

Dear Istanbul Residents,

Strategic plans prepared as an implementation tool of the strategic management consist of the phases of assessment, predicting the possible future, determination of organizational targets and goals, developing the strategies including the methods and ways to achieve them and monitoring the results of the activities performed, in other words performance measurement. Therefore, financial control and transparency are ensured with efficient, economical and effective use of the public resources.

Strategic plans also bring strategic thinking. Therefore, strategic management can also be defined as implementation of strategic thinking in management of the organization. Since strategic thinking means asking the questions “are we doing right? “Are we moving in the right direction?” it brings thinking about purposes and results, perceiving the environment correctly and developing effective plans against risks at the same time.

It is also compulsory to perform some applications within the framework drawn by the legislation together with the items above and their benefits. Therefore, the phases set forth by Public Financial Management and Control Law no 5018 and by the related legislation were implemented rigorously for preparation of our Strategic Plan. Likewise, opinions and suggestions of our employees at all levels within the Metropolitan Municipality were taken in a participatory approach in compliance with the framework set forth by the legislation. On the other hand, all stakeholders, particularly the sections benefiting from our systems and organizations we are in cooperation with, were included in the strategic planning process. As a result, attention was paid to comply with the purpose, goals and policies in the Tenth Development Plan in the framework of the position of tasks of Istanbul Metropolitan Municipality.

Our Strategic Plan contains our five-year purposes and goals for investments, services and activities in a very wide range that has important shares in social and individual life from planning and zoning to transport, from environment to culture, from disaster and risk management to services towards contribution to urban and society life, and from social municipality to health. I believe that we will achieve results to increase and maintain in a sustainable manner the attraction, image and prestige that we have gained to Istanbul, a world city, with our activities in the scope of this plan.

I wish that Strategic Plan 2015-2019 will conduce to good services and extend my gratitude to the valuable members of our council contributing to the preparation process of the plan. I also extend my love and respects to Istanbul residents.



Kadir TOPBAŞ
Mayor
Istanbul Metropolitan Municipality



HISTORICAL DEVELOPMENT

A local government tradition was not present in Ottoman Empire with the sense of today and important developments took place beginning from *Tanzimat* era. In 1855, the first *şehremini* (mayor) was assigned and “*Altıncı Daire-i Belediye*” (Sixth Municipal Office) covering only Beyoğlu and Galata neighborhoods but, after the introduction of *Dersaadet İdare-i Belediye Nizamnamesi* (Istanbul Municipality Government Regulation), Istanbul *şehreminliği* (municipality) covering the entire of Istanbul was established.

The former legislation removed by the Municipality Law no. 1580 introduced in 1930 and the name “*şehremaneti*” was changed to “*belediye*” (municipality) and “*şehremini*” to “*belediyereisi*” (mayor). The task of directorates of Istanbul divided into 10 branches was transferred to 10 district governorates.

This implementation was maintained till 1957. With the Law no. 6349 introduced on 10 April 1954, it was accepted to separate Istanbul Municipality from the province and execution of the law was postponed. Eventually, province and municipality administrations were separated on 1 March 1957. Municipal branch directorates were established in Beyoğlu, Beşiktaş, Fatih, Eminönü, Sarıyer, Eyüp, Bakırköy, Adalar, Kadıköy, Şişli, Üsküdar and Beykoz districts. Municipal and special administration duties were left on authorization and inspection of provincial council and municipal council elected by the public. However, provincial municipality administration remained under the responsibility of the governor till the end of 1958. In 1958, this task was separated into two.

On the next day of coup d'état of 1960, the municipality and province councils were abolished. On 10 June 1960, Council of Ministers made a decision towards terminating the offices of the mayors and assigning new mayors in substitute. During this unsteady period, eight mayors were appointed into service through assignment between the years 1960-1963 in Istanbul.

A new regulation was made on election of municipality organs with the law introduced on 27 July 1963. According to that, mayors would be determined by a single-stage election basing on majority system. Additionally, the rule for approval of election by the Governor or President was removed. After these regulations, local elections were held on 17 November 1963. Haşim İşcan became the first mayor that was determined by election in Istanbul.

With coup d'état of 1980, municipal structure in Istanbul was changed significantly once again and mayors were discharged and municipal councils were abolished with the supplement law issued just after the coup. On 4 December 1981, the “Law on Affiliating Settlements in the Close Environment of Metropolitans to Main Municipalities” no. 2561 was enacted. According to this law, the municipalities and villages around the metropolitans with a population of more than 300,000 were transformed to branches or quarters and affiliated to metropolitan municipality. Between 1980 and 1984, Istanbul was governed by mayors that were appointed by the military government.

A regulation ensuring implementation of special governance orders for big settlement centers was made in the Constitution of 1982. With the Law on Government of Metropolitan Municipalities no. 3030, municipality structures consisting of two stages with the name “metropolitan municipality” were created in the main city in Istanbul, Ankara and İzmir. Later, this number increased to 16 with addition of new cities. After the Law no.3030 regulating this structure was



repealed about 20 years ago, it was substituted by Metropolitan Municipality Law no. 5216 prepared within the scope of local government reforms and enacted on 10.07.2004. As a continuation of these reform implementations, Municipality Law no. 1580 was cancelled and it was substituted in 2005 by the Municipality Law no. 5393 to be executed together with the provisions of the Law no. 5216. With the Metropolitan Municipality Law, borders of Istanbul Metropolitan Municipality were expanded to cover the entire of the provincial borders and thus, total of district and first tier municipalities affiliated to the Metropolitan Municipality increased to 73 – 32 of which are district municipalities and 41 are first tier municipalities. With the “Law on Establishing Districts within the Borders of Metropolitan Municipality and Amending Some Laws” no. 5747, legal personalities of 37 of the 41 first tier municipalities in Istanbul were terminated and 8 district municipalities were formed. The number of districts which was 32 became 39 after removing Eminönü and adding 8 new districts. Finally, with the Law dated 12.11.2012 and numbered 6360, legal personalities of the villages within the borders of the provincial territories were terminated and they joined into the municipality to which they were affiliated as quarters.

Legal personalities of the provincial special administrations were removed. With this new practice, assigned position of Istanbul Metropolitan Municipality enlarged on one hand, while it undertook the task for completion of many investments of on the other hand.

All activities and services implemented by Istanbul Metropolitan Municipality base on a legal infrastructure as it is a public organization. There are many laws regulating the tasks, authorizations and responsibilities of Istanbul Metropolitan Municipality, however Metropolitan Municipality Law no. 5216, Municipality Law no. 5393 and Public Finance Management and Control Law no. 5018 among these laws have a determiner place in the service areas. In addition, there are many laws and legislations that directly or indirectly affect Istanbul Metropolitan Municipality. The most important laws can be ordered as follows according to their service area:

A VIEW ON ORGANIZATIONAL STRUCTURE OF ISTANBUL METROPOLITAN MUNICIPALITY

The administrative structure of Istanbul Metropolitan Municipality is comprised of the municipal council, municipal committee and the mayor pursuant to Municipality Law no.5393 and Metropolitan Municipality Law no. 5216.

ISTANBUL METROPOLITAN MUNICIPALITY COUNCIL

Istanbul Metropolitan Municipality Council is the decision-making body of the Istanbul Metropolitan Municipality. The Council is comprised of members elected directly by the public and members coming from provincial municipality councils which comprise one fifth of the total members. Metropolitan Municipality Mayor is the chairman of the Metropolitan Municipality Council. The Council meets on second week of every month for 5 days and it is prorogued in August. The Council consists of 301 members.

Municipal Council is responsible for establishing general service policies and strategies such as the approval of strategic plan and activity reports, determination of budget and performance standards and approval of city environmental plan and zoning plans.

