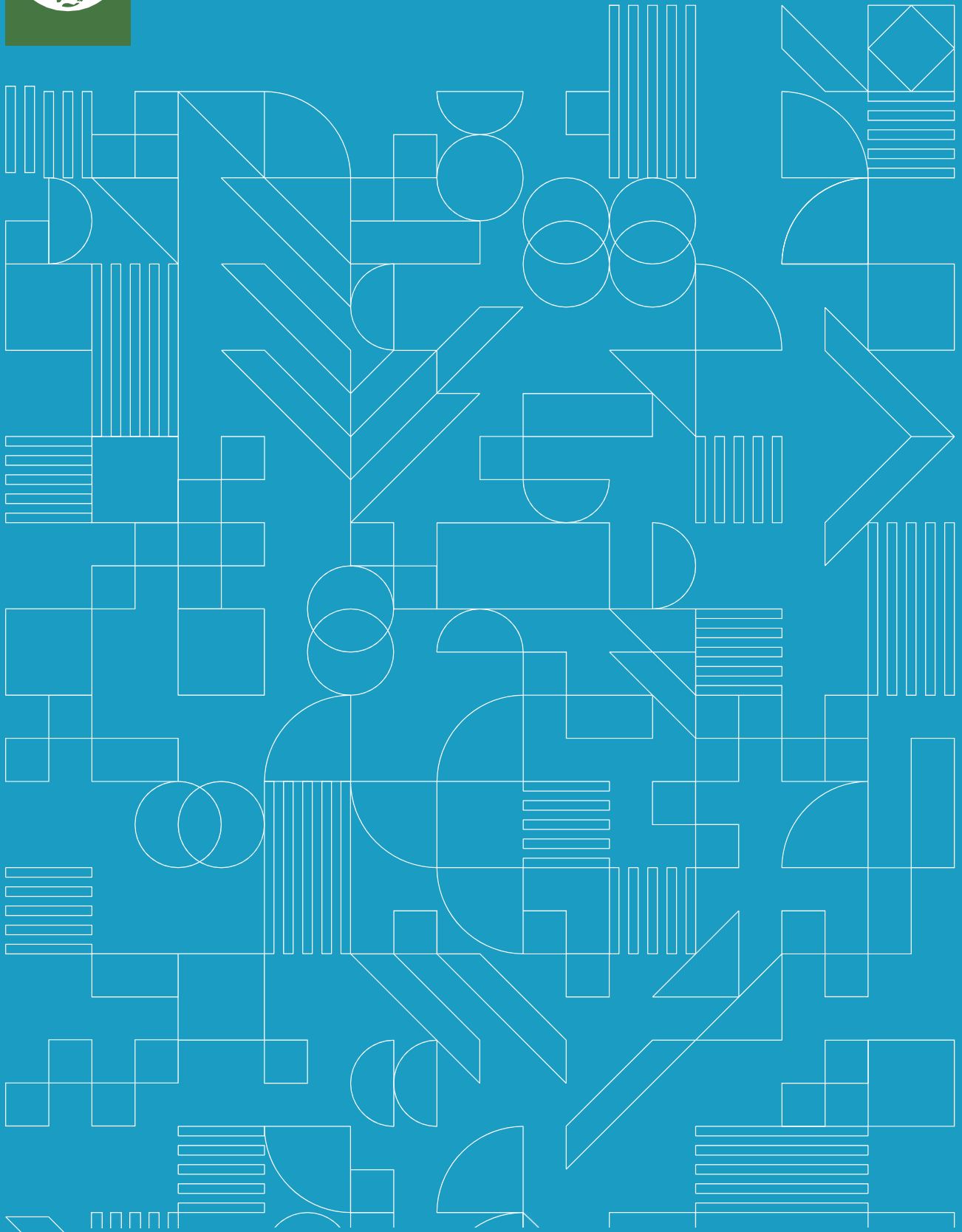


Goal 5	Making Izmir One of the World's Exemplary Cities for Living in Harmony with Nature								
Target 5.1	Sustainable waste management and recycling mechanisms will be developed.								
Performance Indicators	Impact on the Target (%)	If Any, Baseline Value at the Start of Planning Period (2019)	2020	2021	2022	2023	2024	Frequency of Monitoring	Frequency of Reporting
PI 5.1.1: Number of Awareness-Raising Meetings and Events Held for the Purpose of Creating a Holistic Vision in Waste Management (#)	35		25	28	30	32	35	1 Month	6 Months
PI 5.1.2: Number of Routine Inspections (#)	35		950	950	955	1000	1000	1 Month	6 Months
PI 5.1.3: Number of Districts Where Work was Carried Out within the Scope of Excavation Soil and Construction Debris Removal (#)	30		30	20	22	21	20	1 Month	6 Months
Responsible Unit	Department of Waste Management								
Collaborating Unit(s)	Department of Construction Works, Department of Studies and Projects, Department of Climate Change and Environmental Protection and Control								
Risks	<ul style="list-style-type: none"> <li>Increase in the amount of waste produced per capita</li> </ul>								
Activities and Projects	<ul style="list-style-type: none"> <li>Establishment of Waste Transfer Stations</li> <li>Waste Management Planning</li> <li>Operation of Solid Waste Transfer Stations</li> <li>Medical Waste Sterilization Plant Activities</li> <li>Activities Related to Excavation and Construction Waste</li> <li>Efforts to Increase the Visibility and Awareness of Investments and Activities of Industrial Organizations in order to Minimize their Environmental Impacts</li> </ul>								
Cost Estimation	TRY 3,065,358,950.00								
Determinations	<ul style="list-style-type: none"> <li>Increasing population makes waste management difficult</li> <li>Projects of relevant institutions for waste separation at source are not effective</li> </ul>								
Needs	<ul style="list-style-type: none"> <li>Facilities for waste disposal need to be increased</li> <li>Projects for obtaining energy from waste should be developed</li> <li>Scientific studies should be carried out in cooperation with relevant institutions to determine the environmental threats posed by industrial activities in the region, especially in the impact area of Aliağa Industrial Zone</li> </ul>								

