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1. MAYOR'S LETTER

Fellow Citizens,

We have left behind the third year under the management of İstanbul Metropolitan Municipality. We have been continuously improving our service quality and diversity for three years, steadily increasing our investments in order to make İstanbul a fair, green and creative city.

We have built an urban management structure where waste has ended, no individual, group, party, community or foundation receives special treatment, and where merit is essential.

We are working to make the culture of equality and solidarity prevail in İstanbul with a democratic, participatory management approach based on respect for people and caring for the city.

All research and indicators reveal that the people of İstanbul are satisfied with this radical change and that their trust in the İstanbul Metropolitan Municipality is increasing every year.

But what we are doing does not please the rulers of the country at all. The government does not care about the needs of the people of İstanbul and the happiness of the people of İstanbul. When we speak of İstanbul, the only thing that comes to their minds is the fight against IMM. There is no precedent in the history of world democracy for a government to mess around with a municipality in such a lawful and irrational way.

Well, does it do any good? Can they prevent us from providing services, producing solutions and making investments?

The answer to this question lies in the Annual Report you are holding. Each page of this report is a proof of how desperate the mentality that sees İstanbul as an area of rent and considers itself the owner of İstanbul is. Because no matter what they do, it's not working. IMM produces more quality services than ever before. Investing more and more accurately than ever before.

In IMM, the era of so-called investments, which are unplanned, without projects, indexed to elections, shaped according to the party preferences of the citizens, based on transferring

resources to a narrow group, has come to an end. All of our investment expenditures are made at the end of a transparent, participatory, scientific process and only for the public interest.

First of all, we invest in people. We invest in the education of the children and youth of this city, and in increasing the economic and social opportunities of women. We invest so that producers can produce, job seekers can find jobs, no one will be left hungry and homeless, and everyone can be productive and happy.

The level we have reached in transportation and infrastructure investments is many times higher than the averages of the previous 25 years. We are the only example in the world that continues the construction of 10 subways at the same time. We can do more, but they don't want us to do it. For example, the signature required to start the İncirli-Sefaköy- Beylikdüzü Metro Line, whose project is waiting for financing and will be used by millions of citizens, has not come from Ankara for a year.

As you turn the pages of the Annual Report, you will see how our investments in people, transportation and infrastructure, the environment and culture have reached huge volumes. Moreover, we are making these investments at a time when the country's economy is in crisis due to wrong and lack of goodwill policies. On the one hand, our income-expenditure balances are struggling due to the large hikes in fuel and energy and the rapid rise in foreign currency. On the other hand, the shares we allocate from the municipal budget are increasing in order to heal the social wounds caused by increasing poverty and unemployment. We still do not give up, we continue to invest to ensure the happiness of this city and to secure its future by developing new ways and methods.

With our investments, we strengthen this city against economic, social and environmental risks and threats. With our investments, we strengthen the social integrity, sense of justice, solidarity and brotherhood in this city. We are building a happy, peaceful, productive, healthy and fair urban life for 16 million İstanbulites. We achieve this together.

With this report, I am honored to share our activities and account for our income and expenses. I would like to thank all my colleagues at the İstanbul Metropolitan Municipality, with whom I share this honor, our Metropolitan Municipality Council and all İstanbulites who have shown their will to protect their city.

Ekrem İmamoğlu
Mayor of İstanbul Metropolitan Municipality

2. General Data and Context

DEMOGRAPHIC DATA

Population: 15.840.900
Annual Population Growth Rate 2020/2021 : 24,2

Male Population: 7.933.686
Female Population: 7.907.214

Population Density: 3049

Percentage of Foreign Residents : 47,8%
Total Foreign Population : 740.954. Divided in Male: 373.124. Female: 367.830

City	0-19	20-39	40-59	0-29	30-59	60+
Istanbul	29%	34%	26%	45%	44%	11%

the data above about distribution of major age groups is related to 2020

CONTEXTUAL CHARACTERISTICS

1. Istanbul, Turkey’s largest city, has a diverse economy that is based on several key sectors. The main sectors of the economy of Istanbul include:

Finance and Financial Services: Istanbul is the financial center of Turkey and hosts numerous banks, investment companies, insurance companies and other financial institutions.

The district of Levent is known as the Turkish "Wall Street" due to the concentration of financial institutions.

Trade: Istanbul has a significant role in national and international trade due to its strategic location between Europe and Asia. The Grand Bazaar and Spice Bazaar are important centers of traditional commerce, while modern Istanbul is home to many shopping malls and shopping districts.

Manufacturing: The city is an important manufacturing center, with a diverse production that includes textiles, clothing, electronics, chemicals, automobiles, furniture and other goods.

Transport and Logistics: Istanbul is a crucial hub for transport and logistics in Turkey, with a very active commercial port and two international airports. In addition, the city's public transport system is well developed, with subways, trams, buses and ferries.

Tourism: Istanbul is one of the top tourist destinations in the world, thanks to its rich history, culture and heritage. Tourism contributes significantly to the city's economy through hospitality, tourist services and the sale of craft goods.

Information Technology and Telecommunications Sector: Istanbul is an important center for technology and telecommunications companies, contributing to the development of the ICT industry in Turkey.

Construction and Real Estate: The city has experienced significant building expansion in recent decades with the construction of new residential and commercial buildings.

Services Sector: Istanbul offers a wide range of services, including education, healthcare, entertainment and professional services.

These sectors contribute significantly to Istanbul's economy, making it one of the most dynamic and economically active cities in Turkey and the region.

2. According to the Turkish Statistical Institute, the average monthly net salary in Istanbul for 2021 was around 4,950 Turkish Lira (TL), which is equivalent to approximately 570 US dollars.

3. Mean years of schooling 2021

total: 9,8 male: 10,3 female: 9,3

In the academic year 2020/2021, Istanbul registered 802.131 students in higher education, Enrolled in 51 private and public universities. 8 of them 51 appear in the top 200 global ranking.

4. Istanbul has a unique set of geographical characteristics due to its location at the crossroads of Europe and Asia

- **Bosphorus Strait:** Istanbul is situated on both the European and Asian sides of the Bosphorus Strait, a narrow natural waterway that connects the Black Sea to the Sea of Marmara, which in turn connects to the Aegean and Mediterranean Seas. The Bosphorus Strait divides the city into two parts, the European side and the Asian side, and it plays a crucial role in the city's geography and transportation.
- **Strategic Location:** Istanbul's geographical location has been a significant factor in its historical and economic importance. It has served as a bridge between Europe and Asia, making it a center for trade, commerce, and cultural exchange for centuries.
- **Hilly Terrain:** Istanbul features a hilly and undulating landscape, especially on the European side. These hills provide picturesque views of the city and the Bosphorus but can also present challenges for urban planning and transportation.
- **Bridges and Tunnels:** To connect the European and Asian sides of the city, several bridges and tunnels have been constructed. The most famous of these is the Bosphorus Bridge (15 July Martyrs Bridge) and the Marmaray Tunnel, which runs under the Bosphorus.
- **Marmara Sea:** To the south of Istanbul is the Sea of Marmara, which is an inland sea connecting the Black Sea to the Aegean Sea. Istanbul's location on the Sea of Marmara has historically made it a vital port and center for maritime trade.

- **Climate:** Istanbul has a temperate climate with warm, humid summers and cold, wet winters. Its proximity to the sea influences its weather patterns. The city often experiences high humidity and can be prone to fog and sudden changes in weather.

4	15 ve daha yukarı yaştaki nüfus Population 15 years old and over		İşgücü Labour force		İstihdam Employed		İşsiz Unemployed		İşgücüne dahil olmayan nüfus Population not in labour force		İşgücüne katılma oranı Labour force participation rate (%)		İşsizlik oranı Unemployment rate (%)		Tarım dışı işsizlik oranı Non-agricultural unemployment rate (%)		İstihdam oranı Employment rate (%)			
	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020		
5	2.Düzyer SR, Level 2																			
6	Türkiye - Turkey		61 469	62 579	32 549	30 873	28 080	26 812	4 469	4 061	28 920	31 706	53,0	49,3	13,7	13,2	16,0	15,3	45,7	42,8
7	TR10 (İstanbul)		11 812	11 964	6 788	6 289	5 778	5 363	1 010	926	5 024	5 675	57,5	52,6	14,9	14,7	15,0	14,8	48,9	44,8

Data expressed in thousands.

3. Ranking and Positioning

3.1 Quality of Life:

Table 1. Demonstrates the average satisfaction ratings for both the overall sample and Istanbul. Residents of the Istanbul region was generally satisfied with the various domains. People were less content with how they used their free time and their standard of living. They were significantly happier with their friends, family, health, and jobs than with life overall. There were hardly any differences between Istanbul people living on the European side of the Bosphorus and those living on the Anatolian side.

Domain	Istanbul	European side	Anatolian side
<i>Life as a whole</i>	4.59	4.59	4.59
<i>Friends</i>	5.48	5.47	5.51
<i>Standard of living</i>	4.34	4.29	4.43
<i>Family life</i>	5.80	5.84	5.75
<i>Health</i>	5.02	5.08	4.92
<i>Leisure</i>	4.34	4.29	4.44
<i>Job/school</i>	5.36	5.42	5.26
Number of respondents	1,635	957	678

Source: The authors.

3.2 Smart City Rankings:

Table 2. Shows an important comparison between Istanbul and other important cities from the world like Hong Kong that are known as one of the most important tech cities in the world.

IMD Smart City Index 2023: Results In Alphabetical Order By City with 2023 Deep Dive and 2021 Comparison (2023 Methodology Applied)

City	Smart City Rank 2023	Smart City Rating 2023	Structure 2023	Technology 2023	Smart City Rank 2021	Change
Geneva	9	AA	AA	A	6	▼ -3
Glasgow	80	BB	BB	B	65	▼ -15
Gothenburg	36	A	A	A	46	▲ 10
Guangzhou	71	CCC	CCC	CCC	66	▼ -5
Guatemala City	141	D	D	D	NEW	—
Hamburg	11	A	A	BBB	8	▼ -3
Hangzhou	70	CCC	CCC	CCC	63	▼ -7
Hanoi	100	CCC	CCC	CCC	89	▼ -11
Hanover	57	BB	BBB	B	53	▼ -4
Helsinki	8	AAA	AA	A	9	▲ 1
Ho Chi Minh City	103	CCC	CCC	CCC	93	▼ -10
Hong Kong	19	AA	BBB	AAA	33	▲ 14
Hyderabad	116	CC	CC	CC	101	▼ -15
Islamabad	120	CC	CC	CC	NEW	—
Istanbul	107	CC	CC	CC	88	▼ -19
Jakarta	102	CC	CC	CC	92	▼ -10
Jeddah	56	B	B	B	NEW	—
Kiel	81	BB	BBB	CCC	72	▼ -9
Krakow	79	CCC	B	CCC	76	▼ -3
Kuala Lumpur	89	CCC	B	CCC	80	▼ -9
Lagos	132	D	D	C	116	▼ -16
Lausanne	5	AA	AA	A	4	▼ -1

3.3 Social City Rankings:

Everyone will be able to live in the city, we'll maintain our population healthy, and everyone will have access to healthcare services. To improve the social conditions of individuals and support the society in terms of physical, mental, and social health; to contribute to the development of social, self-assured, successful, respectful, and healthy generations; and to increase awareness of the society, protective, preventive, therapeutic, and rehabilitative healthcare services, as well as consultancy and training services, will be provided. Sports will be made available to people of all ages and social classes in Istanbul to ensure that they live healthy lives.