ISTANBUL METROPOLITAN MUNICIPALITY MAYOR

Istanbul Metropolitan Municipality Mayor is the chairman of the Municipality administration and the representative legal entity. He is also the chairman of the Municipality Council. He is directly elected by the voters within the borders of the metropolitan municipality. Istanbul Metropolitan Municipality Mayor is responsible for;

- managing the municipality in accordance with the strategic plan;
- directing and administrating Municipality resources and organization;
- implementing the decisions taken by the Municipal Council and Municipal Committee.

ISTANBUL METROPOLITAN MUNICIPALITY COMMITTEE

Metropolitan Municipality Committee is comprised of 11 members – 5 members elected from the members of the council via secret voting by the Municipality Council chaired by the Mayor for one year and 3 members to be elected by the Mayor among the head of departments for every year.

Evaluating the strategic plan and budget and final account and presenting opinions to the Municipal Council, making decision on tenders are among the tasks of the Municipal Committee.

METROPOLITAN MUNICIPALITY HAS A TOTAL OF 807 PROCESSES. IN THIS SCOPE, 423 WORKSHOPS WERE HELD AND 959 PEOPLE PARTICIPATED. IN 2013, PROCESS MODEL OF IMM WAS REVIEWED AND 139 PROCESSES WERE UPDATED. 166 PROJECT DESIGNS WERE CARRIED OUT TOWARDS THE DEVELOPMENT AREAS DETECTED IN SUCH ACTIVITIES.

ANALYSIS AND MODELLING ACTIVITIES

Strategic planning work addressed by means of Project Administration Methodology was designed as a participatory planning process. Planning activities of the project was carried out in this phase with literature scanning and analysis preparations.

Determination of the reason of state of the organization, the mission that is a compendious statement of its identity, the vision that expresses that it desires to reach in long term and the principles that it bases on while executing its tasks imposed by the related legislations constitute the most important step of the process of preparing the organizational strategic plan.

The strategist purposes to be achieved in the middle term to meet the mission and implement the vision of Istanbul Metropolitan Municipality were determined according to the values of the organization using the findings obtained by means of the researches and analysis studies within the scope of the activities towards determination of plan elements and configuration of the plan. An answer was sought for the question “Where are we now” to begin planning the future by analyzing the current situation of the organization. For this reason, historical development of the organization, legal liabilities and legislations, service areas, stakeholders and internal and external environment of the organization were analyzed.

For Internal Environment Analysis; resource structure of the organization (human resources, financial resources, technologic resources, physical resources) and organizational structure were addressed.

For External Environment Analysis; conditions and trends that are out of the control of the organization (factors towards population, demographic structure, geographical area, urban development, socio-cultural life, technology and competition) were examined on the basis of main service area. 10th development plan, strategic plans of the related ministries, results of 11th transportation council, environmental plan, transportation master plan, disaster action plan and similar reports were examined and they formed the base for these analyses.

For Stakeholder Analysis; survey forms were sent to the determined stakeholders and their opinions, suggestions and expectations regarding the organization were collected. Survey results were interpreted and put into report format.

Process and organizational risk management activities that were completed before preparation activities of the strategic plan also constituted the base for the strategic plan activities. Among these activities;

Process Analyses were completed between the years 2006 and 2011 by Strategy Development Directorate. In these analyses, 8 AHA and GYA processes were determined.

As you can see in more detail in the figure, each main service area was examined in terms of project design, implementation, follow-up and assessment aspects.

Metropolitan Municipality has a total of 807 processes. In this scope, 423 workshops were held and 959 people participated. In 2013, process model of IMM was reviewed and 139 processes were updated. 166 project designs were carried out towards the development areas detected in such activities. Some of them were performed and are still being performed by the departments, and some of them were included in internal control action plan named IKEP02.

Organizational activities such as strategic plan, activity report, investment and performance programs were built on the roof of main services areas and general management areas that were determined through these process activities.



Risk Analysis; a project supported by ISTKA was initiated in January 2013 with the name “Creating Organizational Risk Management Model in Local Governments and IMM Implementation” in order to analyze the risks that may be encountered in implementation of the activities in Istanbul Metropolitan Municipality and to establish the Organizational Risk Management Systems. The project that lasted for one year was completed in December 2013. The possible risks in front of the targets while planning the future were identified and, therefore, the risks determined for the service areas as a result of the project were grouped according to their importance levels. Actions were planned towards the risks. This application was put into practice for the first time within the metropolitan municipalities.

Basing on these activities, 9 pre-analysis reports – 8 Main Service Area and 1 General Management Area – covering all activity areas of the municipality were prepared. Pre-analysis reports including evaluation of the current situation prepared by the experts in the coordination and analysis team were shared with other departments. The situation analyses completed with the Workgroups constituted the preparation for the expertise commissions. Expertise commissions evaluated these activities.

Opinion Tray and World Cafe methods were used in the workshops of expertise commissions that were held under moderation of the experts of the Ministry of Development and Istanbul Development Agency. Strong aspects and aspects that should be developed, opportunities of and threats against the organization were addressed in these workshops. Sector problems, solution suggestions, feedbacks in the sense of GZFT analyses as well as the contributions to the analysis reports were addressed and feedbacks of Expertise Commissions and workgroups constituted the input of the modeling activities.



MAIN SERVICE AREAS

DISASTER MANAGEMENT

In the scope of disaster management in Istanbul Metropolitan Municipality; earthquake-oriented risk analyses, preparation of disaster and emergency plans, emergency management and awareness raising training sub-services are held.

At IMM, earthquake master plan was prepared, micro-zoning works, earthquake risk analyses and megacity indication system were completed. Earthquake activity of the city is monitored in real time and continuously and faults and landslides that may affect the settlement areas are monitored.

Scenarios are developed to ensure getting over any possible disaster in Istanbul with the minimum damage before, during and at the beginning of the disaster and disaster and emergency plans are prepared for them.

Advanced technology and tools and materials at world standards are used in case of meteorological oriented emergencies and fire and rescue related events. Improvement activities are carried on in this period as well in order to increase the intervention capacity of the municipality more.

Trainings are delivered for nongovernmental organizations, public organizations, schools, volunteer people, worksites, education organizations and professional chambers in order to prepare against any possible disaster and fire and rescue related events in Istanbul and to raise awareness for first aid.

In the next period, in order to perform disaster and emergency intervention and improvement capacity with an effective risk management, it is planned to carry out projects and activities towards improving disaster and emergency intervention capacity, extending awareness-raising practices towards disasters and emergency, contributing to effective delivery of emergency health services, increasing disaster intervention performance in the scope of winter recovery activities, and preventing rainwater floods that may affect transport.



SCENARIOS ARE DEVELOPED TO ENSURE GETTING OVER ANY POSSIBLE DISASTER IN ISTANBUL WITH THE MINIMUM DAMAGE BEFORE, DURING AND AT THE BEGINNING OF THE DISASTER AND DISASTER AND EMERGENCY PLANS ARE PREPARED FOR THEM.





AT ISTANBUL METROPOLITAN MUNICIPALITY, PLANNING AND IMPLEMENTATION ACTIVITIES ARE CARRIED OUT IN FIVE MAIN BRANCHES IN THE SCOPE OF THE AUTHORIZATIONS GRANTED BY THE LEGISLATIONS FOR CREATING AND PROTECTING A HEALTHY AND BALANCED ENVIRONMENT. THESE COVER GREEN AREA MANAGEMENT, ENVIRONMENT PROTECTION, WASTE WATER MANAGEMENT, WATER AND WASTE WATER MANAGEMENT AND ENERGY MANAGEMENT AREAS.



ENVIRONMENTAL MANAGEMENT

Production and consumption growing in the globalized world have brought along serious environmental problems. The desire of not only the developed but also underdeveloped and developing countries to become more industrialized and damages of it to the environment have made the concept of sustainability important at international level. Sustainability is one of the most critical subjects for the cities that host the desires of the nations for industrialization. In this scope, a sustainable environmental management policy that is compliant with the facts of the world has generated a compulsory strategy for Istanbul. IMM has planned new projects together with the existing projects that were produced to present the right to “Live in a Healthy Environment” that complies with this goal and called as a fundamental right to Istanbul residents.