# Nature



## Climate Action



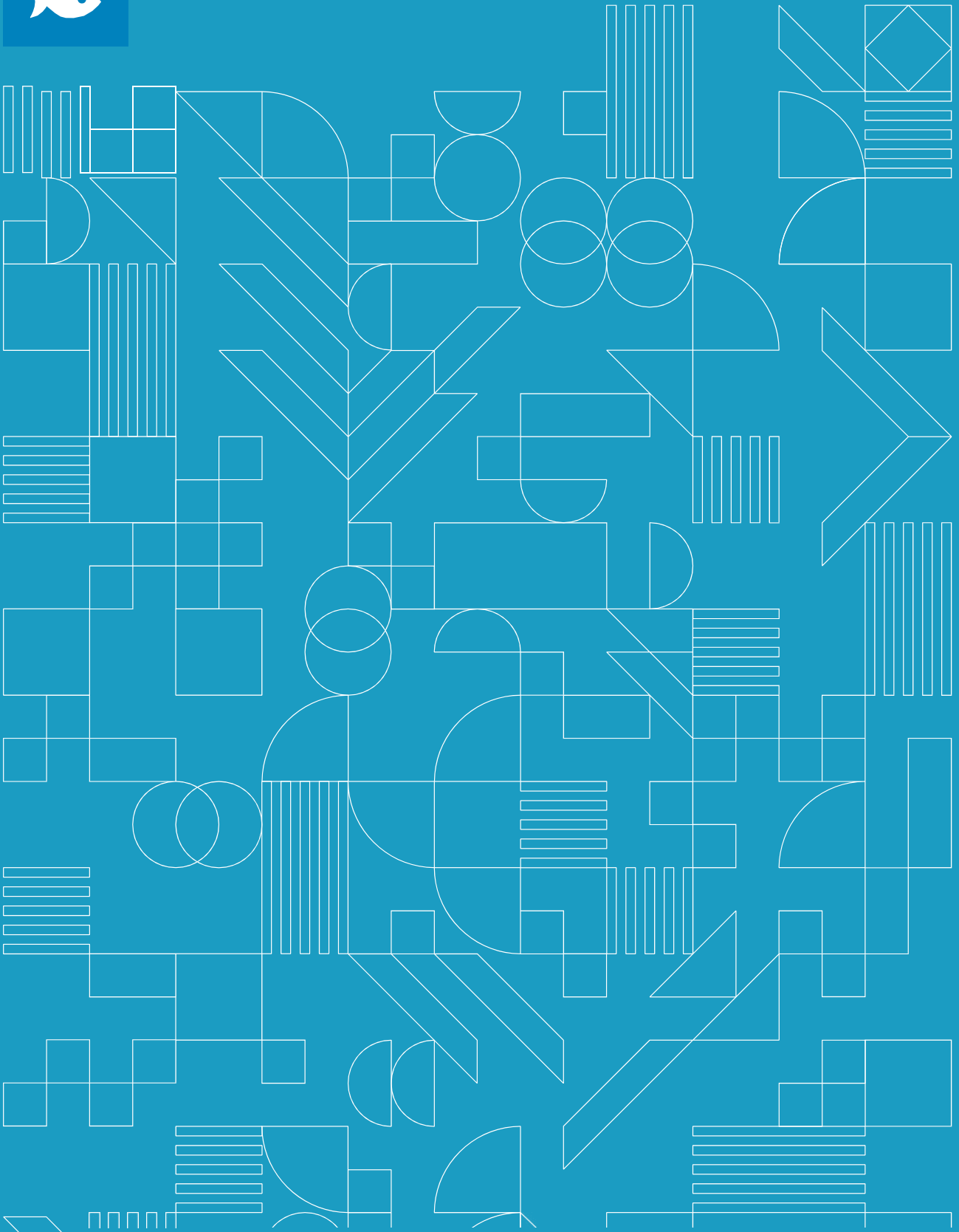


<b>Goal 5</b>	<b>Making Izmir One of the World's Exemplary Cities for Living in Harmony with Nature</b>								
<b>Target 5.2</b>	<b>Action will be taken to adapt to climate change and its impacts in all areas, especially agriculture and energy.</b>								
<b>Performance Indicators</b>	<b>Impact on the Target (%)</b>	<b>If Any, Baseline Value at the Start of Planning Period (2019)</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Frequency of Monitoring</b>	<b>Frequency of Reporting</b>
<b>PI 5.2.1: The Number of Producers Using Agricultural Early Warning Forecasting Systems (# of Ppl)</b>	30		14.000	16.000	17.000	17.000	17.000	1 Month	6 Months
<b>PI 5.2.2: Number Projects of Low Emission Measurement Zones (#)</b>	40		1	1	1	1	1	1 Month	6 Months
<b>PI 5.2.3: The Amount of Waste to be Processed at the Green Waste Treatment Plant(Kg)</b>	30		10.000	10.000	10.000	10.000	10.000	1 Month	6 Months
<b>Responsible Unit</b>	Department of Agricultural Services								
<b>Collaborating Unit(s)</b>	Department of Transportation, Department of Construction Works, Department of Studies and Projects, Department of Climate Change and Environmental Protection and Control, Department of Public Works, Department of Parks and Gardens								
<b>Risks</b>	<ul style="list-style-type: none"> <li>The danger of climate crisis is not sufficiently taken into account by the authorities</li> </ul>								
<b>Activities and Projects</b>	<ul style="list-style-type: none"> <li>Agricultural Forecasting and Early Warning Systems</li> <li>Establishment of Low Emission Zones</li> <li>Plant Waste Re-evaluation Activities</li> <li>Sustainable Energy Action and Climate Plan Studies</li> <li>Energy Saving and Efficiency Studies</li> <li>Efforts to Reduce Water Consumption</li> </ul>								
<b>Cost Estimation</b>	TRY 38,598,000.00								
<b>Determinations</b>	<ul style="list-style-type: none"> <li>High level of public awareness regarding the problems caused by climate change</li> <li>Local solutions to climate change will be insufficient unless global policies are developed</li> </ul>								
<b>Needs</b>	<ul style="list-style-type: none"> <li>It is necessary to increase social sensitivity towards climate change and to influence national policies</li> <li>Raising awareness on the importance of the impact of pollutant emissions generated by industrial activities in the region on climate change</li> </ul>								

# Nature



## Sea and the Coasts

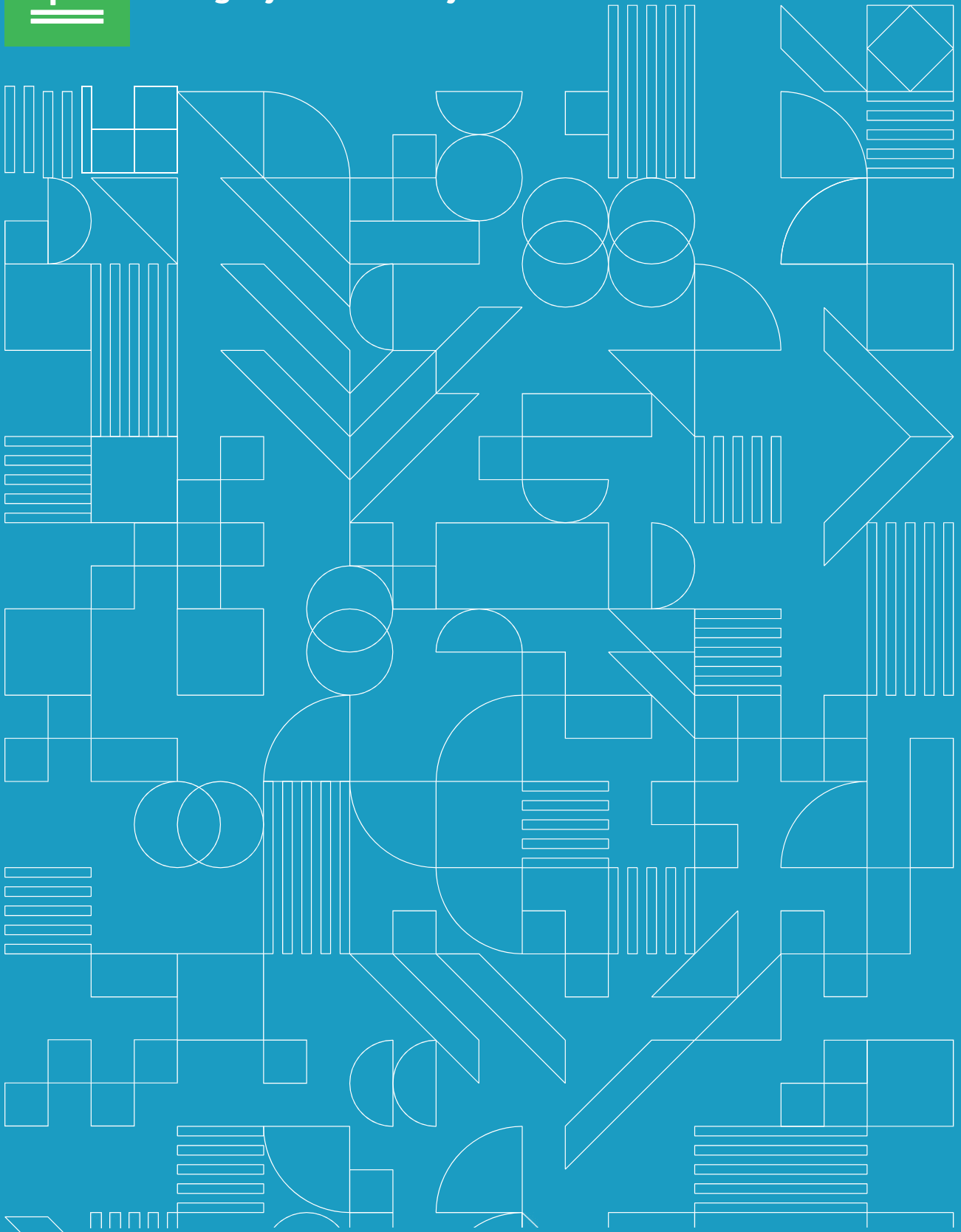


<b>Goal 5</b>	<b>Making Izmir One of the World's Exemplary Cities for Living in Harmony with Nature</b>								
<b>Target 5.3</b>	<b>Izmir Bay and all coasts and seas will be protected and utilized in a sustainable manner.</b>								
<b>Performance Indicators</b>	<b>Impact on the Target (%)</b>	<b>If Any, Baseline Value at the Start of Planning Period (2019)</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Frequency of Monitoring</b>	<b>Frequency of Reporting</b>
<b>PI 5.3.1: Number of Samples to Be Taken for Monitoring and Analysis of Water Quality of the Gulf (#)</b>	30		264	264	264	264	264	1 Month	6 Months
<b>PI 5.3.2: Number of Coastal Restoration Works to be Completed (#)</b>	25		2	2	1	1		1 Month	6 Months
<b>PI 5.3.3: Number of Projects Within the Scope of the IzmirDeniz (#)</b>	15		1	1	1	1	1	1 Month	6 Months
<b>PI 5.3.4: Number of Urban Design Projects for Urban Green Corridors (#)</b>	15		1	1	1	1	1	1 Month	6 Months
<b>PI 5.3.5: Number of Urban Furniture Within the Scope of Coastal Revisions (#)</b>	15		1	1	1	1	1	1 Month	6 Months
<b>Responsible Unit</b>	Department of Studies and Projects								
<b>Collaborating Unit(s)</b>	Department of Construction Works, Department of Climate Change and Environmental Protection and Control, Department of Operation and Support Services								
<b>Risks</b>	<ul style="list-style-type: none"> <li>The use of the Gulf coasts and coastline with profit-oriented practices which prevent public use</li> </ul>								
<b>Activities and Projects</b>	<ul style="list-style-type: none"> <li>Gulf Cleanup Efforts</li> <li>Coastal Design Works</li> <li>Activities Carried Out for the Inner Parts of the City to Meet the Coast</li> <li>Designing of Furniture to be Used on the Coasts</li> <li>Aquacultural Wholesale Market Activities</li> </ul>								
<b>Cost Estimation</b>	TRY 272,687,023.50								
<b>Determinations</b>	<ul style="list-style-type: none"> <li>Different institutions have authority and responsibilities regarding the use of the Gulf coastline</li> <li>The Gulf coast is of great importance for tourism, sports and many other areas that will improve the quality of life.</li> </ul>								
<b>Needs</b>	<ul style="list-style-type: none"> <li>Projects should be carried out to improve water quality in the Gulf</li> <li>Projects that strengthen the connection of the coasts with the city and increase the areas of public use should be increased.</li> </ul>								