All data are normalised to a scale of 0 to 100, where 100 = best health

Very high (75.1–100) High (50.1–75) Medium (25.1–50) Low (0–25)

Overall score	1 Digital Security	2 Health Security	3 Infrastructure Security	4 Personal Security	5 Environmental Security
1 Copenhagen 82.4	1 Sydney 83.2	1 Tokyo 87.7	1 Hong Kong 93.4	1 Copenhagen 86.4	1 Wellington 91.7
2 Toronto 82.2	2 Singapore 82.8	2 Singapore 84.1	2 Singapore 92.1	2 Amsterdam 80.5	2 Toronto 90.3
3 Singapore 80.7	3 Copenhagen 82.2	3 Hong Kong 84.0	3 Copenhagen 89.0	3 Frankfurt 80.3	3 Washington, DC 87.6
4 Sydney 80.1	=4 Los Angeles 82.0	4 Melbourne 81.9	4 Toronto 88.6	4 Stockholm 79.7	4 Bogota 85.5
5 Tokyo 80.0	=4 San Francisco 82.0	5 Osaka 81.8	5 Tokyo 87.7	5 Brussels 79.2	5 Milan 84.9
6 Amsterdam 79.3	6 New York 81.6	6 Seoul 81.1	6 Stockholm 87.3	6 Paris 79.0	6 Copenhagen 84.5
7 Wellington 79.0	7 Amsterdam 79.3	7 Toronto 80.0	7 Osaka 86.6	7 Wellington 78.3	7 Stockholm 83.7
=8 Hong Kong 78.6	8 Melbourne 78.3	8 London 78.8	8 Washington, DC 86.5	8 Toronto 77.2	8 Rio de Janeiro 83.3
=8 Melbourne 78.6	9 Wellington 77.3	9 Barcelona 78.1	=9 Chicago 84.5	9 Lisbon 76.9	9 Zurich 82.3
10 Stockholm 78.0	=10 Chicago 76.7	10 Sydney 77.7	=9 Sydney 84.5	10 Madrid 76.6	10 Kuala Lumpur 81.0
=11 Barcelona 77.8	=10 Frankfurt 76.7	11 San Francisco 77.3	11 New York 84.4	11 Sydney 76.3	=11 Amsterdam 80.9
=11 New York 77.8	12 London 76.6	12 Abu Dhabi 76.5	=12 Wellington 84.2	12 Barcelona 75.8	11 New York 80.9
13 Frankfurt 77.7	13 Dallas 76.5	13 Dubai 75.5	=12 Zurich 84.2	13 Singapore 74.5	13 Tokyo 80.6
14 Washington, DC 77.4	14 Toronto 75.0	14 New York 75.2	14 Frankfurt 84.1	14 London 74.4	14 Taipei 80.3
=15 London 77.2	15 Zurich 74.8	=15 Chicago 74.8	=15 Madrid 84.0	15 Zurich 73.4	15 Quito 80.1
=15 San Francisco 77.2	=16 Barcelona 72.9	=15 Los Angeles 74.6	=15 Melbourne 84.0	16 Tokyo 73.3	16 Tokyo 79.0
17 Osaka 76.7	=16 Madrid 72.9	17 Dallas 74.6	17 Barcelona 83.7	17 Osaka 73.2	17 Buenos Aires 78.8
18 Los Angeles 76.5	18 Stockholm 72.6	18 Washington, DC 74.6	18 San Francisco 83.6	18 Melbourne 73.0	18 Barcelona 78.4
19 Zurich 76.3	19 Washington, DC 72.1	=19 Beijing 73.6	19 Amsterdam 83.5	19 Taipei 78.9	19 San Francisco 78.3
20 Chicago 75.0	20 Tokyo 71.0	=19 Shanghai 73.5	20 Seoul 83.0	20 Santiago 79.7	20 Rome 78.0
21 Madrid 74.7	21 Hong Kong 70.1	21 Taipei 73.5	=21 Dallas 82.9	21 Hong Kong 79.2	21 Dallas 77.2
22 Dallas 74.5	22 Paris 69.4	22 Bangkok 73.1	=21 Los Angeles 82.9	22 Seoul 69.9	22 Osaka 77.0
23 Paris 74.3	23 Brussels 68.5	23 Amsterdam 72.5	23 London 82.7	23 Rome 69.4	23 Sao Paulo 76.7
24 Taipei 74.0	=24 Abu Dhabi 66.8	24 Frankfurt 72.3	24 Paris 82.6	24 Milan 68.7	24 Los Angeles 76.3
25 Seoul 73.8	=24 Dubai 66.8	25 Istanbul 71.9	25 Taipei 82.4	=25 Abu Dhabi 67.0	25 Melbourne 76.1
26 Brussels 73.6	26 Milan 65.1	26 Copenhagen 70.0	26 Brussels 82.3	=25 Dubai 67.0	26 Frankfurt 74.9
27 Milan 71.3	27 Osaka 64.8	27 Kuwait City 69.7	27 Shanghai 80.3	27 New York 66.8	27 Hong Kong 74.8
28 Lisbon 70.1	28 Lisbon 64.3	=28 Moscow 68.6	28 Lisbon 77.4	28 Washington, DC 66.0	28 Lisbon 74.3
29 Rome 69.4	29 Santiago 64.2	=28 Paris 68.6	29 Abu Dhabi 77.3	29 Los Angeles 66.6	29 Chicago 74.0
30 Shanghai 67.9	30 Taipei 63.2	=28 Riyadh 68.6	30 Milan 76.5	=30 Chicago 64.9	30 Jakarta 73.8
31 Abu Dhabi 66.9	31 Seoul 62.1	31 Brussels 67.8	31 Beijing 76.5	=30 San Francisco 64.9	31 London 73.7
32 Kuala Lumpur 66.6	AVERAGE 61.7	32 Buenos Aires 67.4	32 Dubai 76.0	AVERAGE 62.3	32 Madrid 73.1
AVERAGE 66.1	32 Rome 60.1	33 Madrid 67.0	33 Rome 74.5	32 Dallas 61.4	33 Seoul 72.9
33 Santiago 65.3	33 Buenos Aires 60.0	AVERAGE 66.7	34 Moscow 74.2	33 Kuala Lumpur 60.1	34 Mexico City 72.1
34 Buenos Aires 64.9	34 Moscow 59.4	34 Zurich 66.6	35 Istanbul 72.1	34 Beijing 59.5	35 Paris 71.7
35 Dubai 64.6	35 Kuala Lumpur 59.1	35 Santiago 66.5	AVERAGE 71.5	35 Shanghai 59.0	36 Brussels 70.4
36 Beijing 63.0	36 Istanbul 58.7	=35 Stockholm 66.5	36 Santiago 70.8	36 Rio de Janeiro 58.4	37 Singapore 69.9
37 Istanbul 62.9	=37 Mexico City 57.2	37 Rome 65.2	37 Kuala Lumpur 69.0	37 Kuwait City 58.0	38 Shanghai 69.3
38 Moscow 62.5	=37 Shanghai 57.2	38 Kuala Lumpur 64.0	38 Sao Paulo 66.5	38 Ho Chi Minh City 55.5	39 Lagos 68.8
39 Rio de Janeiro 61.8	=39 Rio de Janeiro 53.8	39 Ho Chi Minh City 63.9	39 Bangkok 65.7	39 Buenos Aires 55.9	AVERAGE 68.5
40 Sao Paulo 61.7	=39 Sao Paulo 53.8	40 New Delhi 63.6	40 Jakarta 63.7	40 Sao Paulo 53.9	40 Ho Chi Minh City 66.4
41 Bogota 60.8	41 Casablanca 53.7	41 Wellington 63.4	41 Rio de Janeiro 62.9	41 New Delhi 52.8	41 Manila 65.9
42 Mexico City 60.3	=42 Johannesburg 53.1	42 Milan 61.3	42 Buenos Aires 62.6	42 Mexico City 52.5	42 Johannesburg 65.6
43 Bangkok 60.2	=42 Riyadh 53.1	43 Johannesburg 61.0	43 Mexico City 62.1	43 Riyadh 51.8	43 Bangkok 62.9
44 Quito 58.8	44 Bangkok 52.7	44 Mumbai 60.8	44 New Delhi 59.8	44 Johannesburg 58.9	44 Istanbul 62.8
45 Ho Chi Minh City 58.5	45 Beijing 52.2	45 Bogota 59.0	45 Ho Chi Minh City 59.5	=45 Bogota 58.9	45 Moscow 60.5
46 Jakarta 56.4	46 Bogota 51.6	46 Jakarta 58.9	46 Quito 59.1	=45 Quito 59.9	46 Mumbai 60.1
47 Johannesburg 56.2	47 Baku 48.9	47 Quito 58.3	47 Baku 58.6	47 Moscow 49.9	47 Dhaka 58.2
48 New Delhi 56.1	48 New Delhi 47.5	48 Sao Paulo 57.7	48 Mumbai 57.5	48 Istanbul 48.8	48 Beijing 57.0
49 Riyadh 55.1	49 Manila 47.4	49 Lisbon 57.0	49 Bogota 57.0	49 Casablanca 48.5	49 New Delhi 56.8
50 Mumbai 54.4	50 Lagos 46.4	50 Mexico City 57.4	50 Riyadh 55.2	50 Mumbai 48.2	50 Santiago 54.3
51 Manila 52.5	51 Ho Chi Minh City 46.2	51 Casablanca 51.4	51 Kuwait City 53.4	51 Cairo 48.1	=51 Abu Dhabi 46.7
52 Baku 49.8	52 Quito 45.7	52 Dhaka 50.9	52 Manila 52.0	52 Jakarta 47.6	=51 Baku 46.7
53 Kuwait City 49.4	53 Mumbai 45.4	53 Rio de Janeiro 50.7	53 Casablanca 52.2	53 Baku 47.3	=51 Riyadh 46.7
54 Dhaka 48.9	=54 Cairo 43.6	54 Manila 49.9	54 Johannesburg 49.8	54 Dhaka 46.6	54 Yangon 45.3
55 Casablanca 48.2	=54 Kuwait City 43.6	55 Karachi 48.4	55 Dhaka 49.6	=55 Bangkok 46.4	55 Caracas 41.9
56 Lagos 45.0	56 Dhaka 39.0	56 Baku 47.3	56 Cairo 47.2	=55 Manila 46.4	56 Dubai 37.7
57 Cairo 43.7	57 Karachi 38.5	57 Cairo 45.6	57 Karachi 43.0	57 Caracas 46.1	57 Karachi 35.4
58 Caracas 40.5	58 Jakarta 38.0	58 Yangon 44.6	58 Yangon 40.5	58 Yangon 39.2	58 Casablanca 35.1
59 Karachi 39.7	59 Caracas 37.4	59 Lagos 43.7	59 Caracas 38.0	59 Lagos 33.7	59 Cairo 33.8
60 Yangon 39.5	60 Yangon 28.1	60 Caracas 39.0	60 Lagos 32.4	60 Karachi 33.3	60 Kuwait City 22.0

4. Public Administration Group

ORGANIZATIONAL STRUCTURE

According to Metropolitan Municipality Law No. 5216, Metropolitan Municipal Administration consists of Metropolitan Municipal Assembly Executive Committee, and the Mayor.