At Istanbul Metropolitan Municipality, planning and implementation activities are carried out in five main branches in the scope of the authorizations granted by the legislations for creating and protecting a healthy and balanced environment. These cover green area management, environment protection, waste water management, water and waste water management and energy management areas.

For green area management; increasing the amount of active green area per person and protecting existing green areas,

For environment protection; protecting contamination of main arterial roads and squares, preserving air quality and preventing sea contamination,

For waste management; reducing all elements such as domestic waste, medical waste, vessel waste below the limits that are accepted around the world,

For water and waste water management; drinking water supply and distribution, waste water treatment and basin protection as well as stream improvement, and

For energy management; increasing life standards of the citizens and extending use of natural gas for raising air quality are the main goals.

The activities towards the environmental management for better, cleaner and more habitable Istanbul are carried out with the supports of our citizens. Our activities, projects and investments in this field constitute example around Turkey and make important contributions for environmental protection and raising environmental awareness.

ZONING MANAGEMENT

Increasing life quality of Istanbul, one of the limited metropolises of the world, is one of our fundamental goals. In the scope of zoning management services, cartography, planning, zoning and urban transformation activities are carried out to ensure planned and regular development of the city by protecting the natural values such as forest areas, water basins, agriculture soils and sea which are the fundamental life resources and preserving historical – archeological –cultural areas. Cartography activities forming the infrastructure of zoning activities, planning activities that determine the development direction and future of the city, transformation and design activities that include implementation of planning actions and the structure that allows inspecting and monitoring of all these activities are the basic functions that directs the development of the city.

In this scope, production of maps with various sizes and technologies, production and updating of upper scale plans, opinions and approvals for subscale plan changes, featured area, building licenses, inspections, transformation projects and implementations as well as design applications at main arterial roads are carried out in a holistic approach. Importance is attached on the applications towards ensuring common use by public of natural, historical and cultural values by preserving them.

Healthy living and development of the city like a live organism depends on its administration according to modern urbanization concept and modern life needs. Upper scale planning activities towards one of them, the history of Istanbul, for its importance today and its feature are among the most importance activities of the city in the municipal history. Planning activities are carried out in accordance with the developing needs of our city, while they are supported with technological infrastructures and new approaches. Inspection processes are carried out by means of many methods such as satellite, air pictures and field inspections both within the district municipalities and within IMM.

Worn-out, improperly constructed zones of the city and newly arising housing requirement are addressed within the scope of urban transformation activities; such zones and central regions are modernized with new designing works and transformed so that they satisfy requirements.

Zoning activities has an important place for the future of the city in strategic management activities of the organization. Therefore, organizational strategic planning activities are carried out in integration with spatial planning activities and shape the future of Istanbul.



HEALTHY LIVING AND DEVELOPMENT OF THE CITY LIKE A LIVE ORGANISM DEPENDS ON ITS ADMINISTRATION ACCORDING TO MODERN URBANIZATION CONCEPT AND MODERN LIFE NEEDS. UPPER SCALE PLANNING ACTIVITIES TOWARDS ONE OF THEM, THE HISTORY OF ISTANBUL, FOR ITS IMPORTANCE TODAY AND ITS FEATURE ARE AMONG THE MOST IMPORTANCE ACTIVITIES OF THE CITY IN THE MUNICIPAL HISTORY.





URBAN AND PUBLIC ORDER COVERS ALL ACTIVITIES TOWARDS REGULATING COMMON USE AREAS, PROTECTION OF CONSUMER RIGHTS, INSPECTIONS AND AWARENESS RAISING IN THIS SENSE TO ENSURE WELFARE AND PEACE IN ISTANBUL



URBAN AND PUBLIC ORDER MANAGEMENT

Istanbul is now a “Mega City” with a population of more than 14 million. Authorization venue of Istanbul Metropolitan Municipality that has the power on administration of the city expanded 3 times by increasing from 1831 km² to 5343 km² with the law no. 6360 enacted in 2004. IMM aims at increasing welfare of the city of which population is increasing day by day and present a healthy and peaceful city for Istanbul residents by means of many activities and projects it implements in the field of Urban and Public Order Management. It is targeted with the activities and projects to be implemented with an effective process management in the new planning period to improve and extend the activities in the field of urban and public order management.

In this scope, IMM eliminates the elements of visual pollution, undertakes efforts against mongers and beggars and carries out inspections to prevent unauthorized occupancy.

Fixtures not consistent with urban aesthetics and such advertising elements as canvas banners or boards are being removed.

Businesses falling within the area of responsibility of the institution are being authorized, inspected and consumer rights are protected through pricing and tariff controls. In line with the needs of consumers, measures are taken and controls performed to ensure that raw vegetables, fruits and aquaculture products are offered for sale in healthy environments.

Traffic inspections and controls are undertaken in regions with intense traffic, main arterial roads and streets, and the public transportation vehicles are licensed.

The transfer of excavation soil, construction and debris waste to storage sites and relevant licensing procedures are controlled.

Demolishing and evacuation of slums that are subject to a discharge decision and demolishing of buildings whose expropriation has been completed are other activities undertaken to ensure urban and public order. Activities conducted in this main field of services also include the provision of fire measures in all buildings in the city such as residential buildings, businesses, hospitals and schools, submission of opinions on the compliance of project settlement and utilization licenses with the applicable legislation in this context and the performance of routine inspection activities.

Istanbul Metropolitan Municipality will maintain its activities, without pausing, towards making the city a healthy and habitable place by means of an effective stakeholder management in the field of urban and public order in the scope of the authorizations granted by the laws in cooperation with other organizations in the city in the strategic plan period of 2015-2019.

CULTURAL SERVICES MANAGEMENT

Istanbul was selected as a settlement approximately 300,000 years ago and has been used as an urban area for 3,000 years. During the life of the city that has a capital city experience of 1,600 years, it has hosted different civilizations and cultures, has preserved its cosmopolitan and metropolitan structure where people from various religions, languages, and races have lived together for hundreds of years and has become a unique mosaic in the historical process. Istanbul, one of the rare settlements around the world that could survive becoming a center in all fields for very a long time, is a city located on two continents, at the point where Asia and Europe continents are divided with “Bosphorus”.

Historical background of Istanbul that has been located in the middle of different cultural geographies is a characteristic of it that stays ahead of the identity of the city. The historical center created by the Historical Peninsula, Galata and Haliç and the unique places and values such as city walls, picnic areas, groves and Bosphorus that support the historical identity of the city have importance in terms of authenticity and identity characteristics of Istanbul.

Istanbul Metropolitan Municipality carries out services towards protecting, developing and publicizing in the international level the cultural heritage of Istanbul, a world city with the above mentioned characteristics, with the responsibility and concept to adopt this heritage.

In the scope of preservation of cultural and natural properties, regional scale plan/project activities at renewal areas, archeological sites and UNESCO world heritage areas as well as the activities for raising awareness of the people for preserving the historical artifacts are aimed.