# Nature



## Integrity of the Ecosystem

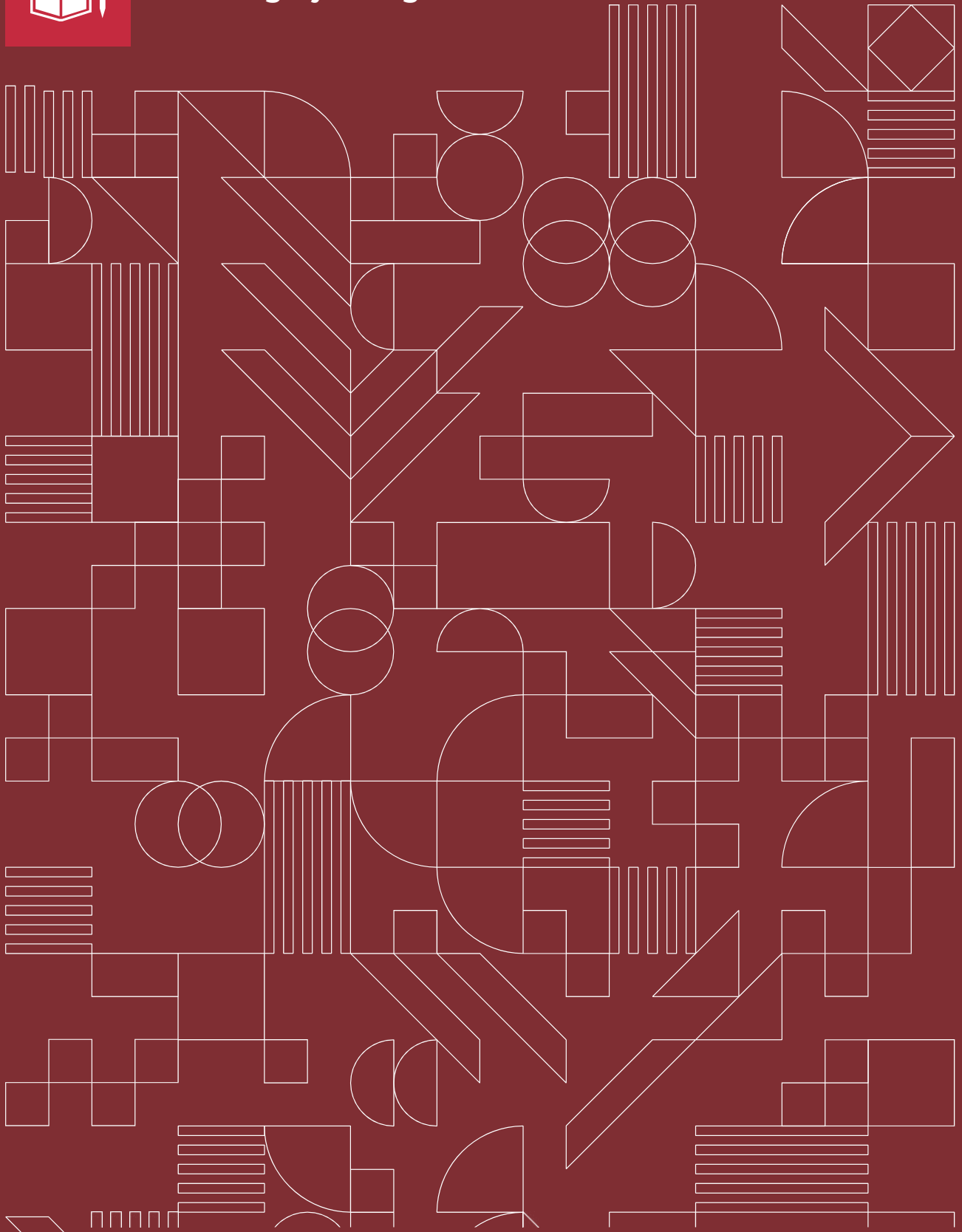


Goal 5	Making Izmir One of the World's Exemplary Cities for Living in Harmony with Nature								
Target 5.4	Agricultural areas will be developed in a way that protects the ecosystem, and the loss of natural areas and biodiversity will be prevented.								
Performance Indicators	Impact on the Target (%)	If Any, Baseline Value at the Start of Planning Period (2019)	2020	2021	2022	2023	2024	Frequency of Monitoring	Frequency of Reporting
PI 5.4.1: Number of Projects For Flamingo Nature Park (#)	15		1	1	1	1	1	1 Month	6 Months
PI 5.4.2: Completion Rate of Kültürpark Renovation Project Design (%)	10		50	50				1 Month	6 Months
PI 5.4.3: Number of Trees to be Planted (#)	40		738,200	753,500	758,500	763,500	768,500	1 Month	6 Months
PI 5.4.4: Number of Growers Received Seedlings (# of Ppl)	15		25.000	30.000	30.000	30.000	30.000	1 Month	6 Months
PI 5.4.5: Number of Afforestation Areas to be Created (#)	20		3	4	3	2	2	1 Month	6 Months
Responsible Unit	Department of Parks and Recreation								
Collaborating Unit(s)	Department of Foreign Relations and Tourism, Department of Culture and Arts, Department of Studies and Projects, Department of Agricultural Services, Department of Climate Change and Environmental Protection and Control, Department of Cemeteries, Department of Parks and Gardens								
Risks	Loss of agricultural land and biodiversity due to metropolitanization								
Activities and Projects	<ul style="list-style-type: none"> <li>• Fire Resistant Ecological Afforestation Activities</li> <li>• Establishment of Flamingo Nature Park</li> <li>• Renovation of the Kültürpark Fairground</li> <li>• Creation of a Bioatlas</li> <li>• Gediz Delta Ecological Restoration Works</li> <li>• Sapling Distribution</li> </ul>								
Cost Estimation	TRY 88,250,000.00								
Determinations	<ul style="list-style-type: none"> <li>• Izmir's geographical and climatic characteristics suit different plant species.</li> <li>• There are many natural habitats that harbor a diversity of plants and animals endemic to Izmir</li> </ul>								
Needs	<ul style="list-style-type: none"> <li>• Drought and fire-resistant afforestation activities should be prioritized</li> <li>• Work should be carried out to identify and protect Izmir's plant diversity</li> </ul>								