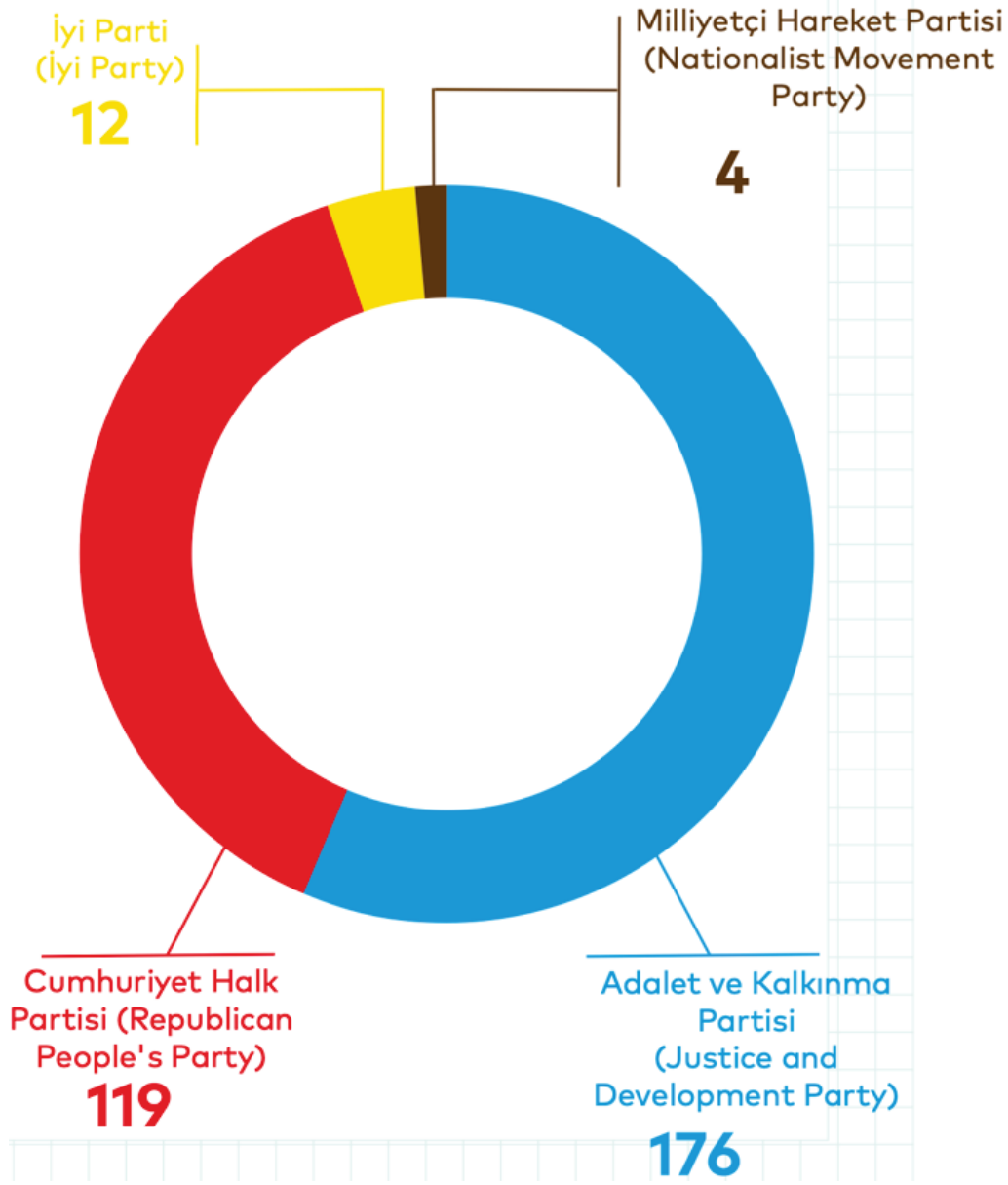
The Mayor

The Mayor of İstanbul is the head of the Municipal Administration and the representative of the judicial personality. Directly elected by the voters, The Mayor resides within the borders of the Metropolitan Municipality. The Mayor is responsible for governing the Municipality in line with the strategic plan as well as allocating and managing the sources and organization of the Municipality. The Mayor chairs the Municipal Assembly and the Executive Committee.

Metropolitan Municipal Assembly

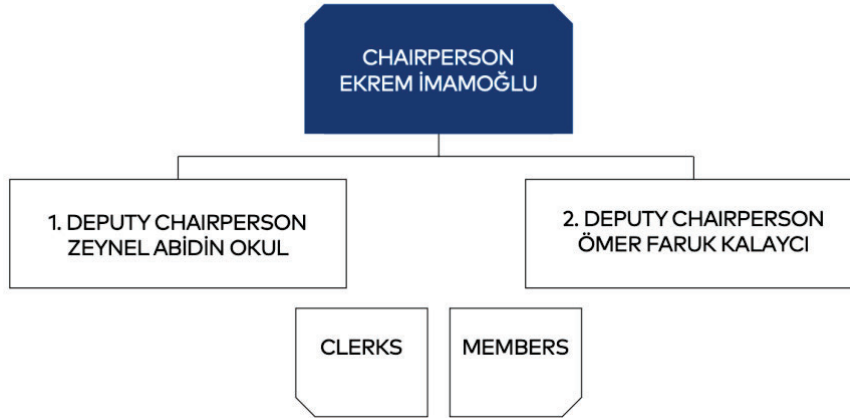
The Metropolitan Municipal Assembly consists of the Mayor and 311 members. The Mayor of İstanbul is also the chair person of the Municipal Assembly. 39 District Municipality Mayors are direct members of the Metropolitan Municipal Assembly. The rest of the Metropolitan Municipal Assembly consists of one-fifth of the members of the District Municipal Assemblies directly elected by the public, in the order of election. The Assembly convenes in the second week of each month as per Article 13 of the Municipal Metropolitan Law No. 5216.

Distribution of Assembly Members According to Parties (Person)



Source: Department of Editorial Affairs and Resolutions, 2021

Istanbul Metropolitan Municipal Assembly



Source: Department of Editorial Affairs and Resolutions, 2021

The Municipal Assembly holds various important responsibilities, including approving strategic plans, activity reports, reconstruction plans, and borrowings. It determines budgets, general service policies, and strategies. The Assembly also makes decisions related to internal matters like naming streets, hiring and replacing municipal staff, granting privileges, and authorizing protocols. Additionally, it has the authority to decide on privatizing municipal subsidiaries and capital increases.

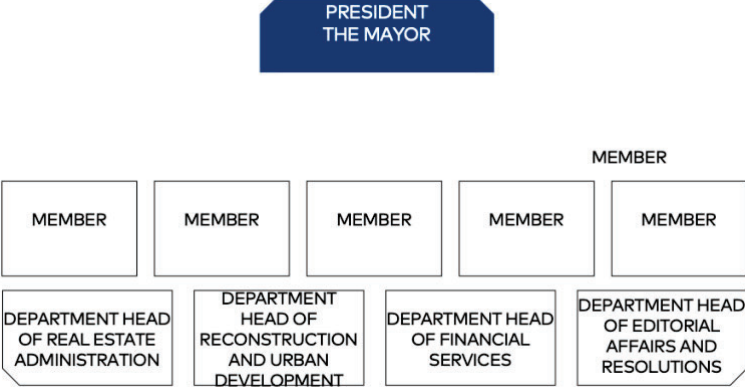
In 2021, 26 specialized commissions were established for a one-year term. These commissions cover a wide range of areas such as urban development, healthcare, transportation, education, and more. Each commission is responsible for specific issues, ensuring efficient governance and addressing various aspects of municipal affairs.

Executive Committee

The Executive Committee, led by the Municipal Mayor, comprises five members elected from the Municipal Assembly and five members chosen by the Mayor from department heads, including a Secretary General and the Head of Financial Services Department. This committee provides recommendations to the Municipal Assembly by reviewing the strategic plan and budget. It also makes decisions regarding expropriation, auctions, penalties from

inspections, and Bosphorus reconstruction projects. Furthermore, it carries out Assembly resolutions related to real estate transactions.

Executive Committee Chart



Source: Department of Editorial Affairs and Resolutions, 2021

Corporate Structure

The Istanbul Metropolitan Municipality has an 8-level hierarchy, with the top management consisting of the Mayor, Secretary General, Deputy Secretary Generals, and Department Heads making strategic decisions and giving implementation instructions. Departments handle tactical-level operations, and Branch Offices oversee operational-level tasks.

The Municipality's leadership includes 1 Secretary General, 7 Deputy Secretary Generals, the Head of the Inspection Board, the Head of Internal Auditing, the First Legal Counsel, 26 Department Heads, the Executive Assistant, and 103 Unit Heads.

Directly reporting to the Mayor are the General Secretariat, Inspection Board, Internal Audit Unit, and Mayor's Office. The 1st Legal Counselor answers to the Secretary General, and the Boğaziçi Reconstruction and Subsidiaries Coordination Branch Offices are under the relevant Assistant General Secretariats.

Infrastructure Coordination Center (AYKOME):

Our Municipality has an infrastructure coordination center led by the Mayor or an appointed representative. This center includes representatives from specified public and private institutions, aiming to coordinate infrastructure services.

District Municipalities' Mayors within the Metropolitan Municipality's boundaries can join to discuss matters related to their institutions and coordinate infrastructure services.

Additionally, representatives from vocational institutes under public institutions may be invited to provide input on agenda items.

Transportation Coordination Center (UKOME):

Transportation Coordination Center (UKOME) provides planning and coordination by taking decisions on the areas which fall under the duty and responsibility areas of our Municipality, as per Law No. 5216.

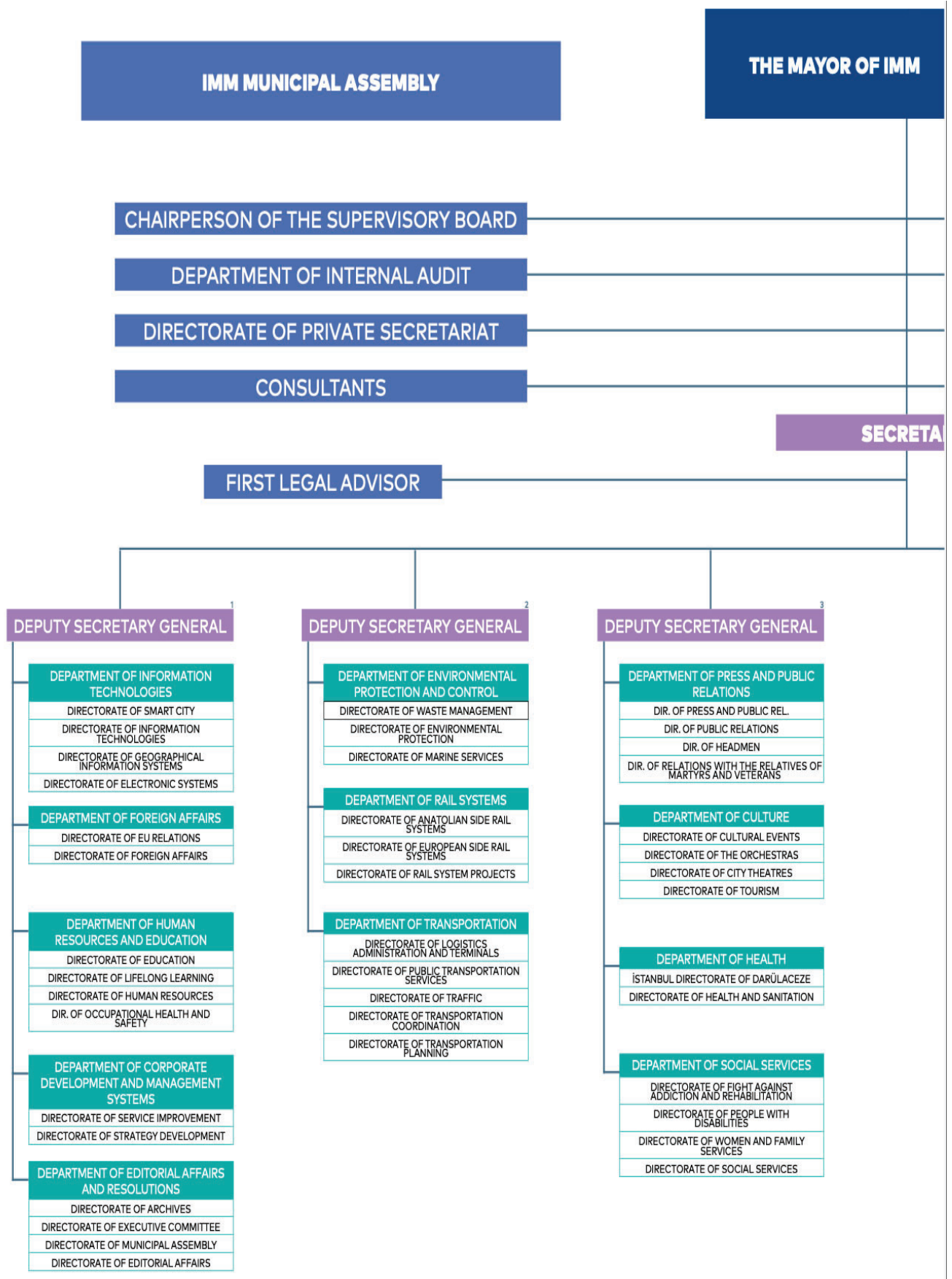
Inspection Board:

Along with the tasks within the scope of the duty area of the Internal Auditors, it is responsible for performing all kinds of research, examination, supervision, and inspection about the activities and employees of Municipal units.

Department of Internal Audit:

The department conducts the auditing, evaluation, and consultancy tasks in alignment with the public and international auditing standards for all processes, activities, and projects conducted by the departments of our Municipality in a risk-focused, process-based, independent, and impartial way.