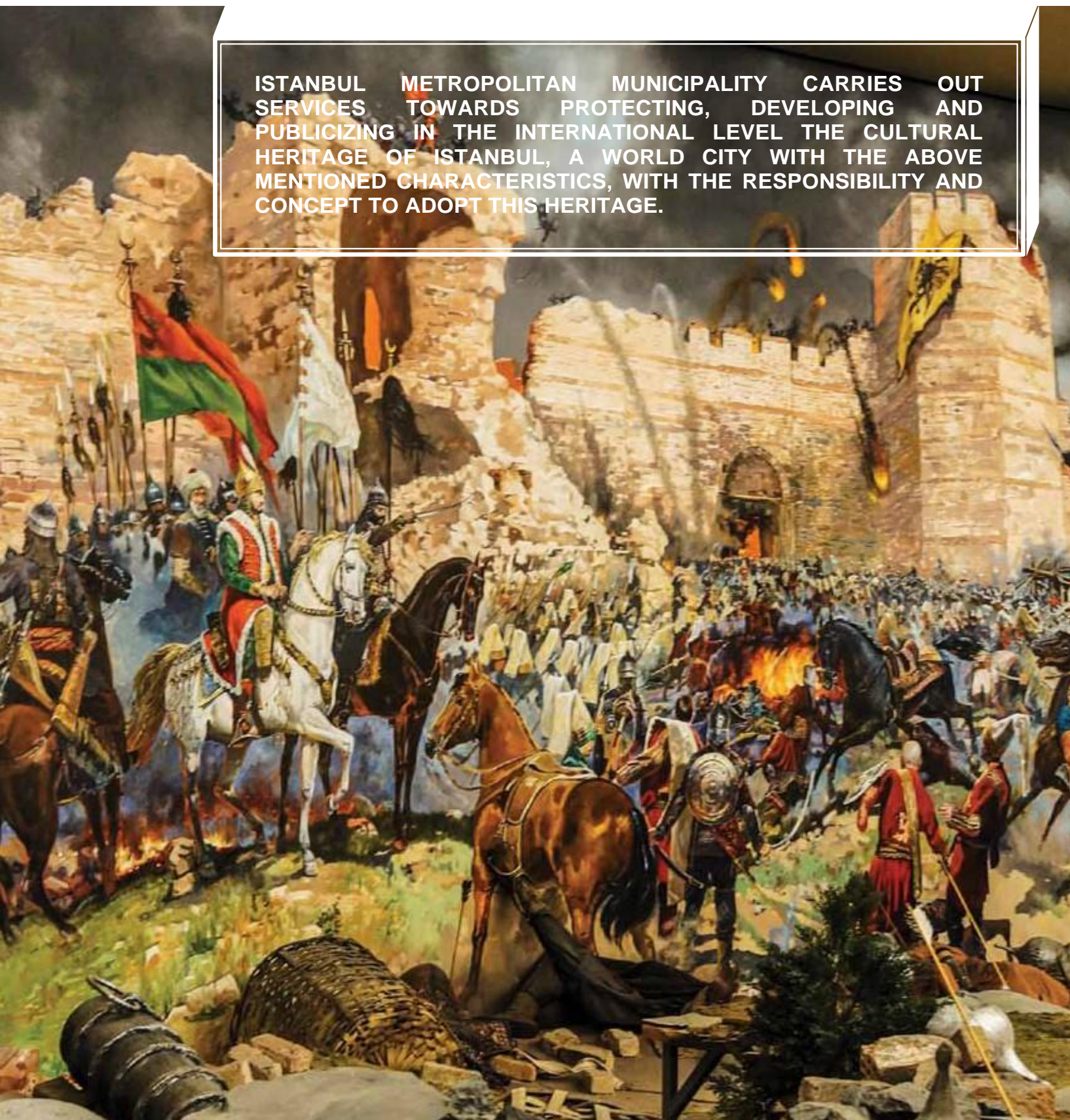
In the scope of performing the cultural activities, many cultural events in many fields such as exhibitions, film demonstrations, seminars-conversation sessions, concerts, panels, symposiums and poetry programs are diversified and their number is increased and it is tried to reach more people.

In the scope of city and cultural publication, it is aimed to increase the number of the common projects and events with other countries and cities for publicizing the values of the city at national and international level.

In the scope of management of cultural places, increasing the number of the library and museum events, city theater events, the events presented in cultural centers as well as the number of cultural centers, theater stages, libraries and museums where such events are held will be prioritized and easier access of Istanbul residents to cultural events will be ensured.



ISTANBUL METROPOLITAN MUNICIPALITY CARRIES OUT SERVICES TOWARDS PROTECTING, DEVELOPING AND PUBLICIZING IN THE INTERNATIONAL LEVEL THE CULTURAL HERITAGE OF ISTANBUL, A WORLD CITY WITH THE ABOVE MENTIONED CHARACTERISTICS, WITH THE RESPONSIBILITY AND CONCEPT TO ADOPT THIS HERITAGE.





ALL ACTIVITIES OF ISTANBUL METROPOLITAN MUNICIPALITY IN THE FIELD OF HEALTH SERVICES ARE PERFORMED IN LINE WITH IMPROVEMENT, TRANSPARENCY, DIALOGUE AND PREDICTABILITY TARGETS AS IN ALL OTHER SERVICE AREAS. ADVANCED SCIENTIFIC AND TECHNOLOGIC METHODS ARE FOLLOWED IN ALL OF THE ACTIVITIES CONDUCTED IN HEALTH-RELATED ISSUES AND IT IS PAID ATTENTION TO CONTINUITY AND COLLABORATION WITH STAKEHOLDERS.

HEALTH SERVICES MANAGEMENT

In the field of health services management, the central government carries out the activities such as determination and execution of the health policies, while Istanbul Metropolitan Municipality manages protective, therapeutic and support health services as supportive to the general health policy and environmental health in coordination with the central government.

As support to the general health policy in the field of health services within the body of Istanbul Metropolitan Municipality, many services such as emergency health and lifesaving, outpatient diagnosis and treatment, medical home services, sanitation laboratory services, women's and family health services, vector combat/disinfection services and veterinary public health services are delivered to Istanbul residents. Women's and family health services aiming at determining the health problems that can be cured with early diagnosis with characteristic scanning methods and raising awareness of the public about this subject are carried out in a widespread and effective manner.

Veterinary services, another part of health services management, are carried on in an effective way. Stray animals that are registered are spayed and rehabilitated by monitoring with microchip application and thus many possible diseases arising from the animals are prevented. Other veterinary services and training activities such as establishing hygienic altars and auditing animal products are parts of the activities in this area.

Supportive health care services such as disinfection and laboratory examinations and particularly rehabilitating stray animals and activities conducted in scope of combating zoonotic diseases are significant activities in preventive health.

All activities of Istanbul Metropolitan Municipality in the field of health are performed in line with improvement, transparency, dialogue and predictability targets as in all other service areas. Advanced scientific and technologic methods are followed in all of the activities conducted in health-related issues and it is paid attention to continuity and collaboration with stakeholders.

In order to improve life quality of Istanbul residents, IMM offers protective, preventive, therapeutic and rehabilitating health care services and conducts activities with a high-quality, continuous, open to improvement and collaboration, scientific, effective and efficient understanding of service which prioritizes risk groups.

MANAGEMENT OF SOCIAL SUPPORT SERVICES

Istanbul Metropolitan Municipality aims to improve and extend the support services towards social needs of the residents of the city. For this reason, the municipality is raising its investments day by day for a human oriented, habitable and living Istanbul in accordance with the necessities of being a Megacity and the policy of Social Municipality. Improving the social support investments in line with the requirements of the era and producing activities and projects accordingly in the Strategic Plan period of 2015-2019 will be the outstanding policy in the field of Social Support Services.

Istanbul Metropolitan Municipality provide services for the disabled citizens in the fields such as medical and social rehabilitation, sports rehabilitation, summer camps, notification and consultancy, training, psychological support, supporting employment and transportation to activate and extend the services by contributing to improving life quality of the disadvantaged citizens. Additionally, in the scope of social services, the families in need are supported with public relief and financial aid, educational supports are provided for the students and social supports are delivered towards women and families.

In order to improve the effectiveness of the services rendered for the elderly and to develop care and service standards, boarding and day care services and health and rehabilitation services are delivered for the elderly and for those requiring nursing at Poorhouse Campus and other nursing homes and living homes.

It is aimed with the sports complexes and sports facilities spread to entire Istanbul to improve accessibility of citizens to sports activities. In this scope, the citizens are provided with many sports opportunities in many branches such as football, volleyball, basketball, swimming, Far East sports and ice-skating.

Istanbul Metropolitan Municipality provides services in various fields consisting of non-formal training activities, seminars for the course attendees and public, symposiums, participation in domestic and abroad fairs, exhibitions, trips, competitions, sales of course attendee products, employment guidance for the course attendees, social and cultural events and publications, to enable and extend the activities of Arts and Occupational Training Courses and vocational courses.