# Experimental Learning - Institutional Capacity



Learning by Living

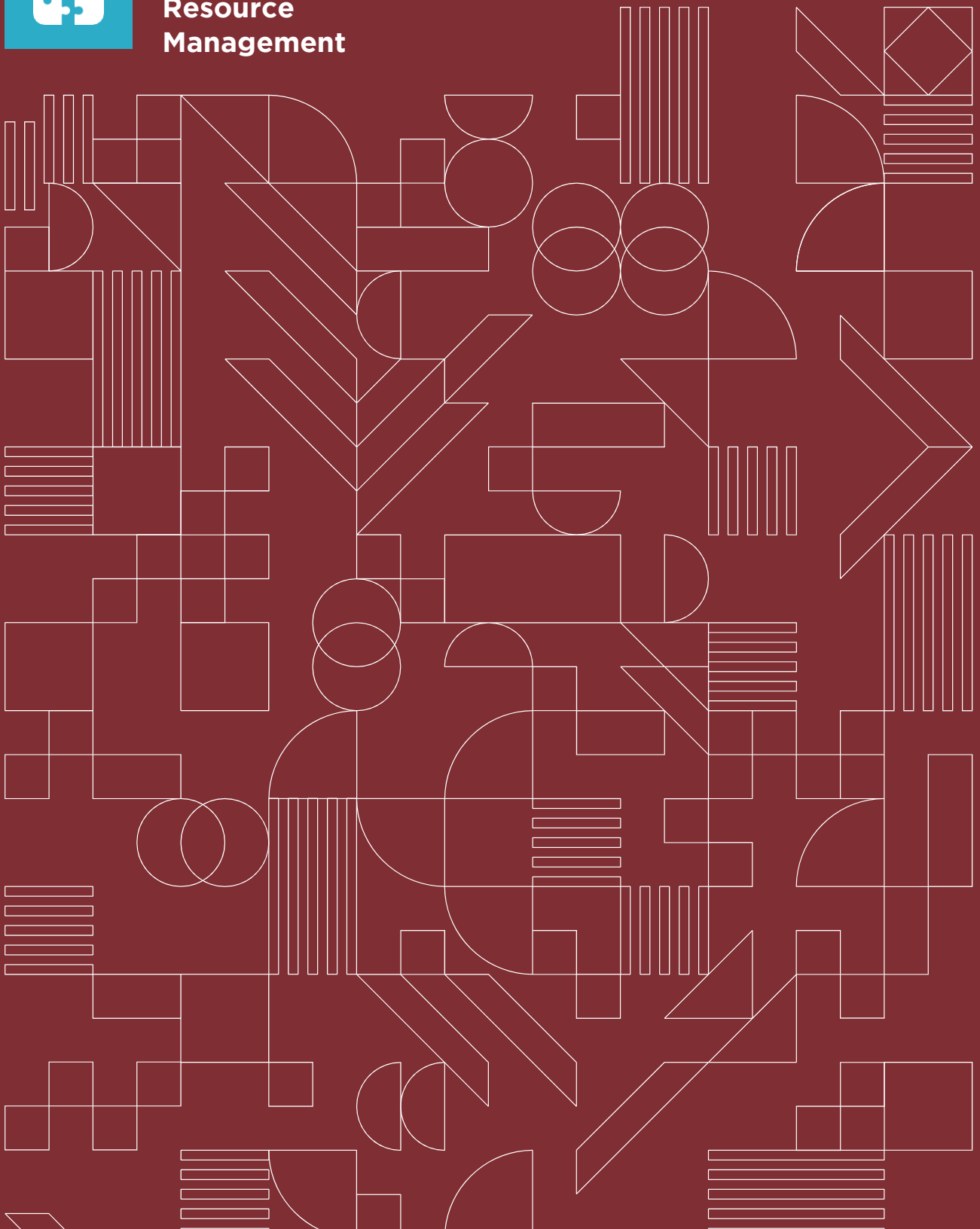


<b>Goal 6</b>	<b>Make Izmir one of the world's leading places for experimental learning and create an urban climate where innovative ideas flourish.</b>								
<b>Target 6.1</b>	<b>Innovative, equitable and high-quality experimental learning inclusive of all people will be ensured and lifelong learning opportunities will be promoted for all.</b>								
<b>Performance Indicators</b>	<b>Impact on the Target (%)</b>	<b>If Any, Baseline Value at the Start of Planning Period (2019)</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Frequency of Monitoring</b>	<b>Frequency of Reporting</b>
PI 6.1.1: Number of Trainings on Health and Personal Development (#)	15		250	300	350	350	400	1 Month	6 Months
PI 6.1.2: Number of Cultural and Artistic Trainings Organized (#)	13		10	10	10	10	10	1 Month	6 Months
PI 6.1.3: Number of Thematic Workshops to be Organized (#)	13		25	25	25	25	25	1 Month	6 Months
PI 6.1.4: Number of Education and Activities Related to Urban Culture and History (#)	13		74	74	74	74	74	1 Month	6 Months
PI 6.1.5: Number of Activities Organized to Encourage Reading (#)	13		16	22	24	26	28	1 Month	6 Months
P.I 6.1.6: Number of Digital Libraries to be Opened (#)	20		9	10	12	14	16	1 Month	6 Months
PI 6.1.7: The Number of Extracurricular Trainings on Basic Disaster Awareness, Fire Safety, Public and Volunteer Training (#)	13		715	750	787	826	867	1 Month	6 Months
<b>Responsible Unit</b>	Department of Culture and Art								
<b>Collaborating Unit(s)</b>	Hospital Branch Directorate, Fire Department, Department of Transportation								
<b>Risks</b>	<ul style="list-style-type: none"> <li>• The lack of capacity of municipal service buildings to meet the demands</li> </ul>								
<b>Activities and Projects</b>	<ul style="list-style-type: none"> <li>• Provision of Community Health Services</li> <li>• Cultural and Artistic Educational Services</li> <li>• Fire Brigade Trainings for the Public</li> <li>• Traffic Education Park Activities</li> <li>• Development and Dissemination of Libraries</li> </ul>								
<b>Cost Estimation</b>	TRY 440,313,100.00								
<b>Determinations</b>	<ul style="list-style-type: none"> <li>• A significant part of the Municipality's service buildings can also be used for experiential learning activities</li> <li>• The diversity of our institution's service areas can also enrich learning activities</li> </ul>								
<b>Needs</b>	<ul style="list-style-type: none"> <li>• The capacity of the municipality's service buildings needs to be increased</li> <li>• It is necessary to train specialized personnel to carry out lifelong learning activities</li> </ul>								