Organizational Chart of IMM Municipal Assembly



Ekrem
İMAMOĞLU

IMM EXECUTIVE COMMITTEE

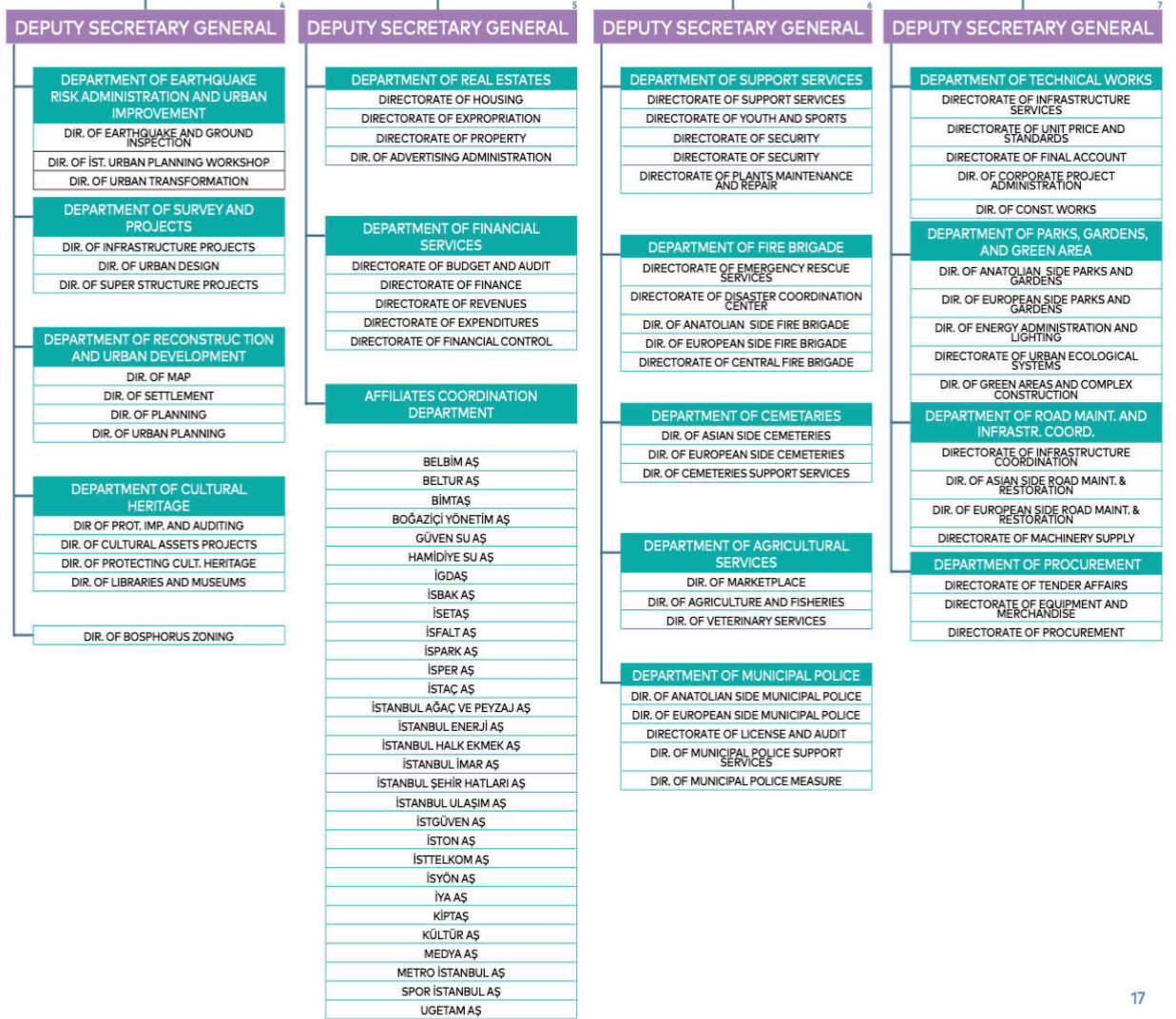
GENERAL DIRECTORATE OF İETT

GENERAL DIRECTORATE OF İSKİ

INFRASTRUCTURE COORDINATION CENTER (ICC)

TRANSPORTATION COORDINATION CENTER (TCC)

RY GENERAL



Staff Status

In our ever-changing world, our Municipality conducts comprehensive multi-year human resource planning to ensure we have the right people in place to embrace and contribute to Istanbul's rapid progress in the competitive city landscape.

Our Municipality's workforce is divided into three categories: officers, contracted personnel, and workers. As of the year-end, our total employee count stands at 13,929. This comprises 9,111 officers, 2,626 workers (including 7 temporary workers), and 2,192 contracted personnel (including 284 artists). Approximately 18% of our workforce is female. When we consider the gender distribution among managers, 71% are male managers, while 29% are female managers.

Regarding service categories, out of the total civil servants and contracted personnel numbering 44,954, 44.96% are engaged in technical services, 51.28% are dedicated to general administrative services, and 3.76% (comprising 5,651 individuals) are working in health, law, education, religion, and auxiliary services.

Throughout the year, we welcomed 1,115 new hires, including 1,093 civil servants, 14 contracted personnel, 7 contracted (artist) personnel, and 1 worker. On the flip side, 753 employees departed from our workforce, including 334 civil servants, 34 contracted personnel, 12 contracted (artist) personnel, 372 workers, and 1 temporary worker.

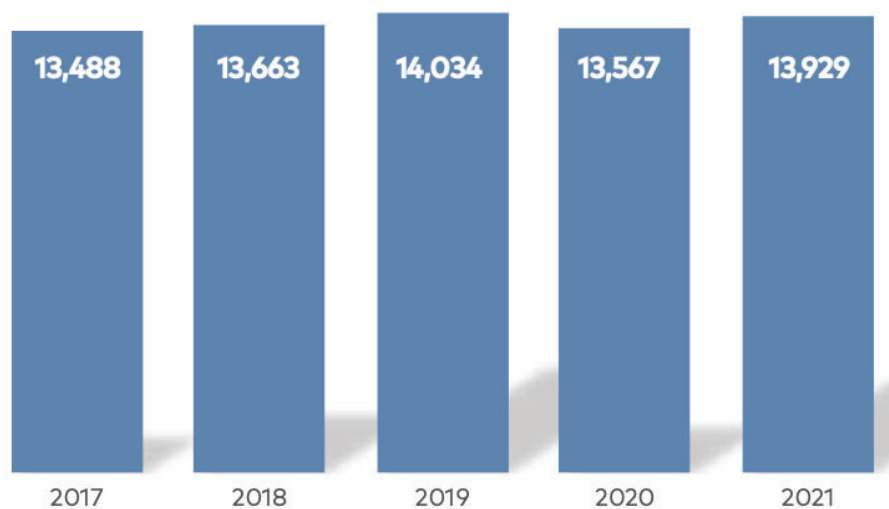
Distribution of Personnel According To Status (Person)

Status	Gender	2017	2018	2019	2020	2021	
						Number (Person)	Perc. (%)
Officer	Female	1,747	1,715	1,770	1,756	1,891	13.58
	Male	6,050	6,375	6,724	6,596	7,220	51.83
	Total	7,797	8,090	8,494	8,352	9,111	65.41
Contracted Personnel	Female	197	198	344	341	332	2.38
	Male	1,371	1,457	1,590	1,587	1,576	11.31
	Total	1,568	1,655	1,934	1,928	1,908	13.70
Contracted (Artist) Personnel	Female	122	120	118	116	116	0.83
	Male	193	178	174	173	168	1.21
	Total	315	298	292	289	284	2.04
Worker	Female	292	280	273	254	228	1.64
	Male	3,503	3,332	3,033	2,736	2,391	17.17
	Total	3,795	3,612	3,306	2,990	2,619	18.80
Temporary Worker	Female	2	1	1	1	0	0.00
	Male	11	7	7	7	7	0.05
	Total	13	8	8	8	7	0.05
Total	Female	2,360	2,314	2,506	2,468	2,567	18.43
	Male	11,128	11,349	11,528	11,099	11,362	81.57
General Total		13,488	13,663	14,034	13,567	13,929	100

Source: Department of Human Resources and Education, 2021

According to the above data, a total of 44,650 personnel are employed within the IMM; 1) 27,326 personnel in IMM through its subsidiary company, 2) 3,074 personnel within the scope of service procurement in IMM, 3) 321 personnel in IMM as service procurement (out of scope).

Number of Personnel (Person)



Source: Department of Human Resources and Education, 2021

Distribution of Personnel According To Their Age Status (Person)

Age Status	2017	2018	2019	2020	2021
18-25	149	203	549	380	802
26-35	3,197	2,928	2,747	2,442	2,512
36-45	5,270	5,466	5,538	5,518	5,479
46-55	4,044	4,164	4,214	4,167	4,036
56 and above	828	902	986	1,060	1,100

Source: Department of Human Resources and Education, 2021

OFFERED SERVICES

The activities that are carried out by our Municipality during service delivery are listed under the following titles and are explained in detail on the following table.

IMM Services Rendered

Theme	Area of Activity
Resilient İstanbul	Analysis of Urban Risks
	Urban Design
	Urban Transformation
	Urban Planning
	Disaster and Emergency Response Management
	Reconstruction Implementation, Permission, and Audits
	Urban Information System
Accessible İstanbul	Rail Systems
	Public Transport Services
	Marine Transport Systems
	Traffic Administration
	Infrastructure Coordination
	Road Systems
Environmentally Friendly İstanbul	Waste Management
	Energy Management
	Management of Green Areas
	Environmental Protection
Productive İstanbul	Tourism Services
	Entrepreneurship Promotions
	Vocational and Employment Contribution
	Agricultural Promotion
Sharing İstanbul	Social Support Services
	Social Support for Groups With No Access to Equal Rights
	Funeral Services

Theme	Area of Activity
Living İstanbul	Sports Services
	Protective and Preventative Healthcare Services
	Librarianship Services
	Services for Animal Rights and Animal Life
	Cultural and Art Activities
	Authorization and Auditing Services
	Marketplace Management
	Social Facility Services
	Participatory Management Model for Cultural Heritage
	Museology Services
Unique Heritage İstanbul	Cultural Heritage Inventory
	Protection and Functioning of Cultural Heritage
	Real Estate Management
Financial Sustainability	Supply Management
	Budget Management
	Financial Management
Participatory and Innovative Administration	Affiliate and Subsidiary Coordination
	In-house Support Services
	Human Resources Management
	Process and Project Management
	Management and Strategic Development Activities with Goals
	Management of Citizen and Shareholder Affairs
	Corporate Management
	Information Systems Management
	Internal Audit

ADMINISTRATION'S OBJECTIVES AND GOALS

The Objectives and Goals

Theme	Code of Obj.	Objective	Goal Code	Goal
Resilient İstanbul	O1	Building Qualified and Functional Living Space and Creating a Resilient City	G1	Increasing İstanbul's Resilience Against Disaster
			G2	Maintaining Sustainable City Aesthetics Reflecting İstanbul's Culture and History
			G3	Delivering Urban Transformation Services through Transparent and Participative Means, Giving Priority to Disaster
			G4	Managing the Urban Planning Process in a Transparent and Participative Manner, Utilizing City Informatics per the 2050 Vision Paper Underway
			G5	Developing Disaster and Emergency Response Capacity and Social Awareness by Using Smart Systems and Technology
			G6	Managing the Zoning Implementation and Inspection Processes Effectively
			G7	Developing the Integrated City Information System and Ensuring Effective Use of the System through Smart City Applications
Accessible İstanbul	O2	Improving Urban Transportation under Sustainable Mobility	G1	Expanding Rail System Network and Increasing Its Share in Public Transportation
			G2	Increasing Integration, Accessibility and Quality in Public Transportation
			G3	Increasing the Capacity of Sea Transportation and its Share in Public Transportation
			G4	Managing Traffic Effectively by Expanding Smart Transportation Systems and Transportation Infrastructure Applications
			G5	Developing New Method Technology Applications and Infrastructure Management Integration to Minimize Infrastructure Excavation Works
			G6	Reinforcing Road Systems Infrastructure and Keeping Them Sustainable
Environmentally-Friendly İstanbul	O3	Reinforcing Sustainable Environment and Energy Management	G1	Developing Waste Management Practices and Increasing Recycling Rate
			G2	Enabling and Popularizing Activities Regarding Renewable Energy, Energy Efficiency and Lighting Facilities
			G3	Creating Sustainable Green Space and Increasing the Amount of Active Green Space Per Capita
			G4	Extending the Fight Against Climate Change and Protecting the Environment
Productive İstanbul	O4	Contributing to the Increase in the City's Economic Value	G1	Developing İstanbul's Touristic Potential
			G2	Devising Science, Technology and Innovation Centers that would Unlock the Creative and Innovative Potential of the City and Encouraging Entrepreneurship
			G3	Contributing to İstanbul's Economy and to Employment
			G4	Promoting Urban Agriculture
Sharing İstanbul	O5	Building a City that Meets Social Needs Equally and Inclusively, and a Community that Shares	G1	Improving the Diversity, Effectiveness and Efficiency of Social Support Service and Making it More Inclusive
			G2	Developing Services for Social Groups Who Do Not Have Access to Equal Rights
			G3	Conducting Funeral Services Inclusively and Effectively