While restaurant and cafeteria services are rendered for Istanbul residents by means of social facilities, immediate aid and other services are rendered at beaches.

Activities such as scouting, Belnet internet service, carrier trainings, smart class and preference consultancy for students are carried out by aiming rendering of cultural, educational and social support services for the adults, youth and children.

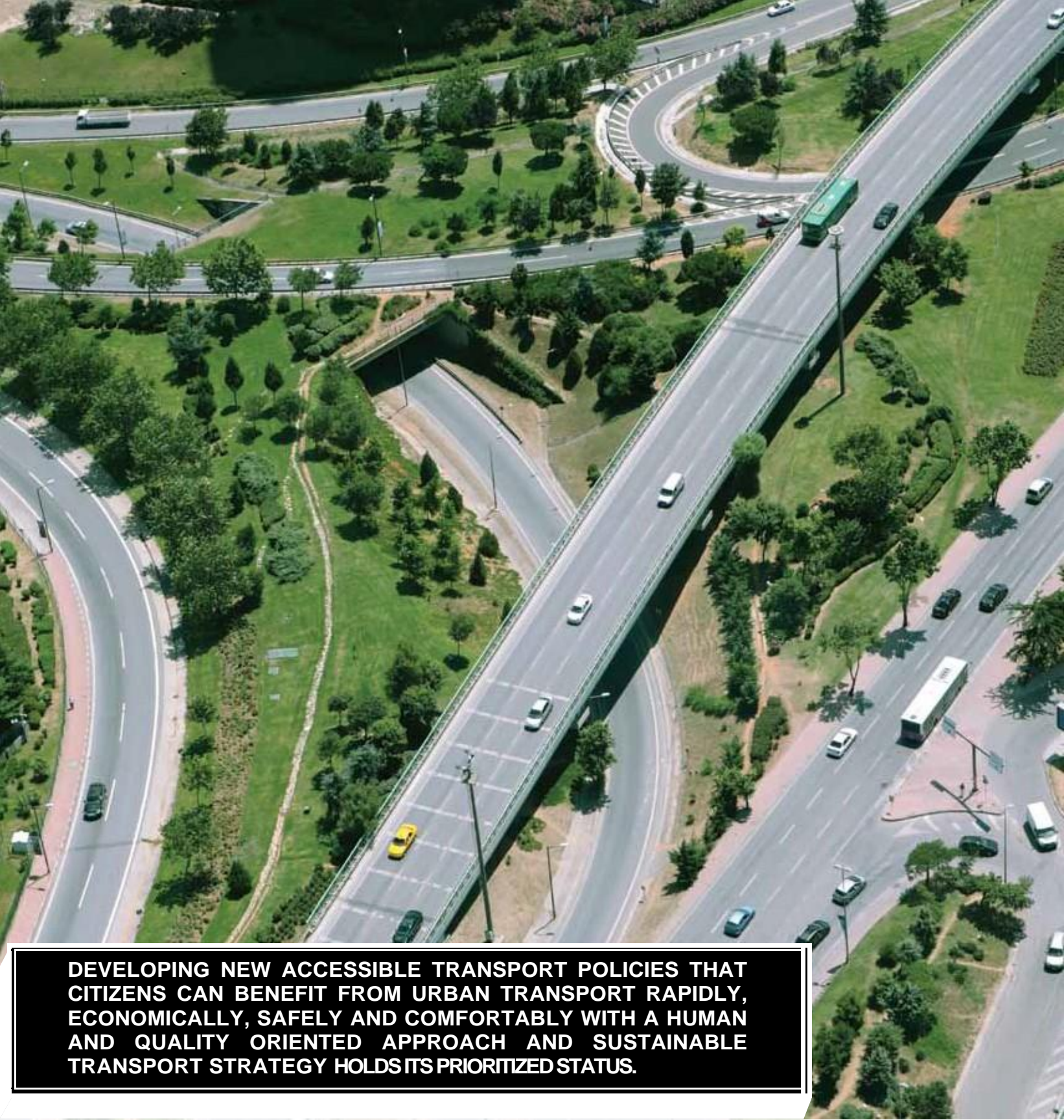
New cemetery areas are built for better delivery of funeral services, and care, improvement and security of the cemeteries are provided.

Istanbul Metropolitan Municipality will continue its services without pausing with new projects, activities and investments in the sense of Social Municipality concept.



ISTANBUL METROPOLITAN MUNICIPALITY PROVIDES SERVICES FOR THE DISABLED CITIZENS IN THE FIELDS SUCH AS MEDICAL AND SOCIAL REHABILITATION, SPORTS REHABILITATION, SUMMER CAMPS, NOTIFICATION AND CONSULTANCY, TRAINING, PSYCHOLOGICAL SUPPORT, SUPPORTING EMPLOYMENT AND TRANSPORTATION TO ACTIVATE AND EXTEND THE SERVICES BY CONTRIBUTING TO IMPROVING LIFE QUALITY OF THE DISADVANTAGED CITIZENS.





DEVELOPING NEW ACCESSIBLE TRANSPORT POLICIES THAT CITIZENS CAN BENEFIT FROM URBAN TRANSPORT RAPIDLY, ECONOMICALLY, SAFELY AND COMFORTABLY WITH A HUMAN AND QUALITY ORIENTED APPROACH AND SUSTAINABLE TRANSPORT STRATEGY HOLDS ITS PRIORITIZED STATUS.

TRANSPORTATION SERVICES MANAGEMENT

Transportation, which means making possible participation of people in economic, social and cultural life of the area they live, interaction with each other and communication, means, in terms of urbanization, making easier and ensure accessibility of mobility and circulation of services and information. One of the biggest problems of the mega city Istanbul is administration of this structure and presentation of urban transportation systems.

For Istanbul Metropolitan Municipality that is aware of this responsibility, “developing new accessible transport policies that citizens can benefit from urban transport rapidly, economically, safely and comfortably” with a human and quality oriented approach and sustainable transport strategy holds its prioritized status in the strategic plan of 2015-2019 as it was before.

IMM aims developing transportation infrastructures by means of revision of master transportation plan of Istanbul and new planning and project design activities with the concept of upper scale planning for implementing a healthy transportation infrastructure.

In the scope of Istanbul Transportation Master Plan activities, increasing mass transportation services, decreasing private car dependence, improvement and development of road network, effective use of traffic management policies and increasing traffic safety will be maintained.

Planning and implementation activities towards extending rail system transport in order to improve speed and comfort of urban mass transportation will go on at a fast pace.

Istanbul Metropolitan Municipality increased the rail system network length from 45.1 km in 2004 to 128.65 km by adding 83.55 km. The rail system network which is now 142.15 km with the line of 13.5 km of the Ministry of Transportation will be supported with new rail system projects.

Infrastructure projects such as roads, crossroads, and car parks are planned and implemented in order to create transportation systems optimized in terms of technical and economic aspects so as to ensure faster, more comfortable and safer pedestrian and vehicular traffic and regulations towards ensuring traffic order and circulation are made by means of necessary maintenance and repair activities. Installing smart transportation and signalization systems that meet requirements and expectations of every section of the society including the disadvantaged and ensuring systematic operation of these in order to ensure systematic and controlled flow of pedestrian and vehicular traffic are among the significant services carried out by Istanbul Metropolitan Municipality in the field of transportation.

Activities towards removing traffic accidents, traffic jam, air and noise pollution, fuel and time loss, negative effects to tourism arising as a result of transportation problems as well as negative effects to human life continue without slowing down.

Considering all above, transportation became the prioritized subject at Istanbul Metropolitan Municipality in the new period as well when the sizes of investments are taken into account in the Main Service Areas and IMM has built its transportation strategies for the next period in order find a solution to urban transportation of the growing city population.