# Experimental Learning- Institutional Capacity



Institutional  
Resource  
Management



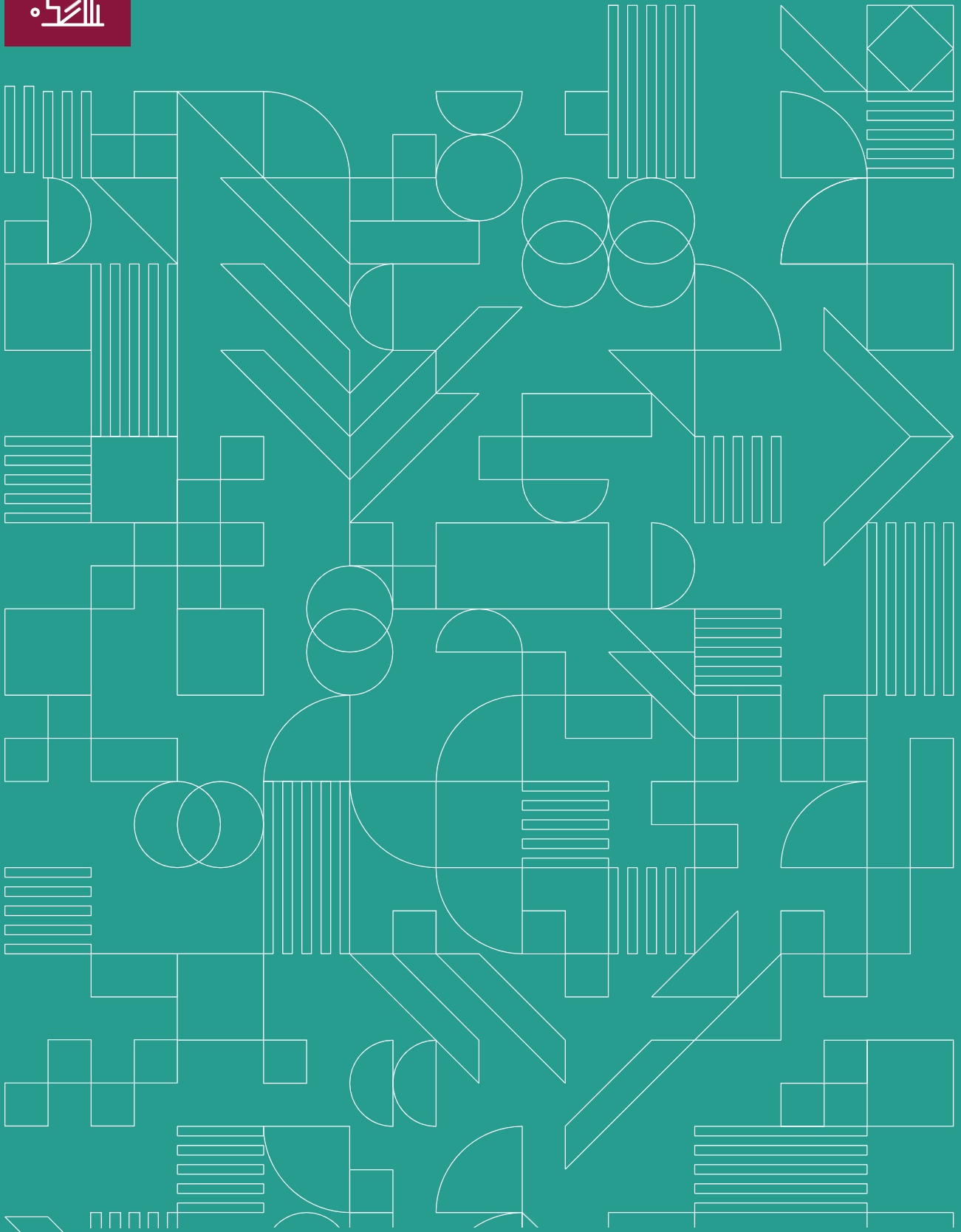


<b>Goal 6</b>	<b>Make Izmir one of the world's leading places for experimental learning and create an urban climate where innovative ideas flourish.</b>									
<b>Target 6.2</b>	<b>Institutional Capacity and Functioning will be More Effective, Economical and Efficient.</b>									
<b>Performance Indicators</b>	<b>Impact on the Target (%)</b>	<b>If Any, Baseline Value at the Start of Planning Period (2019)</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Frequency of Monitoring</b>	<b>Frequency of Reporting</b>	
PI 6.2.1: Number of Personnel Attended the Trainings (#)	9		6.000	6.500	7.000	7.500	8.000	1 Month	6 Months	
PI 6.2.2: Ratio of Investment Expenditures to Total Budget Expenditures (%)	10	43	44	44	45	46	47	1 Month	6 Months	
PI 6.2.3: The Proportion of Tax Revenues in Total Budget Revenues (%)	10	1	1.0	1.0	1.5	1.5	1.5	1 Month	6 Months	
PI 6.2.4: Ratio of Investment Financing to the Equities (%)	10	75	75	75	80	80	80	1 Month	6 Months	
PI 6.2.5: Rate of In-house Maintenance and Repairs of Machines (%)	9	83	85	84	85	86	86	1 Month	6 Months	
PI 6.2.5: Rate of In-house Maintenance and Repairs of Vehicles (%)	9	90	91	91	92	92	93	1 Month	6 Months	
PI 6.2.7: Completion Rate of Vehicle Maintenance and Repairs (%)	9	100	100	100	100	100	100	1 Month	6 Months	
PI 6.2.8: Ratio of Active Vehicles in the Municipality's Inventory that do not need Maintenance and Repair (%)	9	83	85	86	87	88	90	1 Month	6 Months	
PI 6.2.9: Number of Buildings and Facilities to be Completed (#)	25		2	2	2	1	1	1 Month	6 Months	
<b>Responsible Unit</b>	Department of Machinery Supply, Maintenance and Repair									
<b>Collaborating Unit(s)</b>	Department of Studies and Projects, Department of Financial Services, Department of Human Resources, Department of Construction Works, General Secretariat, Private Pen Branch Directorate, Department of Inspection Board, Internal Audit Unit, Legal Consultancy, Protocol Branch Directorate, Department of Registry and Decisions, Department of Purchasing, Department of Mukhtars and Local Services									
<b>Risks</b>	<ul style="list-style-type: none"> <li>• Increase in vehicle and spare parts costs due to the increase in foreign currency</li> </ul>									
<b>Activities and Projects</b>	<ul style="list-style-type: none"> <li>• Preventing Tax Evasion by Increasing Audits</li> <li>• Construction of Required Municipal Service Facilities and Buildings</li> <li>• In-House Training Services</li> <li>• Institutional Data Analysis Studies</li> <li>• Maintenance and Repair of Vehicle Fleet</li> <li>• Credit Rating Activities</li> </ul>									
<b>Cost Estimation</b>	TRY 2,807,640,580.75									
<b>Determinations</b>	• In the current situation, the Municipality's vehicle maintenance and repair efficiency has increased and costs have decreased accordingly									
<b>Needs</b>	• It is necessary to continue the work on increasing the efficiency of use, maintenance and repair of service vehicles									

# Culture and Art



Cultural Production

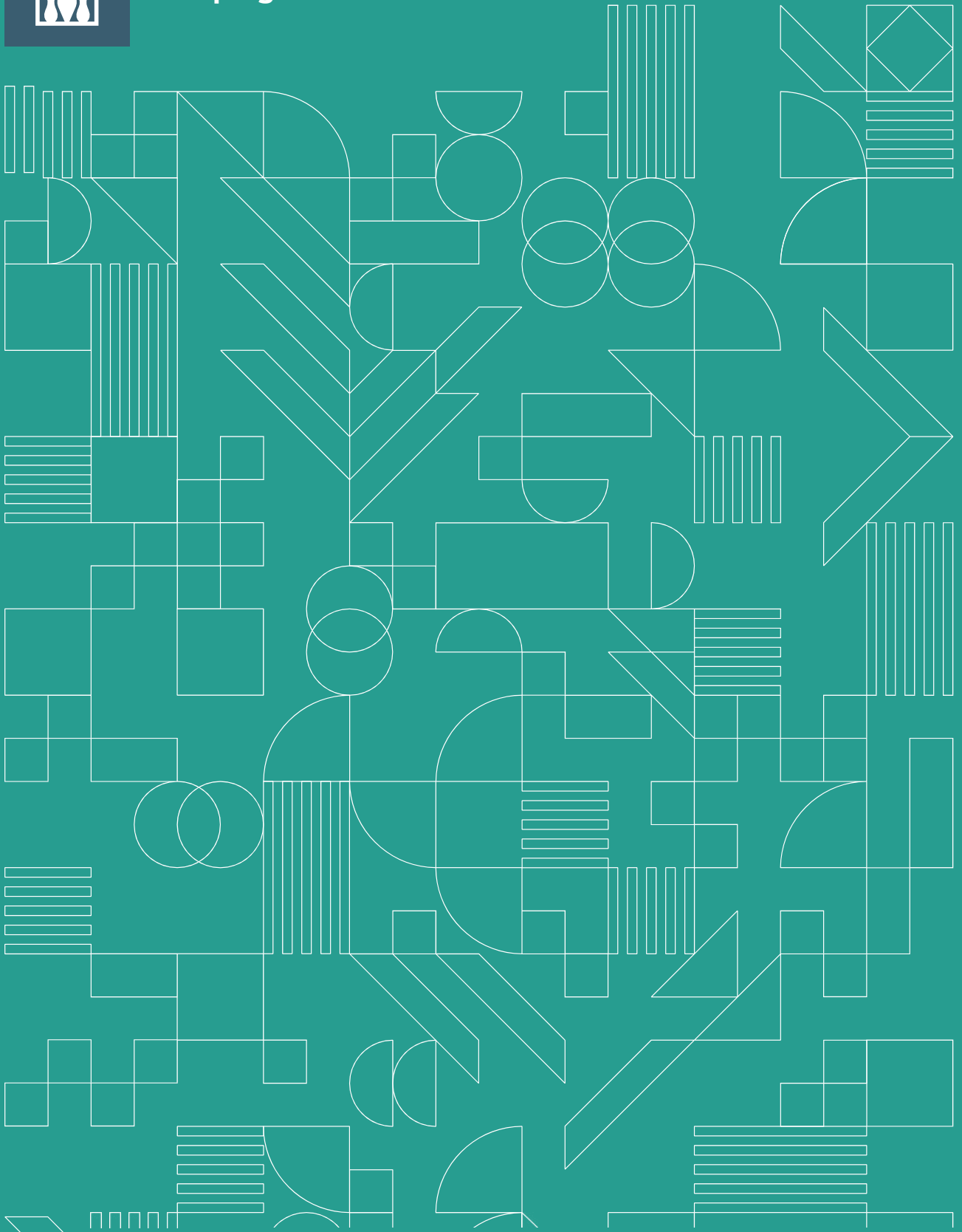


<b>Objective 7</b>	<b>To restore Izmir's position as the source of cultural production in the Aegean and Mediterranean regions and in world again.</b>								
<b>Target 7.1</b>	<b>A social atmosphere where culture and art production meet all areas of life will be created.</b>								
<b>Performance Indicators</b>	<b>Impact on the Target (%)</b>	<b>If Any, Baseline Value at the Start of Planning Period (2019)</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Frequency of Monitoring</b>	<b>Frequency of Reporting</b>
<b>PI 7.1.1: Izmir Opera House Construction Completion Rate (%)</b>	30	28	30	30	12			1 Month	6 Months
<b>PI 7.1.2: Number of Cultural and Artistic Competitions (#)</b>	10		6	4	4	4	4	1 Month	6 Months
<b>PI 7.1.3: Number of Publications of APIKAM City Library (Total Number of Editions)</b>	10		8000	8000	8000	8000	8000	1 Month	6 Months
<b>PI 7.1.4: Number of Periodicals to be Published by the Mediterranean Academy (#)</b>	10		7	7	7	7	7	1 Month	6 Months
<b>PI 7.1.5: Number of Books to be Published in the Study Area of the Mediterranean Academy (#)</b>	10		5	4	4	4	4	1 Month	6 Months
<b>PI 7.1.6: Number of Cultural and Art Centers to be Established (#)</b>	10		1		1	1	1	1 Month	6 Months
<b>PI 7.1.7: Number of Books Distributed to Schools (#)</b>	10		15.000	15.000	15.000	15.000	15.000	1 Month	6 Months
<b>PI 7.1.8: Number of Meetings, Panels, Conferences, Interviews, Workshops, Symposiums, Forums, Organized (#)</b>	10		43	45	45	45	45	1 Month	6 Months
<b>Responsible Unit</b>	Department of Culture and Art								
<b>Collaborating Unit(s)</b>	Department of Studies and Projects, Department of Construction Works, Department of Foreign Relations and Tourism								
<b>Risks</b>	<ul style="list-style-type: none"> <li>• Perception of the concepts of culture and arts only as organizational arrangements and neglecting cultural production</li> </ul>								
<b>Activities and Projects</b>	<ul style="list-style-type: none"> <li>• Respect for History Local Conservation Awards</li> <li>• Culture and Art Competitions</li> <li>• Publication Activities</li> <li>• Artistic Works for the City</li> <li>• Construction of New Culture and Art Centers</li> <li>• Library Activities</li> <li>• Scientific Meetings, Panels, Conferences, Interviews, Workshops, Symposiums, Forums</li> <li>• Research Activities</li> </ul>								
<b>Cost Estimation</b>	TRY 866,725,165.50								
<b>Determinations</b>	<ul style="list-style-type: none"> <li>• The fact that the cultural richness of Izmir facilitates cultural production</li> <li>• Migrant communities can contribute to the enrichment of urban culture by bringing their own cultural contributions</li> </ul>								
<b>Needs</b>	<ul style="list-style-type: none"> <li>• To ensure that cultural centers are operated in a way to increase cultural production</li> </ul>								