Theme	Code of Obj.	Objective	Goal Code	Goal
Living İstanbul	O6	Developing Social Means of Living and Building a Vibrant City	G1	Increasing the Diversity and Accessibility of Sports Services and Expanding the City's Sports Amenities
			G2	Developing Protective, Preventive and Therapeutic Health Services, Making Them Accessible, Inclusive and Effective
			G3	Increasing the Number and Quality of Libraries in the City and Improving Library Operations
			G4	Improving Rehabilitation and Polyclinic Services for Stray Animals Together with Relevant Stakeholders and Encouraging their Adoption
			G5	Creating a Dynamic Culture and Art Space through Accessible and Inclusive Strategies
			G6	Managing Licensing and Inspection Activities for Social Order in an Equalitarian, Fair and Neutral Manner
			G7	Contributing to İstanbul's Access to Healthy and Economic Food and Increasing Wholesale Marketplace Capacity
Unique Heritage İstanbul	O7	Protecting and Developing Cultural, Architectural and Natural City Heritage	G1	Protecting Cultural Heritage by Creating Independent Models with Participative Processes, Rendering Preventive Protection Processes Permanent and Effective with a Participative Approach
			G2	Planning and Creating Contemporary Museums that will Reflect İstanbul's Cultural and Historical Identity with a View to Touristic and Cultural Needs
			G3	Creating and Developing İstanbul's Tangible and Intangible Cultural Heritage Inventory and Collections as well as Presenting them to the Public through Educational and Informative Research Activities
			G4	Doing the Project Design for, Documenting, Protecting and Restoring the Cultural Heritage Structures of the City
Financial Sustainability	O8	Maintaining Financial Sustainability	G1	Managing Real Estates in an Effective and Functional Way
			G2	Managing Procurement Processes in a Transparent and Accountable Manner with Savings and Institutional Resource Planning
			G3	Creating New Sources of Revenue, Observing Savings and Budget Discipline as well as Equality and Transparency while Managing Existing Resources
			G4	Developing Alternative Sources of Financing
Participatory and Innovative Administration	A9	Developing Our Institutional Structure and Business Model with Fair, Participatory and Innovative Methods	H1	Reinforcing Communication, Coordination and Collaboration between IMM, its Subsidiaries and Affiliate Companies
			H2	Managing Physical Resources in an Effective and Functional Way
			H3	Reinforcing Human Resource Structure and Capacity per Institutional and Administrative Competencies
			H4	Perfecting Critical Business Processes and Reinforcing Project Management Systematics
			H5	Reinforcing Management Systematics with Measurable, Attainable and Rational Goals
			H6	Ensuring Equal and Effective Participation of All Stakeholders in the Decision Making Processes Taking into Account the Citizens' Experience
			H7	Strengthening Our Institutional Structure and Reputation and Preparing the Organization for Tomorrow's World
			H8	Developing Institutional Information Technology Infrastructure
			H9	Increasing the Effectiveness of and Awareness regarding Internal Audits

5. Consolidated Financial Statements

Financial Highlights:

The government-wide Balance Sheet, known as the statement of Net Position, presents information on all the City's assets and liabilities, with the difference between the two reported as net position. Increases and decreases in net position serve as an indicator of the City's financial position and of the results of the City's operations.

2021, IMM FINANCIAL STATEMENT (TRY)

ACTIVE			LIABILITIES		
1	Current Assets	19,945,593,179.60	3	Short-Term Foreign Resources	17,860,200,332.73
10	Liquid Assets	7,513,886,489.47	30	Short-Term Internal Financial Liabilities	1,044,159,929.88
11	Securities and Assets	1,405,403,250.00	31	Short-Term Internal Financial Liabilities	4,956,176,731.87
12	Operational Receivables	2,805,705,372.69	32	Operational Liabilities	6,284,892,839.13
13	Other Receivables		33	Depository Foreign Resources	4,574,379,593.50
14	Other Receivables	976,072,547.58	36	Other Liabilities Payable	678,522,309.72
15	Stocks	457,313,291.25	37	Debt and Expense Allowances	140,475,275.22
16	Pre-payments	52,255,350.70	38	Revenues and Other Expense Accruals for Future Months	181,593,653.41
18	Expenses Relating to Following Months	5,303,372.29	4	Long-Term Foreign Resources	39,741,811,134.03
19	Other Current Assets	6,729,653,505.62	40	Long-Term Internal Financial Liabilities	10,752,437,562.94
2	Fixed Assets	118,330,605,913.80	41	Long Term External Financial Liabilities	27,323,504,368.31
22	Operational Receivables	666,682,989.95	42	Operational Liabilities	14.33
23	Corporate Receivables	1,225,060,895.65	43	Other Liabilities	631,105,220.77
24	Financial Fixed Assets	10,042,005,050.20	47	Debt and Expense Allowances	329,403,150.00
25	Tangible Fixed Assets	106,396,856,850.40	48	Debt and Expense Allowances	705,360,817.68
28	Expenses and Income Accruals for Future Years	127.60		300-400 Group Total	57,602,011,466.76
	Active Total	138,276,199,093.40	5	Equities	80,674,187,626.64
			50	Net Value	77,932,470,052.89
			57	Positive Operational Results for Previous Years	7,208,368,949.06
			59	Period Operational Results	(4,466,651,375.31)
				500 Group Total	80,674,187,626.64
				Passive Total	138,276,199,093.40

OFF-BALANCE ACCOUNTS	
900 Account of Budget Appropriations To Be Sent	0.00
901 Account of Budget Appropriations	(28,486,777,780.64)
905 Account of Budget Appropriations	28,486,777,780.64
910 Account of Received Letters of Guarantee	6,341,524,671.37
920 Account of Expense Commitments	28,483,737,093.92
990 Leased, Easement Established Tangible Fixed Assets Carrying Value of Assets	5,469,207,524.88

Revenue Budget:

Where does the money come from?

The TRY25,500,000,000 revenue budget that was anticipated at the start of 2021 has been realized at TRY30,102,654,825. As of the conclusion of the year, our revenue budget was realized at a rate of 118.1%.

Our revenue budget is divided into six primary income categories, as defined by the economic classification: tax revenue, business and property revenue, collected donations and aid, central administration pays and other revenue, capital revenue, and receivables collection.

Advertising, entertainment, electricity, gas and fire insurance taxes, as well as any associated fees, make up the tax revenues. By the end of the year, the tax revenues, which were projected to be TRY208,000,000 in the revenue budget for 2021, had been realized as TRY196,159,019 at a rate of 94.3%.

Enterprise and Property Incomes consist of sales revenues from goods and services, Institutional profits, and rental income. The Enterprise and Property Revenues estimated as TRY3,062,000,000 for the 2021 revenue budget were realized as TRY2,785,499,821. This item's realization rate by the end of the year is 91%.

Collected Donations and Aids consist of treasure aids, do- nations, and aids received from various organizations and persons, and a budget of TRY20,000,000 was estimated for this revenue item. By the end of the year, a revenue of TRY29,851,051 was collected, which caused the realization rate to reach 149.3%.

Central Administration Pays and Other Revenues: Shares Received from Central Administration Tax Revenues and Other Revenues; The most important share in the total revenues is the shares received from the general budget tax revenues, the shares received from the institutions, the shares received from the Central Administration Tax Reve)

2021, Revenue Account Chart (TRY)

Eco. Code	Type of Revenue	Budget	Realization	Realization (%)	Share in Total Realization (%)
01	Tax Revenues	208,000,000	196,159,019	94.31	0.7
03	Enterprise and Property Incomes	3,062,000,000	2,785,499,821	90.97	9.2
04	Donations and Grants Received and Special revenues	20,000,000	29,851,051	149.26	0.1
05	Central Administration Shares and Other Revenues	20,000,000,000	25,616,558,538	128.08	85.1
06	Capital Revenues	2,120,000,000	1,499,527,355	70.73	5.0
08	Collection from Receivables	100,000,000	9,090	0	0
09	Rejections and Refunds (-)	-10,000,000	-24,950,048	249.50	-0.1
	Total	25,500,000,000	30,102,654,825	118.05	100

Expense budget:

2021, Expense Budget and Realization (TRY):

Economic Code	Type of Expenses	Initial Budget	Final Budget	Realization	Realization Rate (%)	Share in Total Realization (%)
01	Personnel Expenses	1,720,783,000.00	1,874,745,104.50	1,873,198,596.37	99.92	6.58
02	State Premium Payments for Social Security Institutions	259,381,000.00	279,085,460.53	274,946,330.08	98.52	0.97
03	Expenses for Purchasing Goods and Services	10,249,098,000.00	9,342,060,841.02	9,110,982,011.59	97.53	31.98
04	Interest Expenses	1,300,000,000.00	1,441,908,800.62	1,437,049,921.30	99.66	5.04
05	Current Transfers	2,445,616,000.00	4,088,346,057.79	4,085,972,929.62	99.94	14.34
06	Capital Expenses	9,345,589,000.00	9,945,883,010.19	9,786,981,409.42	98.40	34.36
07	Capital Transfers	1,714,533,000.00	1,582,097,385.32	1,571,773,242.23	99.35	5.52
08	Lending	465,000,000.00	345,873,340.03	345,873,340.03	100.00	1.21
09	Reserve Appropriation	1,400,000,000.00	0.00	0.00	0.00	0.00
	Total	28,900,000,000.00	28,900,000,000.00	28,486,777,780.64	98.57	100.00

Source: Department of Financial Services, 2021

Personnel Expenses and State Premium Expenses for Social Security Institutions; A total budget of TRY 2,153,830,565.03 was allocated for this item, which includes payments for salaries, SSI premiums, etc. of officers, workers, and contracted personnel within our Municipality. This budget was realized as TRY2,148,144,926.45 at the end of the year. The budget share of these expense items in the total budget realization is 7.6%.

Expenses for Purchasing Goods and Services; This item covers the expenses on the activities carried out in such are- as healthcare, social support, reconstruction and urban planning, environmental protection, waste management, parks, gardens and green areas, fire brigade, cemetery, theatre, cultural events, vocational skill development and training, etc. as well as building maintenance & repair, urban transformation projects and cleaning efforts added onto the expenses for the personnel employed within the scope of Decree Law No. 696.

A budget of TRY 9,342,060,841.02 was allocated in 2021 for the purchase of goods and services, a significant part of which consists of investment expenses. This budget was realized as TRY9,110,982,011.59. The share of the budget for purchasing goods and services within the total budget realization is 32%.

Interest Expenses: A budget of TRY1,441,908,800.62 was allocated for this expense item, which covers the internal and external loan interest appropriations that our Municipality has borrowed during the year. This budget was realized as TRY 1,437,049,921.30. The budget share of interest expenses in the total budget realization is around 5%.

Current Transfers: This item consists of real and cash Table 14. Budget Expenses as Per Functional Classification (TRY)

support for our citizens with a low income, public transportation ticket aids, financial aid for organizations and associations such as Association for Combating Tuberculosis or Almshouse (Darülaceze), membership fees for both national and international unions, Partnership Interest for the Provincial Bank, and payments made for Olympic Games Interest. For the current trans- fer expense item, a budget of 4,088,346,057,79 TRY was allocated in 2021, and a realization of 4,085,972,929.62 TRY was achieved. The share of this expense item in the total budget realization is 14.3%.