GENERAL MANAGEMENT

The services and activities implemented in the body of the organizational structure of the Municipality Management are expressed in the General Management Area scope with the headings Strategy Development and Planning, Project Design and Project Implementation, Financial Resources Management, Internal Control System, Inspection, Subsidiaries Management, Human Resources Management, IT Services Management, Supply Management, Support Services Management, In/Non Organization Relations Management, Document and Archive Management.

The activities in the general management are planned and implemented in order to present our service commitments in the field of main services to our city and citizens in a rapid, effective, high quality and sustainable manner and to provide support for more efficient use of the resources.

In this scope, ensuring quick access to correct information related to service areas, transforming Istanbul to a center where international activities are performed at intercity local diplomacy, strengthening coordination and cooperation between internal stakeholders, effective and efficient management of resources, delivering solution oriented services with qualified employees, strengthening communication and collaboration with external shareholders, improving organizational structure and business methods with the concept of continuous development and effective management of supply process will be firstly addressed in this activity period as well, in a manner to contribute to effectiveness of the activities implemented in the field of main service field with high strategic priority in the previous periods.

THE ACTIVITIES IN THE GENERAL MANAGEMENT ARE PLANNED AND IMPLEMENTED IN ORDER TO PRESENT OUR SERVICE COMMITMENTS IN THE FIELD OF MAIN SERVICES TO OUR CITY AND CITIZENS IN A RAPID, EFFECTIVE, HIGH QUALITY AND SUSTAINABLE MANNER AND TO PROVIDE SUPPORT FOR MORE EFFICIENT USE OF THE RESOURCES.



STAKEHOLDER ANALYSIS

Stakeholder analysis is the strategic work and evaluation towards determining the activities to be performed to achieve the goals with the point of view of the stakeholders. Knowing the opinions of the stakeholders about the organization provides revealing the solutions that add value to stakeholders.

The stakeholders of that direct and indirectly affect and are affected by Istanbul Metropolitan Municipality, provide input for the organization, that the organization renders services for and is in cooperation have been determined. The stakeholders are categorized in two groups – internal and external. External stakeholders are divided into two:

- Strategic External Stakeholders
- Sectoral External Stakeholders

Survey forms were sent to the determined stakeholders, their evaluations about the activities of the Metropolitan Municipality were asked and their opinions, suggestions and expectations regarding the organization were collected. In this scope, 39 types of surveys were prepared;

- Sectoral external stakeholder (public organizations, universities, NGOs) surveys for main service area of the municipality,
- Surveys towards supplier organizations from which the municipality gets service,
- Surveys for affiliate organizations,
- Surveys for organizations that have a strategic importance for the municipality, and
- Surveys for district municipalities.

STAKEHOLDER OPINIONS ABOUT SERVICE AREAS

Surveys were sent to 342 organizations that are stakeholders of IMM and survey results were reported by creating a database. Suggestions and expectations of the stakeholders regarding the structure and services of the Organization as a result of these evaluations are summarized below.

Disaster Management

- Completing urban transformation
- Strengthening existing building stock

Environmental Management

- Regaining and extending reuse of waste water
- Planning new water resources
- Increasing green areas

Zoning Management

- Preparing a macro scaled transformation and urban design plan at district and province bases and increasing activities towards improvements in the scope this plan

Urban and Public Order

- Illumination of all streets that do not have lighting

Cultural Services Management

- Carrying out activities towards raising international tourism activities of the city
- Increasing artistic and cultural activities
- Improving the support for arts and cultural organizations
- Establishing the balance for preserving and using cultural properties

Health Services Management

- Increasing coordination and effective use of resources in common services rendered in the field of health
- Increasing the activities required for imposing healthy life culture

Social Support Services

- Common data sharing for aids

- Focusing on the activities towards employment and job acquisition of women for supporting economically
- Increasing projects that will provide attendance of the disabled to social life of the city actively
- Increasing projects that will provide attendance of the elderly and children to social life of the city actively

Transportation Services Management

- Integration of urban transportation plans with zoning plans
- Increasing common smart transportation systems
- Strengthening mass transportation passages and connections
- Improving rail system infrastructure
- Extending and raising comfort of sea transportation

General Management

- Increasing the activities that will improve the quality and speed in delivery of urban services by developing cooperation with the stakeholders
- Increasing the activities towards ensuring an effective information exchange between the metropolitan municipality and district municipalities and district governorship
- Making global collaborations

COMPONENTS OF STRATEGIC MANAGEMENT MODEL



MISSION

Rendering the services to meet unrevealed needs in accordance with the local government concept of the 21st century and keeping the cultural identity of the city alive while perfecting municipal services with an organizational concept



VISION

Local government of the brand city that makes life easier with sustainable and innovative solutions and generates global values for the urban development and the civilization

VALUES

Justice

Our Municipality is based on legally binding assertion for all of our stakeholders in delivering public services.

Confidence

Our Municipality is based on gaining the confidence of the people of Istanbul, its employees, and shareholders and to be worthy of this trust.

Transparency

Our Municipality is based on being transparent and giving an account of itself in delivering public services.

Quality

It is essential to meet the needs and expectations of the people of Istanbul and the city of Istanbul and that our municipality offers them at the most optimal level and with high quality.

Productivity

It is essential to use the Municipality's resources within the framework of the principles of efficiency, productivity, and frugality.

Participation

Our Municipality is based on providing a social dialogue, social contributions, and social ownership through meeting with its shareholders on a common ground in planning and delivering the services through a participatory approach to communicate with all related parties.

Leadership

It is essential for us to be such a municipality that is determined, self-confident, brave, entrepreneur, innovative, leading, and pioneering.

MAIN SERVICE AREA STRATEGY MAPS

FIGURE:5 STRATEGY MAP OF THE ORGANIZATION

MAIN SERVICE AREAS	AHA01 DISASTER MANAGEMENT SA01-Executing Disaster and Emergency Intervention and Improvement Capacity with Effective Risk Management	AHA02 TRANSPORTATION SERVICES MANAGEMENT SA02-Delivering Human Oriented, Accessible, Sustainable, High Quality, Rapid, Safe, Comfortable Transportation Service	AHA03 SOCIAL SUPPORT SERVICES SA03-Developing and extending support services aimed at the social needs of the residents of the city	AHA04 URBAN AND PUBLIC ORDER SA04-Contributing to Improvement and Generalization of Urban and Social Order
	AHA05 ZONING MANAGEMENT SA05-Contributing to creation of a Habitable City by directing Social, Economic and Physical Development with Respect to Natural, Historical and Cultural Heritage of the City	AHA06 CULTURAL SERVICES MANAGEMENT SA06-Contributing to Protection, Promotion of Cultural Heritage of the City and to Flourishing its Cultural Life	AHA07 HEALTH SERVICES MANAGEMENT SA07-Contributing to Development of Life Quality in terms of Health Services in a Sustainable Way	AHA08 ENVIRONMENTAL MANAGEMENT SA08-Contributing to Sustainable Environmental Development
GENERAL MANAGEMENT AREAS	Sa09 Ensuring Quick Access to Accurate Information regarding Service Areas	Sa10 Transforming Istanbul to A Center where International Activities are Performed at Intercity Local Diplomacy /Transforming from Participatory to Order Setting City	Sa11 Strengthening Coordination and Cooperation between IMM and Subsidiaries	Sa12 Effective and Efficient Management of Resources
	Sa13 Developing Solution Oriented Service with Qualified Employees	Sa14 Strengthening Communication and Cooperation with Stakeholders	Sa15 Structuring Project Design and Implementation Processes in a manner to keep Stakeholder Satisfaction at Highest Level	Sa16 Improving Corporate Structure and Working Methods with Continuous Development
	Sa17 Managing Supply Process Efficiently			