# Culture and Art



Keeping the Culture Alive

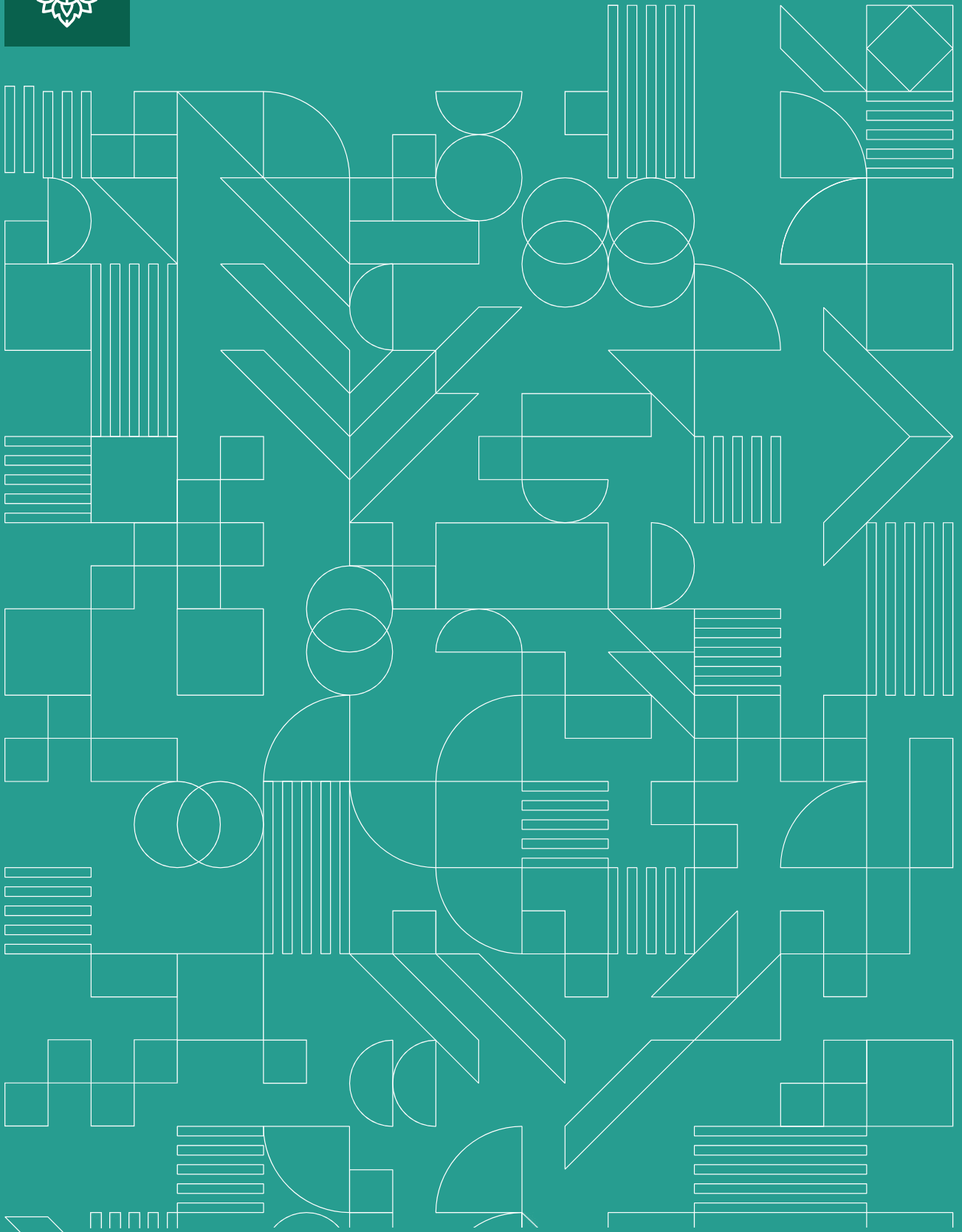


<b>Objective 7</b>	<b>To restore Izmir's position as the source of cultural production in the Aegean and Mediterranean regions and in world again.</b>								
<b>Target 7.2</b>	<b>Izmir's ancient cultural heritage will be preserved and made a part of life again.</b>								
<b>Performance Indicators</b>	<b>Impact on the Target (%)</b>	<b>If Any, Baseline Value at the Start of Planning Period (2019)</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Frequency of Monitoring</b>	<b>Frequency of Reporting</b>
<b>PI 7.2.1: Kemeralti Completion Rate of Stage II Infrastructure Works (Percentage)</b>	10	0	40	30	30			1 Month	6 Months
<b>PI 7.2.2: Kemeralti Phase II Floor Covering Completion Rate (%)</b>	10	0	30	30	30	10		1 Month	6 Months
<b>PI 7.2.3: Number of Archaeological Excavations Supported Financially (#)</b>	20		12	12	12	12	12	1 Month	6 Months
<b>PI 7.2.4: Number of Projects to be Completed within the Scope of Conservation, Revitalization and Sanitization Practices at Building and Area Scale (#)</b>	15		4	4	4	4	4	1 Month	6 Months
<b>PI 7.2.5: Number of Restorations to be Completed (#)</b>	30		3	6	6	6	6	1 Month	6 Months
<b>PI 7.2.6: Number of Projects to be Completed in Izmir Konak Kemeralti and its Surroundings Renovation Area (#)</b>	15		4	4	4	4	4	1 Month	6 Months
<b>Responsible Unit</b>	Department of Studies and Projects								
<b>Collaborating Unit(s)</b>	Department of Real Estate Management, Department of Public Works, Department of Construction Works								
<b>Risks</b>	<ul style="list-style-type: none"> <li>• Historic cultural assets are only valued when they have an income-generating function</li> <li>• Damage to historical-cultural assets for profit-seeking purposes</li> </ul>								
<b>Activities and Projects</b>	<ul style="list-style-type: none"> <li>• Infrastructure and Superstructure Works in the Kemeralti Region</li> <li>• Protection, Revitalization and Sanitation Applications at the Scale of Structure and Area</li> <li>• Supporting Archaeological Excavations</li> </ul>								
<b>Cost Estimation</b>	TRY 601,339,449.38								
<b>Determinations</b>	<ul style="list-style-type: none"> <li>• Izmir is a city with a rich history as it is an ancient city, bearing the traces of dozens of civilizations.</li> <li>• Izmir has a great historical heritage that has yet to be uncovered</li> </ul>								
<b>Needs</b>	<ul style="list-style-type: none"> <li>• The protection of ancient cultural assets should not only be considered from an economic point of view, but the preservation of urban culture should be prioritized</li> <li>• Projects should be developed to bring ancient cultural assets back to urban life</li> </ul>								

# Culture and Art



World Arts



<b>Objective 7</b>	<b>To restore Izmir's position as the source of cultural production in the Aegean and Mediterranean regions and in world again.</b>								
<b>Target 7.3</b>	<b>Izmir Will Become a Meeting Point for World Culture and Arts</b>								
<b>Performance Indicators</b>	<b>Impact on the Target (%)</b>	<b>If Any, Baseline Value at the Start of Planning Period (2019)</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Frequency of Monitoring</b>	<b>Frequency of Reporting</b>
<b>PI 7.3.1: Number of Cinema Screenings (#)</b>	18		149	154	155	155	155	1 Month	6 Months
<b>PI 7.3.2: Number of Festivals and Biennials Organized (#)</b>	18		9	10	10	10	10	1 Month	6 Months
<b>PI 7.3.3: Number of Exhibitions Organized (#)</b>	18		11	11	12	12	12	1 Month	6 Months
<b>PI 7.3.4 : Number of Activities Such as Concerts, Dances, etc. (#)</b>	18		339	351	376	391	396	1 Month	6 Months
<b>PI 7.3.5: Occupancy Rate of Concerts, Dances, etc. Organized at AASSM (%)</b>	10	99	99	99	99	99	99	1 Month	6 Months
<b>PI 7.3.6: Number of Theatrical Shows (#)</b>	18		370	394	404	414	424	1 Month	6 Months
<b>Responsible Unit</b>	Department of Culture and Art								
<b>Collaborating Unit(s)</b>									
<b>Risks</b>	<ul style="list-style-type: none"> <li>• Cancellation of cultural and artistic organizations due to various reasons</li> </ul>								
<b>Activities and Projects</b>	<ul style="list-style-type: none"> <li>• Concert Organizations</li> <li>• Cinema Screenings</li> <li>• Festivals and Biennials</li> <li>• Exhibitions</li> <li>• Theatre Plays</li> <li>• Archives and Museums</li> </ul>								
<b>Cost Estimation</b>	TRY 480,818,842.74								
<b>Determinations</b>	<ul style="list-style-type: none"> <li>• Izmir is a city where the contribution of institutions other than municipalities is low in cultural and artistic organizations</li> <li>• The high cost of tickets for private cultural and artistic events in Izmir increases the interest in the events held by the municipality</li> <li>• There are many outdoor and indoor areas in Izmir where cultural and artistic events can be organized</li> </ul>								
<b>Needs</b>	<ul style="list-style-type: none"> <li>• Culture and art organizations should be arranged in a way that brings global actors</li> </ul>								