Capital Expenses; For the capital expenses consisting of the investment expenses such as rail system, road, metro and interchange, crossover roads, viaduct, car park, tunnel, asphalt works,

stream improvements, avenue and beach arrangements, traffic and lighting systems, landscaping, closed sports hall for schools, sports complexes, culture and convention center, marine transporting structures, maintenance and repair arrangement for graveyards, park, garden and green areas, a budget of TRY9,945,883,010.19 was estimated for 2021. This budget is realized as TRY1,571,773,242.23. The share of our capital expenses, all of which were investment-linked, was 34.4% in the total budget realization.

Capital Transfers: The Development Agency Share and our subsidiary IETT and our district municipalities consist of transfers made for the purpose of financing capital expenditures, which are in the nature of investments. An expenditure budget of 1,582,097,385.32 TRY was allocated for capital transfers in 2021, and a realization of 1,571,773,242.23 TRY was achieved. The share of this expense item in the total budget realization is at the level of 5.5%.

2021, Budget Expenses As Per Functional Classification (TRY)

Functional Code	Description	Initial Budget	Final Budget	Realization
01	General Public Services	8,335,173,000.00	7,233,588,982.85	7,128,668,394.93
03	Public Order and Security Services	2,146,796,000.00	1,971,645,410.71	1,931,277,110.32
04	Economic Affairs and Services	7,722,430,000.00	8,774,263,495.18	8,711,051,832.87
05	Environmental Protection Services	2,525,423,000.00	2,682,500,750.92	2,670,943,593.35
06	Housing and Community Welfare Services	5,000,150,000.00	5,146,983,258.62	5,027,445,205.47
07	Health Service	413,392,000.00	419,069,552.96	380,495,000.41
08	Recreation, Culture and Religious Services	1,331,170,000.00	1,195,839,914.82	1,189,325,306.04
09	Education Services	321,207,000.00	293,207,000.00	281,523,544.29
10	Social Security and Social Assistance Services	1,104,259,000.00	1,182,901,633.94	1,166,047,792.96
	Total	28,900,000,000.00	28,900,000,000.00	28,486,777,780.64

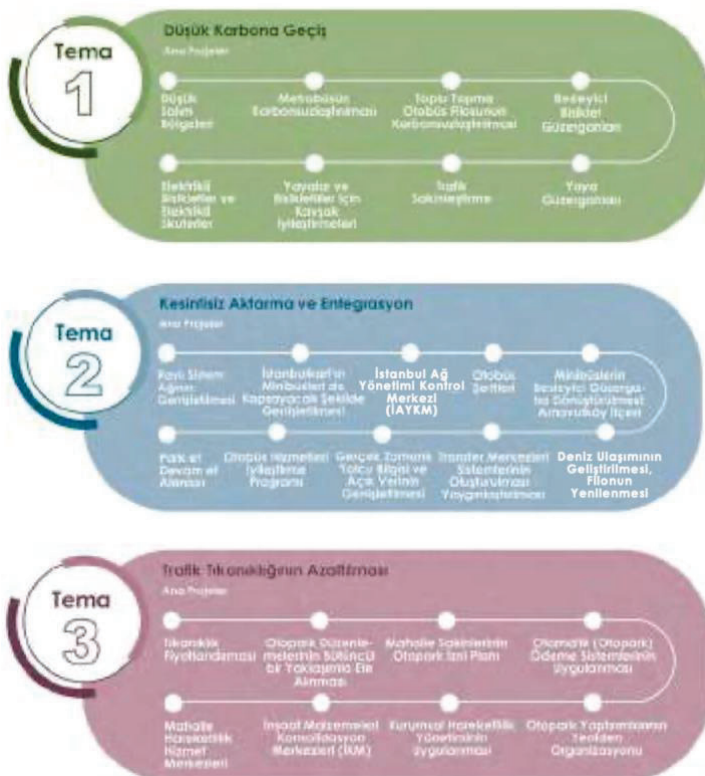
Source: Department of Financial Services, 2021

6. Description of Major Policies

Categorize the Services:

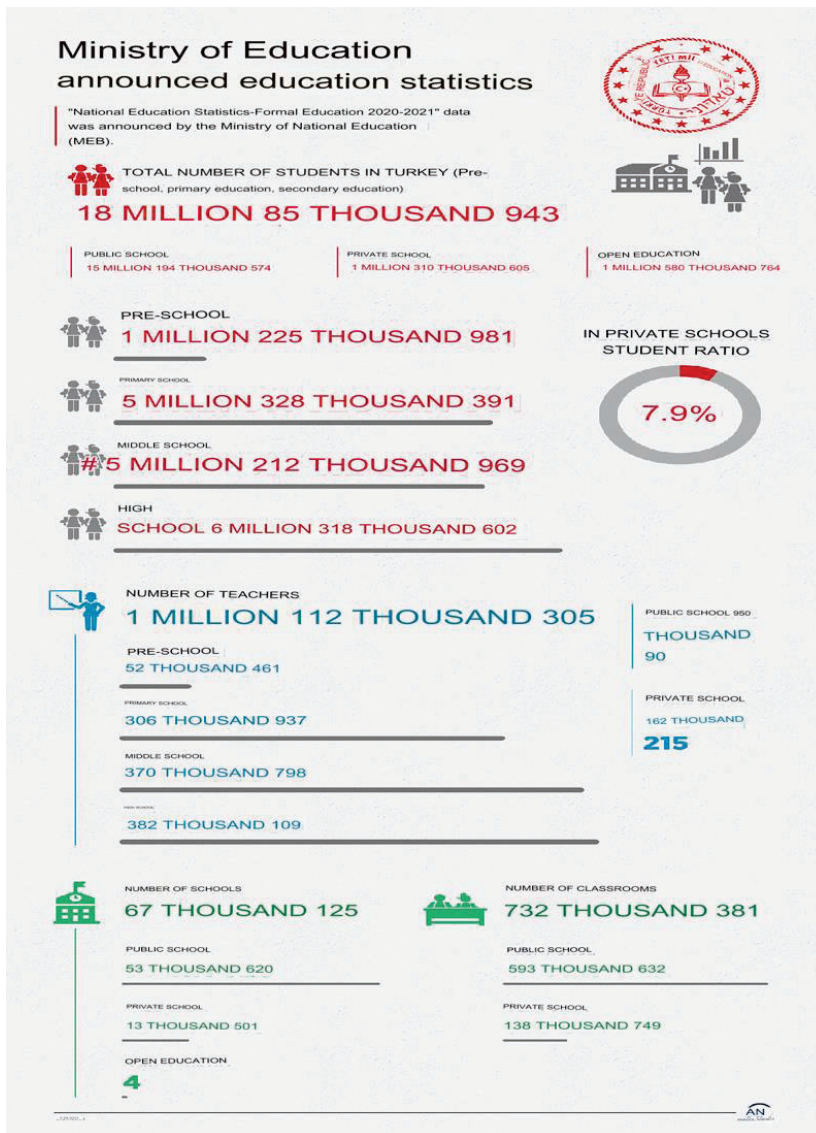
Mobility and Sustainable Mobility Policies:

Istanbul's policies on mobility and sustainable mobility are centered on creating effective transport networks with the least possible negative effects on the environment. These policies encourage the use of environmentally friendly forms of transportation including buses, trams, and metro lines by placing a high priority on the development of public transportation networks. The incorporation of bike lanes and pedestrian-friendly infrastructure is emphasized as a means of advancing non-motorized transportation options. By reducing carbon emissions and easing traffic congestion, cooperative initiatives with urban planning authorities and environmental organizations want to provide Istanbul's citizens with a more sustainable and livable urban environment. The city's dedication to developing a more accessible and environmentally friendly transit system is reflected in these regulations.



Educational Policies:

Istanbul's educational policies are committed to raising the standard of instruction and guaranteeing that everyone has access to it. These policies provide top priority to the development of cutting-edge instructional strategies, the supply of extensive educational resources, and the upgrading of school facilities. The development of a supportive learning atmosphere that encourages creativity, critical thinking, and cultural diversity is emphasized. The goal of cooperative projects with stakeholders and educational institutions is to assist students' growth and get them ready for the demands of the contemporary world. These regulations are essential to the development of an informed and competent labor force, which benefits Istanbul's social and economic growth.



Cultural and Tourism Policies:

Istanbul is the Turkish economy's engine. It has abundant resources, both in terms of human capital and production capacity. At the same time, Istanbul's distinctive natural structure, thousands of years of historical and cultural accumulation, and diversity have made it a global brand in the travel industry. Initiatives will be carried out to ensure that this historic city regains its rightful position as one of the world's cultural capitals, revitalizing Istanbul's economy through tourism and reducing waste in time of crisis to highlight its unique qualities as a global city.



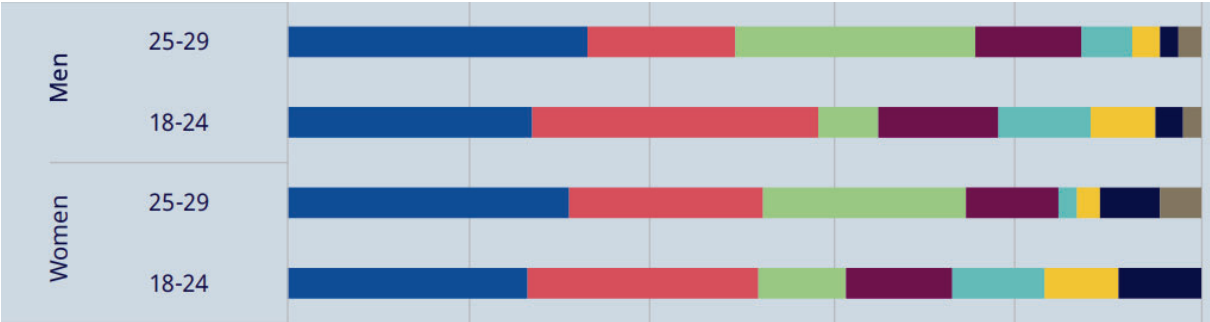
Sports Policies:

It would be more accurate to describe Turkey's sport strategy as emergent than established. The low public involvement rates in sports (although there has been a noticeable recent increase in youth sport club membership) and the inconsistent success in elite sports can be used as evidence for this hypothesis. Only 1.8 million of the 3.4 million registered sports participants are deemed to be "active" (General Directorate of Sports, 2013). Football is by far the most popular participatory sport in Turkey, and both school sports and football are included in this figure. There is a lot of discussion among sports policy makers on the relative importance of school sport, popular involvement, and elite sport, particularly considering Turkey's developing status. As will be discussed in more detail below, there is consensus that sports should be developed and that involvement can have positive effects, but there is occasionally confusion in the sport policy landscape, particularly when it comes to determining which departments or agencies oversee creating and allocating resources.