FIGURE:6 DISASTER MANAGEMENT STRATEGY MAP

STRATEGIC PURPOSE	AHA01-DISASTER MANAGEMENT SA01-Executing Disaster and Emergency Intervention and Improvement Capacity with Effective Risk Management			
STRATEGIC TARGETS	Sa01SH01 Contributing to Effective Presentation Emergency Care Services	Sa01SH02 Improving Disaster and Emergency Intervention Capacity	Sa01SH03 Extending Awareness Raising Practices towards Disasters and Emergencies	Sa01SH04 Executing Risk Preventive/Mitigating Activities

FIGURE:7 TRANSPORTATIONSERVICES MANAGEMENT STRATEGY MAP

STRATEGIC PURPOSE	AHA02- TRANSPORTATIONSERVICES MANAGEMENT SA02-Delivering Human Oriented, Accessible, Sustainable, High Quality, Rapid, Safe, Comfortable Transportation Service			
STRATEGIC TARGETS	Sa02SH01- Extending Smart Transport System in a manner to Cover all Mass Transport Vehicles	Sa02SH02- Strengthening Cooperation with the Stakeholders in terms of Infrastructure and Implementation	Sa02SH03-Regulating the Existing Lines to Support Main Transport Systems (Rail System, Bus, Metrobus, etc.) and Increasing Number of New Connection Lines	Sa02SH04- Improving Seaway Transport Systems
	Sa02SH05- Increasing Number of Low Emission Mass Transport Vehicles	Sa02SH06-Increasing Number of Mass Transport Vehicles suitable for Transport of the Disabled	Sa02SH07- Increasing Number of Taxi Stands around Istanbul	Sa02SH08- Increasing the Share of Rail Systems in Transport Systems
	Sa02SH09-Increasing number of Night Lines/Routes in Mass Transport System	Sa02SH10-Effective Management of Traffic	Sa02SH11- Strengthening Transportation Infrastructure	Sa02SH12- Reducing Negative Effects of Freight Transport on Istanbul Traffic

FIGURE: 8 SOCIAL SUPPORT SERVICES MANAGEMENT STRATEGY MAP

STRATEGIC PURPOSE	AHA03-SOCIAL SUPPORT SERVICES SA03-Developing and extending support services aimed at the social needs of the residents of the city			
STRATEGIC TARGETS	Sa03SH01 Turning Shanty Houses on Municipality Parcels into a Settled Area	Sa03SH02 Enabling and Extending Services that will contribute to Disadvantageous Groups	Sa03SH03 Improving Accessibility of Citizens to Sports Activities	Sa03SH04 Enabling and Extending Vocational Course Activities
	Sa03SH05 Rendering Cemetery and Burial Services Effectively	Sa03SH06 Improving Efficiency of Services provided through Social Facilities	Sa03SH07 Improving Efficiency of Services provided for the elderly, Improving Care and Service Standards	Sa03SH08 Providing Cultural, Educational and Social Support for Adults, Youth and Children

FIGURE: 9

URBAN AND PUBLIC ORDER MANAGEMENT STRATEGY MAP

STRATEGIC PURPOSE	AHA04-URBAN AND PUBLIC ORDER			
	SA04-Contributing to Improvement and Generalization of Urban and Social Order			
STRATEGIC TARGETS	Sa04SH01 Integrating Good Hygiene Practices of the EU regarding Marketplaces to Istanbul	Sa04SH02 Reducing Negative Effects of Marketplace Services on the Environment	Sa04SH03 Ensuring Modernization in Marketplace Management	Sa04SH04 Improving Commercial and Social Areas at Marketplaces
	Sa04SH05 Ensuring Security of Green Areas, Groves and City Forests around Istanbul and Making them Livable for 24 hours	Sa04SH06 Enabling Audits on City Aesthetics	Sa04SH07 Registering Mass Transportation Vehicles and Improving Inspection Efficiency	Sa04SH08 Enabling Audits on Social Order
	Sa04SH09 Increasing and Enabling Activities for Protection of Consumer Rights	Sa04SH10 Improving Quality and Speed of Solutions presented for Citizen Applications		

FIGURE: 10

ZONING MANAGEMENT STRATEGY MAP

STRATEGIC PURPOSE	AHA05-ZONING MANAGEMENT				
	SA05-Contributing to creation of a Habitable City by directing Social, Economic and Physical Development with Respect to Natural, Historical and Cultural Heritage of the City				
STRATEGIC TARGETS	Sa05SH01 Revising 1/100000 Scaled Landscape Plan	Sa05SH02 Protecting and Developing Natural, Historical and Cultural Values in Bosphorus paying regard to Public Benefits and Limiting the Structures that may increase Population here		Sa05SH03 Ensuring Generation and Sharing of Accurate, Standard and Qualified Geographical Information and Contributing to Efficiency of Planning, Investment and Inspection Activities	
	Sa05SH04 Enabling Housing Audits	Sa05SH05 Enabling Participatory and Transparent Zoning Management	Sa05SH06 Extending Practices Supporting Aesthetical Aspects of the City	Sa05SH07 Enabling Urban Transformation Practices	Sa05SH08 Realizing Infrastructure Works to Enable Planning

FIGURE: 11

CULTURAL SERVICES MANAGEMENT STRATEGY MAP

STRATEGIC PURPOSE	AHA06-CULTURAL SERVICES MANAGEMENT SA06-Contributing to Protection, Promotion of Cultural Heritage of the City and to Flourishing its Cultural Life	
STRATEGIC TARGETS	Sa06SH01 Increasing Practices towards Preserving Cultural and Natural Properties	Sa06SH02 Improving Accessibility of Cultural Services

FIGURE: 12

HEALTH SERVICES MANAGEMENT STRATEGY MAP

STRATEGIC PURPOSE	AHA07-HEALTH SERVICES MANAGEMENT SA07-Contributing to Development of Life Quality in terms of Health Services in a Sustainable Way			
STRATEGIC TARGETS	Sa07SH01 Contributing to Protection from and/or Early Diagnosis of Permanent or Detrimental Health Problems	Sa07SH02 Enabling and Extending Health Services for the Focus Groups	Sa07SH03 Executing Vector Combat with a Holistic Concept	Sa07SH04 Contributing to Efficient Fight against Zoonotic Diseases

FIGURE: 13

ENVIRONMENTAL MANAGEMENT STRATEGY MAP

STRATEGIC PURPOSE	AHA08-ENVIRONMENTAL MANAGEMENT SA08-Contributing to Sustainable Environmental Development			
STRATEGIC TARGETS	Sa08SH01 Improving Waste Management Practices	Sa08SH02 Extending Environment Protection Practices	Sa08SH03 Strengthening Cooperation with Stakeholders for Environmental Management	Sa08SH04 Improving Practices towards Prevention of Sea Contamination
	Sa08SH05 Executing activities regarding Care and Protection of Trees that have witnessed the History	Sa08SH06 Enabling and Extending Activities for Renewable Energy and Energy Efficiency	Sa08SH07 Extending Green Zones	