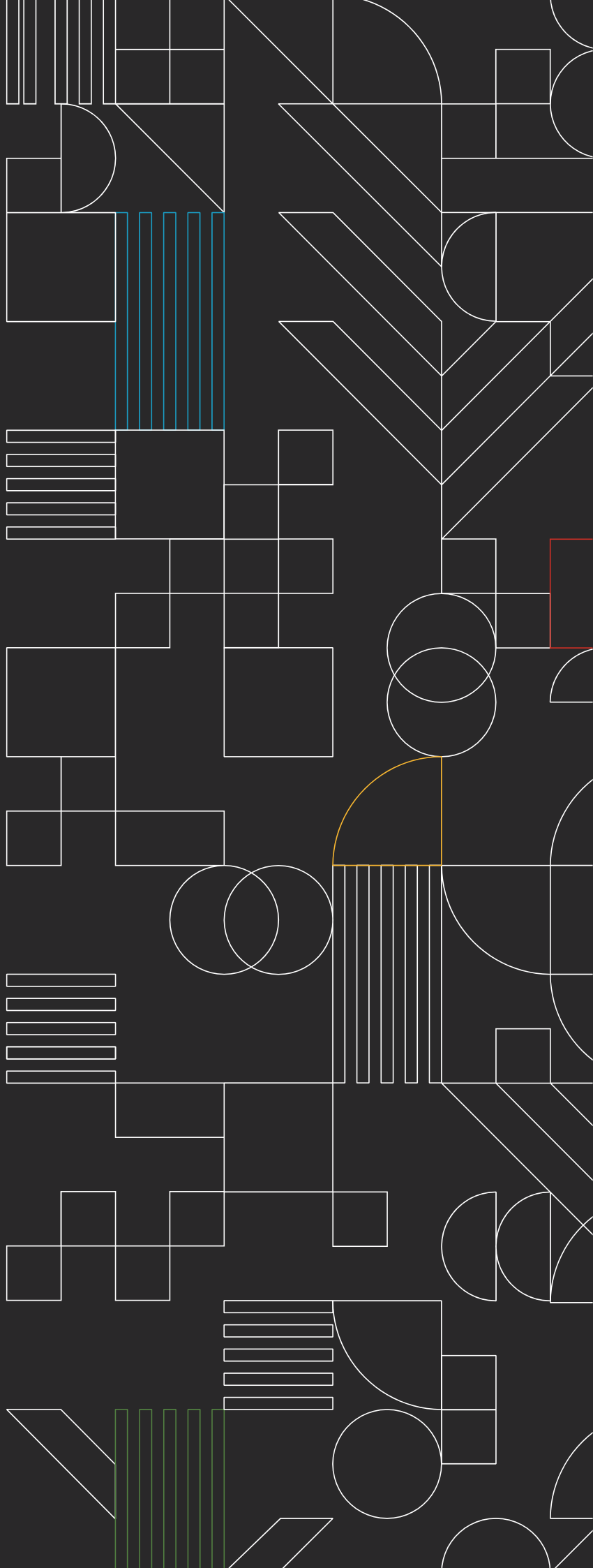
## 5.2. Costing

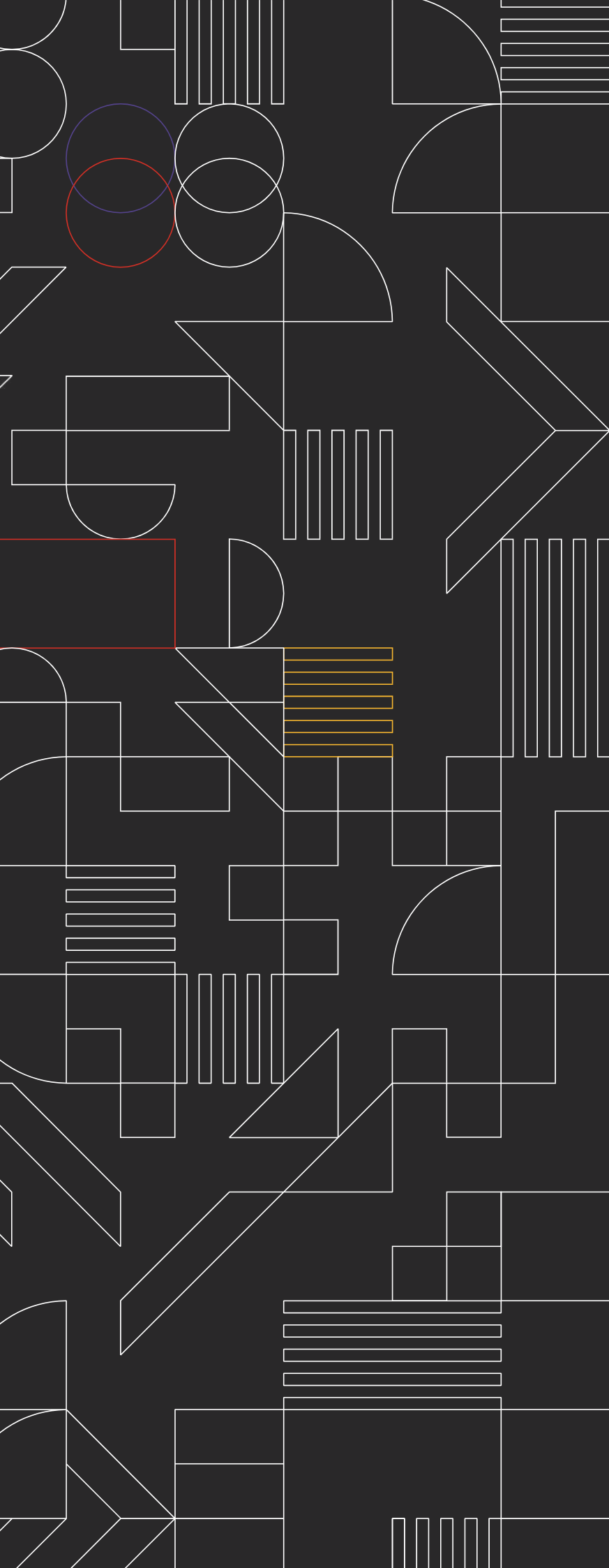
Type	STRATEGIC OBJECTIVES AND TARGETS
Goal	1. Creating a sustainable and inclusive infrastructure for all
Target	1.1. A sustainable urban infrastructure will be built in a way that will contribute to the urban economy.
Target	1.2. Residential Areas Will Be Built or Reconstructed in a Planned, Safe and Sound Way.
Target	1.3. A network of climate-friendly green areas will be created throughout the province.
Goal	2. To transform Izmir into a smart city with a high quality of life and an advanced transportation network.
Target	2.1. Public transportation will be affordable, energy efficient, fair, comfortable, extensive and accessible to all.
Target	2.2. A sustainable transportation system will be created that does not restrict mobility among transportation types and allows for different options.
Target	2.3. People and all living beings will be supported to be healthy
Target	2.4. Everyone's access to reliable, sustainable and affordable energy will be supported
Goal	3. To provide Izmir's economy with an innovative and entrepreneurial ecosystem and to develop it by leaning on the geographical characteristics of the city.
Target	3.1. A favorable ecosystem for Izmir to become a center of attraction for new investments, technological innovations and creative industries shall be created.
Target	3.2. A climate will be created in which local, national and global partnerships and harmonization across different sectors are encouraged.
Target	3.3. Ensure full-time, productive and innovative work for all and reduce poverty in all its forms in Izmir.
Target	3.4. Ensure food security, improve nutrition and support sustainable agriculture.
Target	3.5. Promotion and tourism of Izmir will be supported to make Izmir a global hub
Goal	4. To involve the people of Izmir in decisions about themselves, to make decisions transparent and auditable, and to make the right to the city and belonging an integral part of Izmir's culture.
Target	4.1. Promote peaceful and inclusive social reconciliation, support access to justice for all and defend the rights of people and all living beings.
Target	4.2. Gender Equality in Urban Life will be Supported, Women's Position in Society will be Strengthened; Equal Right to Life will be Provided to Children, Youth and All Disadvantaged Communities
Target	4.3. The value and prosperity produced by Izmir will be distributed in a balanced way in all neighborhoods and villages of the city
Target	4.4. A social environment which protects rights of security, peace and the right to the city will be created
Target	4.5. Sustainable urban ecosystem management and efficiency to be enhanced through a participatory digital transformation
Goal	5. To make Izmir one of the exemplary global cities for living in harmony with nature.
Target	5.1. Sustainable waste management and recycling mechanisms will be developed.
Target	5.2. Action will be taken to adapt to climate change and its impacts in all areas, especially agriculture and energy.
Target	5.3. Izmir Bay and all coasts and seas will be protected and utilized in a sustainable manner.
Target	5.4. Agricultural areas will be developed in a way that protects the ecosystem, and the loss of natural areas and biodiversity will be prevented.
Goal	6. To make Izmir one of the world's leading places for experimental learning and create an urban climate where innovative ideas flourish.
Target	6.1. Innovative, equitable and high-quality experiential learning inclusive of all people will be ensured and lifelong learning opportunities will be promoted for all.
Target	6.2. Institutional Capacity and Functioning will be More Effective, Economical and Efficient.
Goal	7. To restore Izmir's position as the source of cultural production in the Aegean and Mediterranean regions and in world again.
Target	7.1. A social atmosphere where culture and art production meet all areas of life will be created.
Target	7.2. Izmir's ancient cultural heritage will be preserved and made a part of life again.
Target	7.3. Izmir Will Become a Meeting Point for World Culture and Arts
<b>GENERAL ADMINISTRATIVE EXPENSES</b>	
<b>TRANSFERS TO OTHER ADMINISTRATIONS</b>	
<b>TOTAL</b>	