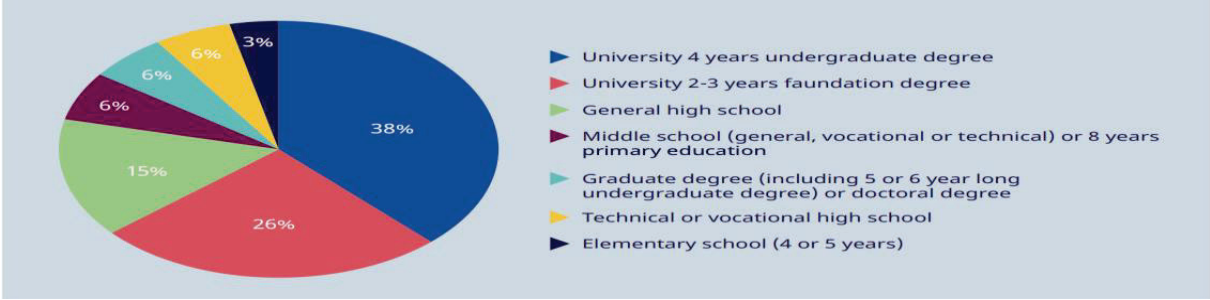
Branş	Toplam Kullanım	Yüzdellik Oran
Fitness	773.706	31,0%
Yüzme	667.851	26,7%
Futbol	386.927	15,5%
Tenis	156.782	6,3%
Basketbol	117.402	4,7%
Stad Kiralama	81.222	3,3%
Buz Pateni	70.277	2,8%
Voleybol	37.895	1,5%
Pilates	34.087	1,4%
Cimnastik	28.924	1,2%
Atletizm	27.195	1,1%
Taekwon-Do	24.710	1,0%
Temel Hareket Eğitimi	16.673	0,7%
Karate	15.011	0,6%
Diğer	9.565	0,4%
Serbest Seans	9.135	0,4%
Spinning	6.163	0,2%
Aero Dans	5.440	0,2%
Step Aerobik	4.967	0,2%
Okçuluk	4.719	0,2%
Kapoera	4.230	0,2%
Badminton	3.372	0,1%
Masa Tenisi	3.299	0,1%
Kungfu Wushu	2.357	0,1%
Güreş	2.237	0,1%
Judo	1.837	0,1%
Kick Boks	1.382	0,1%
Genel Toplam	2.497.365	

Youth and Equal Opportunities Policies:

Highest educational degrees by gender



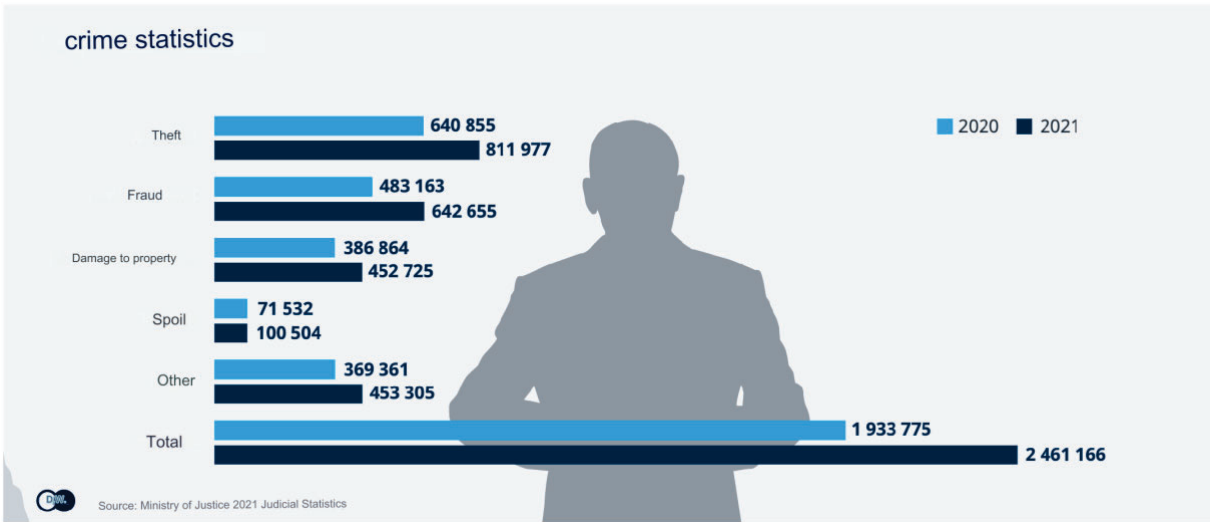
Young people’s enrolment in education institution



Youth and Equal Opportunity policies in Istanbul aim to close socioeconomic gaps and promote youth development. Programmed for job placement, career training, and individualized educational support prepare young people for both personal and professional development. Collaborative alliances with neighborhood organizations support the integration of marginalized communities by fighting for their resources and rights. Through empowering youth and marginalized people to contribute to Istanbul's cultural and economic life, these initiatives promote an inclusive society. These laws are essential to building a strong sense of community because they guarantee that every person has an equal chance to prosper and take part in the vibrant life of the city.

Public Order and Security Policies:

Istanbul's public order and security policies are committed to safeguarding the security and welfare of its citizens. These policies work to keep everyone safe by combining law enforcement tactics, community involvement, and strategic planning. The development of crime prevention initiatives, improved police presence, and effective emergency response systems all contribute to the city's overall safety. Working together, police enforcement and community organizations promote cooperation and confidence, which results in a proactive approach to resolving public problems. To create a stable and peaceful urban environment, these measures are essential in helping Istanbul's varied groups feel confident and secure.



Waste Management Policies:

Istanbul's waste management policies are designed to minimize their negative effects on the environment and to encourage sustainable practices. The city works to lessen landfill trash and promote appropriate garbage disposal through extensive recycling programmed, effective waste collecting infrastructure, and public awareness initiatives. To raise recycling rates and reduce the total environmental impact, a focus on encouraging recycling behaviors among citizens and businesses is made. A cleaner and more sustainable future for Istanbul is ensured by strategic relationships with recycling facilities and waste management organizations that facilitate efficient trash processing and disposal. The city's dedication to environmental stewardship and safeguarding its natural resources for future generations is reflected in these regulations.

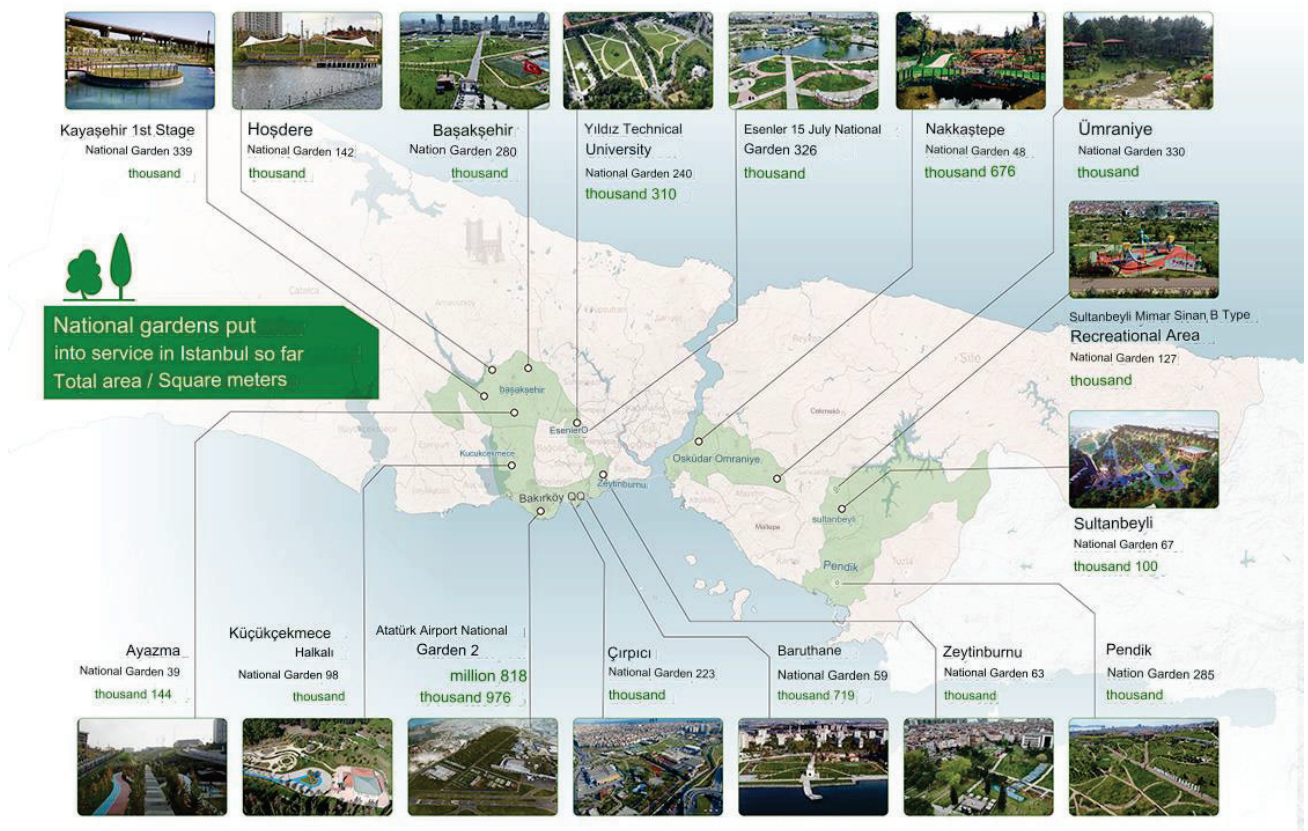


Green Area Policies:

Istanbul's "Green Area Policies" aim to enhance both the quality of life and environmental sustainability of the city by giving priority to the expansion and maintenance of natural areas. The policies center on the establishment and upkeep of parks, gardens, and other verdant places, with the aim of augmenting biodiversity and offering communal leisure spaces. To reduce the urban heat island effect and enhance air quality, a focus is made on encouraging sustainable landscaping techniques and expanding the amount of green space. By working together with neighborhood groups and environmental organizations, we can guarantee the preservation and sustainable use of Istanbul's natural resources while also fostering a culture of environmental awareness and stewardship.

Istanbul breathes with its public gardens

In the megacity where millions live, the amount of green space per person is increasing day by day with the opening of public gardens.



7. Methodological Note

For this POP report on the city of Istanbul in 2021, the approach used was mainly research, selection and data provision.

Being a metropolis with innumerable socio-demographic and economic factors influencing each other, much attention was required in separating the nature of the data found in order to insert them in the right sections.

Mainly official sources such as the Turkish Statist Office (TUIK) and other relevant governmental organizations have been used to search for the data; obviously not enough to complete the entire research, these statistics have been supplemented with data from censuses and public registers.

Some data have been found in the form of graphs and tables, obviously preferred as more suited to this kind of exposure, others in the form of text, then inserted later in newly created charts.

In summary, the methodology used for the POP on Istanbul in 2021 was interdisciplinary, inclusive and rigorous, allowing for a detailed view of the city and its complex demographic, social and economic dynamics in that year.

8. Dissemination Plan

A strong distribution plan is essential for efficiently disseminating the city's policies, projects, and achievements in Istanbul's busy metropolis. This plan emphasizes the importance of sustainable development and the active engagement of the community while strategically involving a wide range of stakeholders, residents, and the public. Istanbul's distinct cultural landscape and heterogeneous population demand a comprehensive strategy to information sharing, one that makes sure that data is easily available, easily understood, and customized to meet the demands of various groups in the city.

Identifying Target Audiences: Developing a dissemination plan requires a thorough understanding of Istanbul's varied demographics. The main stakeholders are local enterprises, government agencies, community organizations, and possible investors. Each has specific interests and concerns of their own. Through the implementation of tailored communication tactics, the plan seeks to foster a spirit of inclusivity and encourage active engagement in the city's sustainable development initiatives.

Developing a Comprehensive Communication Strategy: Creating a comprehensive communication strategy is a key component of the dissemination plan. The primary messaging, precise communication goals, and the best ways to reach the designated target audiences are all outlined in this strategy. The plan is to inculcate a sense of ownership and pride among inhabitants, motivating them to actively contribute to Istanbul's sustainable development goals, by highlighting the observable benefits of the city's policies and activities.

Using a Variety of Communication Channels: The dissemination strategy combines traditional and digital platforms with a wide range of communication channels. The strategy makes use of digital media, such as social networking sites, official websites, and mobile applications, in addition to traditional techniques like press releases, newspapers, and television. Through interactive communication and feedback methods, Istanbul can effectively communicate with a wide range of citizens and stakeholders thanks to this multi-pronged strategy.

Engaging Local Media Outlets: Promoting Istanbul's policies and efforts through active interaction with local media sources is still crucial. The distribution strategy can cover important changes in a timely and accurate manner thanks to partnerships with media outlets, press agencies, and journalists. These partnerships also promote accountability and openness in the communication process. Istanbul hopes to increase confidence and trust among its citizens by fostering an environment of transparent and honest reporting.

Organizing Interactive Public Workshops and Events: These kinds of gatherings provide essential forums for interaction with the community on a personal level. Residents can express their worries, thoughts, and hopes for the future of the city through these gatherings, which promote open communication, the sharing of knowledge, and the gathering of insightful input. Istanbul aims to foster a culture of cooperative decision-making and community empowerment through promoting active involvement.