FIGURE: 14 GENERAL MANAGEMENT AREA STRATEGY MAP

PURPOSE	SA09-Ensuring Quick Access to Accurate Information regarding Service Areas	SA10-Transforming Istanbul to A Center where International Activities are Performed at Intercity Local Diplomacy / Transforming from Participatory to Order Setting City	SA11-Strengthening Coordination and Cooperation between IMM and Subsidiaries	SA12-Effective and Efficient Management of Resources	
STRATEGIC TARGETS	<p>Sa09SH01 Keeping Radio Systems and Infrastructure of the Municipality Active and Operational at Upper Operation Level</p>	<p>Sa09SH02 Enabling Information Security</p>	<p>Sa09SH03 Extending IT Technologies in the Organization and Improving Service Quality</p>	<p>Sa09SH04 Improving and Extending Broadband Communication Infrastructures</p>	<p>Sa09SH05 Improving Communication Services Economically, Rapidly and Efficiently by establishing an Internal Infrastructures</p>
	<p>Sa10SH02 Strengthening Communication and Cooperation for Local Diplomacy</p>	<p>Sa11SH01 Improving Efficiency of Resources</p>	<p>Sa12SH01 Using and Managing the Budget Effectively</p>	<p>Sa12SH02 Managing Real Estate Incomes Effectively</p>	<p>Sa12SH03 Executing Expropriation Costs at Optimum Level</p>
	<p>Sa14SH01 Enabling Benefit of the Youth and those working in the field of Youth from European Opportunities</p>	<p>Sa14SH02 Executing Public Relations on the basis of Social Support and Participation</p>	<p>Sa14SH03 Executing Communication and Publication Activities with Service Oriented Working Approach</p>	<p>Sa15SH01 Ensuring Comm. and Cooperation between IMM Department preparing Projects for Benefiting from EU and ISTKA Funds</p>	<p>Sa15SH02 Increasing Experience Sharing with Organizations with Good Practices in EU for the prioritized Areas of IMM</p>
	<p>Sa15SH08 Increasing Percentage of Final Accounting Files examined in the Legal Period</p>	<p>Sa16SH01 Improving Support Service Standards</p>	<p>Sa16SH02 Ensuring Improvement of Service and Solution Oriented Working Concept</p>	<p>Sa16SH03 Managing Legal Processes Effectively and Efficiently</p>	<p>Sa16SH04 Increasing Capacity and Organizational Benefiting Level towards using EU and ISTKA Resources by IMM</p>
	<p>Sa16SH10 Performing Effective Inspections</p>	<p>Sa17SH01 Improving Supply Process</p>			

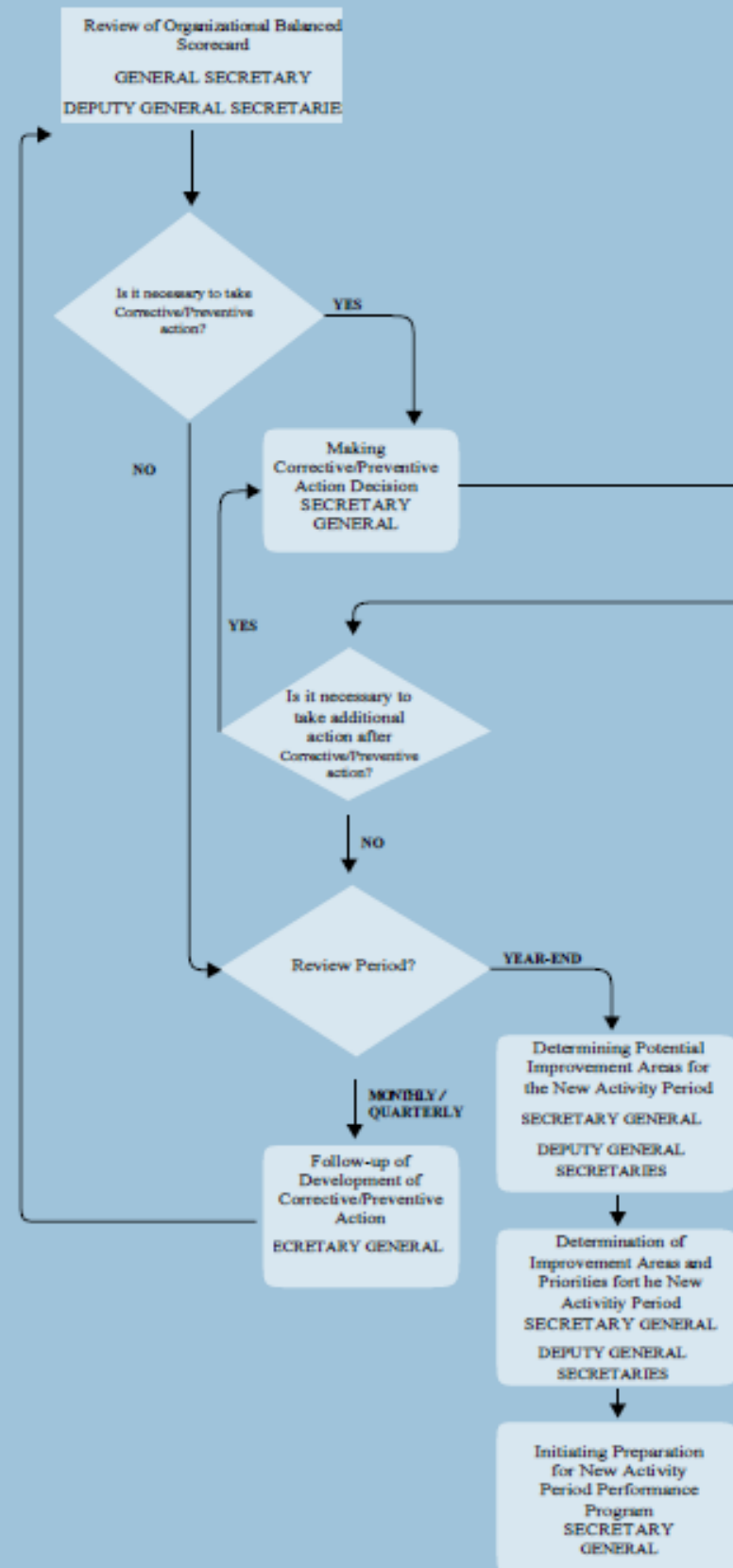
SA13-Developing Solution Oriented Service with Qualified Employees	SA14-Strengthening Communication and Cooperation with Stakeholders	SA15-Structuring Project Design and Implementation Processes in a manner to keep Stakeholder Satisfaction at Highest Level	SA16-Improving Corporate Structure and Working Methods with Continuous Development	SA17-Managing Supply Process Efficiently
<p>Sa09SH06 Designing and Putting into Practice IT Use with Shared Service Concept in IMM and Subsidiaries – Affiliated Organizations</p>	<p>Sa09SH07 Meeting In-organizational Service Demands in accordance with Defined Service Levels</p>	<p>Sa09SH08 Enabling Organizational Document Management</p>	<p>Sa09SH09 Effective Management of Organizational Decision Making Process and Accessing to Decisions via Internet</p>	<p>Sa10SH01 Publicizing IMM and Istanbul Effectively at International Area</p>
<p>Sa12SH04 Improving Financial Reports in accordance with International Standards and Management Requirements</p>	<p>Sa12SH05 Ensuring Risk Based Internal Control System Dissemination and Sustainability</p>	<p>Sa13SH01 Enabling Training Process towards Meeting Employee Development Requirements</p>	<p>Sa13SH02 Enabling Opinion System that supports Employee Development</p>	<p>Sa13SH03 Creating Infrastructure of Career Planning System</p>
<p>Sa15SH03 Managing Expropriation Effectively and Efficiently</p>	<p>Sa15SH04 Developing Projects Compliant to Stakeholder Needs</p>	<p>Sa15SH05 Improving, Establishing Methodology for and Extending Project Management Concept in the Organization</p>	<p>Sa15SH06 Implementing Projects on time and compliant to its Budget</p>	<p>Sa15SH07 Adopting Standards regarding Social, Cultural and Technical Infrastructure to Zoning Plan</p>
<p>Sa16SH05 Executing and Extending Internal Inspection Effectively</p>	<p>Sa16SH06 Structuring Organizationally in line with Business Needs</p>	<p>Sa16SH07 Extending Occupational Health and Security Culture around the Organization</p>	<p>Sa16SH08 Improving and Extending the Technology used in Presentation of Financial Services</p>	<p>Sa16SH09 Enabling Strategic Management Process</p>

FOLLOW-UP AND MONITORING

The process used in accordance with strategic management approach is reviewed and developed once in five years while drawing the strategic plan, and annually while preparing the performance program. Comparative performance results are evaluated with the targets by receiving support from technological opportunities in the performance program period and they are followed and evaluated in comparison with the goals and internal targets. The follow-up and monitoring process for the strategic plan period of 2015 – 2019 explained below.

FIGURE: 15 FOLLOW-UP AND MONITORING PROCESS

IMM GENERAL SECRETARIAT



IMM ALL DEPTS.