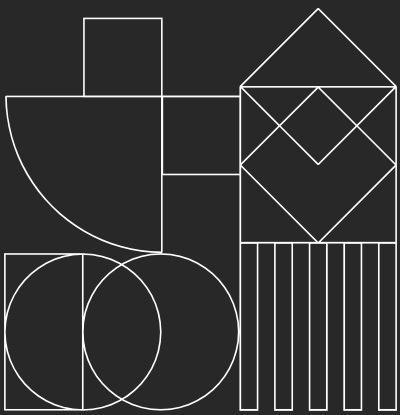
	2020	2021	2022	2023	2024	TOTAL
	1.959.758.332,40	2.322.708.326,64	2.835.290.403,00	3.904.118.939,10	3.690.506.153,92	14.712.382.155,06
	1.381.088.000,00	1.605.920.000,00	1.891.140.000,00	2.927.265.000,00	2.549.890.000,00	10.355.303.000,00
	150.818.129,40	189.612.614,84	260.177.832,02	229.311.610,12	320.312.416,14	1.150.232.602,52
	427.852.203,00	527.175.711,80	683.972.570,98	747.542.328,98	820.303.737,78	3.206.846.552,54
	1.956.274.723,60	2.036.627.895,36	2.512.685.447,24	2.557.411.639,37	3.732.149.210,09	12.795.148.915,66
	1.336.389.000,00	1.437.366.000,00	1.728.664.000,00	1.716.393.242,90	2.612.564.628,43	8.831.376.871,33
	378.079.179,60	396.634.106,96	505.234.401,00	534.985.875,00	784.203.918,75	2.599.137.481,31
	228.538.474,00	186.407.911,40	259.801.681,54	285.080.370,30	311.658.584,12	1.271.487.021,36
	13.268.070,00	16.219.877,00	18.985.364,70	20.952.151,17	23.722.078,79	93.147.541,66
	226.632.400,00	251.234.915,00	302.032.612,00	306.890.958,00	337.026.943,00	1.423.817.828,00
	6.050.000,00	8.605.000,00	13.065.000,00	13.730.000,00	14.395.000,00	55.845.000,00
	17.660.000,00	18.588.000,00	19.264.000,00	20.377.000,00	21.310.000,00	97.199.000,00
	42.920.000,00	50.600.000,00	59.950.000,00	71.050.000,00	84.200.000,00	308.720.000,00
	122.099.900,00	131.403.395,00	163.452.765,00	150.825.103,00	161.279.858,00	729.061.021,00
	37.902.500,00	42.038.520,00	46.300.847,00	50.908.855,00	55.842.085,00	232.992.807,00
	720.346.300,00	821.759.510,00	1.061.063.175,00	1.179.159.006,00	1.296.277.861,75	5.078.605.852,75
	2.250.000,00	3.275.000,00	3.302.000,00	3.331.000,00	3.362.000,00	15.520.000,00
	74.432.800,00	81.652.800,00	85.300.300,00	89.585.675,00	94.962.318,75	425.933.893,75
	109.660.000,00	121.800.760,00	134.455.000,00	152.154.000,00	170.076.450,00	688.146.210,00
	450.180.500,00	519.744.500,00	744.921.375,00	824.188.031,00	911.690.798,00	3.450.725.204,00
	83.823.000,00	95.286.450,00	93.084.500,00	109.900.300,00	116.186.295,00	498.280.545,00
	574.110.000,00	622.224.000,00	683.327.050,00	750.807.902,00	834.425.021,50	3.464.893.973,50
	508.150.000,00	551.050.000,00	606.095.000,00	666.699.500,00	733.364.450,00	3.065.358.950,00
	5.240.000,00	6.338.000,00	7.475.000,00	9.020.000,00	10.525.000,00	38.598.000,00
	48.120.000,00	51.221.000,00	54.427.050,00	57.743.402,00	61.175.571,50	272.687.023,50
	12.600.000,00	13.615.000,00	15.330.000,00	17.345.000,00	29.360.000,00	88.250.000,00
	389.778.000,00	825.768.900,00	571.536.250,00	658.116.570,00	802.753.960,75	3.247.953.680,75
	13.881.000,00	373.669.000,00	16.676.500,00	17.181.600,00	18.905.000,00	440.313.100,00
	375.897.000,00	452.099.900,00	554.859.750,00	640.934.970,00	783.848.960,75	2.807.640.580,75
	341.100.244,00	423.205.253,00	486.438.943,00	345.974.962,66	352.164.054,96	1.948.883.457,62
	208.250.000,00	214.600.500,00	236.124.050,00	102.912.605,00	104.838.010,50	866.725.165,50
	71.650.000,00	117.540.000,00	150.640.250,00	133.967.837,50	127.541.361,88	601.339.449,38
	61.200.244,00	91.064.753,00	99.674.643,00	109.094.520,16	119.784.682,58	480.818.842,74
	<b>228.000.000,00</b>	<b>269.974.800,00</b>	<b>319.677.160,68</b>	<b>378.529.725,96</b>	<b>448.217.048,51</b>	<b>1.644.398.735,15</b>
	<b>802.000.000,00</b>	<b>949.648.200,00</b>	<b>1.124.478.433,62</b>	<b>1.331.494.913,25</b>	<b>1.576.623.126,78</b>	<b>5.784.244.673,65</b>
	<b>7.198.000.000,00</b>	<b>8.523.151.800,00</b>	<b>9.896.529.474,54</b>	<b>11.412.504.616,34</b>	<b>13.070.143.381,25</b>	<b>50.100.329.272,13</b>

6





# Monitoring and Evaluation



## 6. Monitoring and Evaluation

The assessment of the Strategic Plan will be based on both the realization values of performance indicators and financial realization values. The "Strategy Development" module under the information management system of our organization has been organized in such a way that monitoring can be carried out on a monthly basis.

### Monitoring

The unit providing coordination in the monitoring process is the Strategy Development Department. Each expenditure unit is obliged to enter progress and realization information on the activities and performance indicators for which it is responsible or contracted into this system. Reporting will also be carried out by the Strategy Development Department.

### Assessment

The assessment regarding the monitoring of the objectives in the strategic plan will be made twice a year in 6-month periods. Strategy Development Department will carry out the preparatory work for the assessment to be made by the Strategy Development Board. The periodic realization values of the performance indicators will be presented to the board in a report, the report will be evaluated by the board and necessary measures will be taken in the areas where necessary. Implementation of the decisions to be taken at these evaluation meetings, one of which will be held in January and the other in July each year, will be the responsibility of the Secretary General and Deputy Secretary Generals in the board.

### Strategy Development

#### Information Logging

- o Project/Activity Form
- o Displaying the Project/Activity Form
- o Activity Monitoring
- o Monthly Progress Approval and Rejection Form
- o Indicator Follow-up
- o Briefing
- o Authorization

#### Reports

- o Strategic Planning Reports
- o Project Follow-Up Reports
- o Project Maps

#### Project Follow-Up Activities

- o Project Monitoring
- o Project Progression Approval and Rejection

#### Definitions

- o Performance Indicator Definitions
- o Fields of Activity
- o Strategic Plan
- o Strategy Parameters
- o Units of Measurement
- o Activity Stage Situations
- o Transfer Form
- o Definitions of Stages





*Pergamon Acropolis*