Implementing Educational Campaigns: Educational campaigns are essential for increasing public knowledge and comprehension of Istanbul's sustainable development goals. To encourage a deeper understanding of the city's policies and goals, these campaigns make use

of innovative and educational materials including infographics, films, and booklets. Through highlighting the significance of both group efforts and personal accountability, the campaigns motivate locals to actively participate in Istanbul's development.

Encouraging Citizen Participation: Through a variety of public forums, surveys, and feedback systems, the dissemination strategy aggressively encourages public participation. Istanbul places a high value on incorporating a range of views and viewpoints, making sure that the opinions of the people influence the direction and application of city policies. The plan seeks to create a common sense of responsibility and ownership for Istanbul's sustainable future by encouraging an atmosphere of open communication and inclusivity.

Collaboration with Community Leaders: The distribution plan's impact is increased by strategic partnerships with community leaders, regional influencers, and activist organizations. Strong community networks are created by these partnerships, which motivate locals to get involved in the city's sustainable development programmed. Istanbul works to establish a shared vision for the future of the city that considers the different needs and ambitions of its citizens by forming strong partnerships with important community groups.

Measuring and Evaluating Impact: The dissemination plan's success depends on ongoing observation and assessment. We'll be keeping a close eye on key performance metrics including audience reach, engagement levels, and public comments to evaluate the plan's effectiveness and pinpoint areas for development. Istanbul will modify and enhance its communication tactics by using data-driven insights, guaranteeing that the distribution plan stays flexible enough to meet the changing requirements and demands of its heterogeneous populace.

In conclusion, Istanbul's extensive dissemination strategy is evidence of the city's dedication to promoting equitable and sustainable development. The plan aims to promote a culture of openness, accountability, and shared responsibility for the city's future by placing a high priority on effective communication, community participation, and collaboration. Istanbul aims to establish a dynamic and resilient community that values variety and actively contributes to the long-term success and well-being of the city through constant communication and collaboration with its citizens.

9. SIX CAPITALS

Intellectual Capital:

The term "intellectual capital" describes the combined knowledge, abilities, proficiency, and innovative resources that people and organizations in a certain region possess. Within the framework of Istanbul, a historical city rich in diversity, intellectual capital can be interpreted in various ways:

1. **Historical and Cultural Heritage:** Istanbul is a city rich in cultural and historical treasures. The knowledge, customs, and cultural history that have been passed down over the ages make up its intellectual capital. This includes the comprehension of historical events and their significance as well as the arts, architecture, and literature.
2. **Educational and Research Institutions:** There are a lot of universities, research facilities, and educational establishments in Istanbul. By generating knowledge, research, and qualified workers in a range of disciplines, including science, technology, social sciences, and the humanities, these institutions support the intellectual capital of the city.
3. **Innovation and Entrepreneurship:** Istanbul's startup culture and spirit of entrepreneurship add to its intellectual capital. With an increasing number of tech startups, creative sectors, and knowledge-based businesses, the city promotes innovation and creativity.
4. **Cultural Diversity:** Istanbul's population is diversified and cosmopolitan due to its advantageous location as a city between Europe and Asia. Due to the great range of perspectives, ideas, and experiences that it brings together, its cultural diversity enhances its intellectual capital.
5. **Art and Creativity:** Istanbul's cultural and artistic scene is flourishing. It is home to creative professions such as writers, musicians, and artists that add to the intellectual capital of the city with their ideas, works, and cultural expressions.
6. **Historical and Academic Events:** Istanbul hosts numerous academic conferences, cultural festivals, and historical events that attract scholars, researchers, and thought leaders from around the world, further enriching the city's intellectual capital.

7. **Global Connectivity:** Istanbul's location as a key worldwide hub and its status as such enhance its intellectual capital. It acts as a hub for the worldwide exchange of ideas and knowledge by bringing people from different cultures and backgrounds together.
8. **Libraries and Museums:** Istanbul is home to many museums and libraries that conserve and share information and cultural treasures. The intellectual capital of the city is essentially composed of these institutions.

In summary, Istanbul's intellectual capital is a complex construct that encompasses various elements such as its rich historical and cultural legacy, research and educational establishments, innovative and creative sectors, cultural diversity, and its position as a worldwide centre for information exchange. This intellectual capital is an important asset to the city's growth and competitiveness on the international scene.

Human Capital:

The human capital of Istanbul encompasses the skills, expertise, and talents of its residents. Here are a few examples to illustrate this concept:

1. **Educational Attainment:** Istanbul is home to numerous universities and research institutions, such as Bogazici University and Istanbul Technical University. The high number of educated individuals in the city is an example of its human capital. For instance, a graduate from one of these universities might contribute to the city's technology sector, adding to its innovation and economic growth.
2. **Workforce Diversity:** Istanbul is a melting pot of cultures and backgrounds. This diversity is part of its human capital, as it brings a variety of perspectives and ideas to the city. An example is the culinary scene in Istanbul, which benefits from the diverse backgrounds of its residents, resulting in a rich and varied food culture.
3. **Entrepreneurship:** Istanbul has a thriving entrepreneurial ecosystem. Entrepreneurs and small business owners contribute to the city's economic vitality. An example could be a young entrepreneur who starts a tech company in Istanbul, creating job opportunities and contributing to the city's technological advancement.
4. **Art and Culture:** Istanbul's vibrant art scene, with numerous museums, galleries, and theaters, is another facet of its human capital. Artists, actors, and cultural workers contribute to the city's cultural richness. An example might be an artist from Istanbul whose work gains international recognition, drawing attention and tourism to the city.

5. **Healthcare and Research:** Istanbul has hospitals and medical research centers that attract medical professionals and researchers. The knowledge and expertise in the healthcare sector is part of the city's human capital. An example could be a team of medical researchers in Istanbul making breakthroughs in a specific field, advancing healthcare not only in the city but also globally.

In summary, the human capital of Istanbul is all about the people and the various ways in which their skills and knowledge contribute to the city's growth and development across diverse sectors, from education to culture to entrepreneurship.

Natural Capital:

Natural capital refers to the stock of natural resources and ecosystems that provide various benefits to people and the environment. Istanbul, a sprawling metropolis that straddles the Bosphorus Strait in Turkey, possesses a diverse range of natural capital assets that contribute to its environmental and socio-economic well-being. Here are some key components of Istanbul's natural capital:

1. **Bosphorus Strait:** The Bosphorus is a narrow, natural waterway that connects the Black Sea to the Sea of Marmara and separates the European and Asian sides of Istanbul. This strait is vital for transportation, trade, and tourism, and it also supports local fisheries.
2. **Wetlands and Lagoons:** Istanbul has several important wetland areas, including the Küçükçekmece Lagoon and the Tuzla Lagoon. These wetlands play a role in water purification, flood control, and provide habitats for migratory birds.
3. **Green Spaces:** Istanbul is home to several parks, forests, and green areas, such as the Belgrad Forest and the Ataturk Arboretum, which provide ecosystem services, including air purification, recreational opportunities, and urban cooling.
4. **Water Resources:** The city relies on several rivers and aquifers for its freshwater supply. Protecting these water resources is crucial for maintaining Istanbul's natural capital and ensuring a stable water supply.
5. **Geothermal Resources:** The city has geothermal springs and hot water resources, such as those in the Çamlıca and Tuzla areas. These resources can be harnessed for heating and energy production.

6. **Agricultural Land:** The surrounding region of Istanbul includes fertile agricultural land that contributes to the city's food security and supports local livelihoods.
7. **Climate Regulation:** Natural areas in and around Istanbul help regulate the local climate by absorbing carbon dioxide, releasing oxygen, and providing cooling effects. These functions are essential for mitigating the urban heat island effect and improving air quality.
8. **Ecosystem Services:** Overall, the natural capital of Istanbul provides a wide range of ecosystem services, such as clean air and water, flood control, carbon sequestration, and cultural and aesthetic benefits, all of which enhance the quality of life for its residents..

Efforts to protect and manage Istanbul's natural capital are essential to ensure the city's long-term sustainability, resilience to environmental challenges, and the well-being of its residents. Sustainable urban planning, conservation of natural areas, and measures to mitigate environmental degradation are vital for protect these natural assets.

Productive Capital:

Productive capital in the context of a city like Istanbul refers to the various assets and resources that contribute to the economic development, growth, and productivity of the city. Istanbul, as one of the largest and most economically significant cities in Turkey and the world, possesses several forms of productive capital. Examples of productive capital in Istanbul can be seen in various sectors:

1. **Technology and Innovation:** Istanbul's growing technology sector benefits from human and financial capital. The city is home to numerous tech startups, such as Getir, a rapidly expanding delivery service, and Peak Games, a mobile gaming company that was acquired by Zynga.
2. **Tourism:** The city's historical and cultural assets, including iconic landmarks like the Hagia Sophia and the Grand Bazaar, serve as physical and cultural capital, attracting millions of tourists annually, contributing significantly to the local economy.

3. **Manufacturing:** Istanbul's industrial zones, such as the Tuzla Industrial Zone, contribute to the city's economic growth by providing physical infrastructure and employment opportunities.

In conclusion, productive capital in Istanbul encompasses a range of resources that support economic development and growth. These resources have played a crucial role in making Istanbul a global economic hub and a dynamic city for business and innovation.

Social Capital:

Istanbul's social capital, the intangible network of relationships, trust, and shared norms, permeates the city's diverse tapestry. It thrives in the subtle intersections of tradition and modernity, casting a kaleidoscope of communal bonds. Picture a bustling teahouse along the Bosphorus, where patrons swap stories about daily life while sipping on Turkish tea. This microcosm epitomizes Istanbul's social capital, as it showcases the amalgamation of diverse backgrounds, intertwining narratives, and a sense of belonging.

Consider the timeless rituals that unfold at the Grand Bazaar. Merchants haggling with customers, sharing anecdotes, and establishing connections are emblematic of Istanbul's social fabric. This ancient marketplace is a living testament to the city's social capital, where the age-old practice of bargaining goes beyond commerce, embodying mutual respect and camaraderie among strangers.

Likewise, the city's vibrant neighborhoods, like Kadikoy and Beyoglu, harbor microcosms of social capital. The multicolored streets, eclectic eateries, and animated conversations among residents foster a sense of shared identity. The street cats, beloved by the community, serve as unofficial guardians of this shared heritage, reminding us that social capital extends even to our four-legged friends.

The meandering alleyways of Sultanahmet, brimming with history and religious significance, further illuminate the essence of Istanbul's social capital. Here, the coexistence of faiths transcends centuries, showcasing tolerance, unity, and a commitment to preserving the city's pluralistic soul.

In essence, Istanbul's social capital is like a mosaic, pieced together with countless fragments of human interaction, history, and cultural diversity. It manifests in every tea-filled

conversation, every market transaction, every neighborhood gathering, and every sacred site, weaving the rich tapestry of this timeless city.

Financial Capital:

Istanbul, a hub of fiscal wizardry, conjures economic magic from the Bosphorus Strait to the Golden Horn. It's a place where the Grand Bazaar's intricate transactions resemble a centuries-old ledger, where each haggle and deal resonates with echoes of financial alchemy. This ancient marketplace embodies the financial capital's undercurrents, where bartering is akin to orchestrating complex mergers.

In the shadow of modern skyscrapers like the Sapphire Tower, the city's financial heartbeat quickens. In these towering edifices, investors wield calculators like wands, casting intricate spells of stock trading, foreign exchange, and corporate takeovers. The glint of a financial analyst's eye here is like a sage's insight into the city's economic future.

The Bosphorus Bridge, now known as the 15 July Martyrs Bridge, serves as a portal connecting two continents, much like a high-frequency trading algorithm connecting global markets. It's a testament to Istanbul's role in capital movements, where currencies traverse the waters with ease, much like the historical ships of trade that once plied these routes.

Meanwhile, the city's financial heartbeat pulses through the Istanbul Stock Exchange (Borsa Istanbul), where stocks, bonds, and derivatives dance in intricate patterns. This is where wealth managers, brokers, and investors read the complex runes of market data to amass fortunes.

Istanbul's financial capital isn't just about numbers; it's a maze of fiscal intricacies woven into the fabric of this enigmatic metropolis. It's a city where every cobblestone tells a financial tale, every skyscraper hides a treasure trove of investments, and every bridge symbolizes the crossing of fortunes.

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