



# KADIKÖY MUNICIPALITY

FIRST INTEGRATED REPORT  
BY A MUNICIPALITY





Intellectual Capital



Social and Relationship Capital



Natural Capital



Financial Capital



Human Resource



Manufactured Capital

One of the 50 coolest neighborhoods in the world.<sup>①</sup>  
**2<sup>nd</sup> highest score in Human Development Index among 150 neighborhoods in Türkiye.<sup>②</sup>**

1. According to the study by Timeout Magazine.  
 2. According to the research by INGEV.



Sustainable Kadıköy Vision



Integrated, Participatory and Inclusive Governance



Preparation of First Climate Change Adoption Project Conducted by a Municipality in Turkey



No Debt, High Liquidity



Strong Civil Society Relations and Volunteers' Network



Innovative Services and Localized Management Systems

**8,700 Volunteers**

Support Kadıköy Municipality in 21 sub-districts

**İDEA  
 Alzheimer Center  
 19 May Social Center  
 Rasimpaşa Social Services Center**  
 Have been commissioned in 2017

**551,000 People**

Have participated to **4228 cultural activities** (concerts, plays, seminars) organized by Kadıköy Municipality in 2017.

**4,557 Children**

Have been trained in different fields of art by Kadıköy Municipality's training programs.

**0**

Kadıköy Municipality has no financial debt.

**+**

Kadıköy Municipality has **67,2 Million** cash

**20,000 m<sup>2</sup>**

Park area have been created by Kadıköy Municipality in 4 years which is a great success story in a historic and densely populated district.

**Participation and Innovative Thinking**

Are the most important assets for designing and planing the future of Kadıköy.

**Value Created for Kadıköy**

**2,850 Teenagers and Children**

Have been supported to improve their performance in school under education support programs organized by Kadıköy Municipality.

**17,600 People**

The main goal of Kadıköy Municipality is to  
“improve quality of life of citizens in the Kadıköy”.

This Integrated Report communicates the performance of  
Kadıköy Municipality based on dimensions of value creation.

## KADIKÖY MUNICIPALITY INTEGRATED REPORT

Kadıköy Municipality Integrated Report covers the activities performed in 2017. The report has been prepared in accordance with International Integrated Reporting Councils’ Reporting Framework. The report is the first integrated report prepared by a municipality in the world. Kadıköy Municipality 2017 Integrated Report introduces Municipality Integrated Reporting Model© which has been developed by ARGE Consulting.

The report includes views and recommendations that have been collected in internal and external stakeholder engagement processes throughout 2017. Participation has been encouraged to improve the quality of services for improving quality of life. Provided information includes future vision and insights for Kadıköy. Integrated Reporting would improve accountability and transparency which will improve trust to the municipality.

*Kadıköy Municipality,  
is the first municipality in the World that prepared an Integrated Report by  
utilizing integrated thinking approach.*

Integrated thinking approach enables to make strategy and planning based on value creating services, allocation of resources to reach the goals and alignment of municipality strategy with the Sustainable Development Goals. The Integrated Report has been prepared to communicate integrated thinking approach adopted by Kadıköy Municipality.

# GOOD GOVERNANCE AND INTEGRATED REPORTING FOR A MUNICIPALITY

Integrated Thinking improves effectiveness of resource utilization and value creation. When an organization;

- Aims to create value for itself and its key stakeholders,
- Considers concerns and priorities of different internal and external stakeholders,
- Analyzes the adequacy of existing resources in multiple dimensions and decision-making processes to reach its goals,
- Determines the needs for new resources and approaches to achieve its targets, the probability of success improves.

Integrated thinking approach directs all stakeholders to align their goals, improves efficiency in the value chain, and improves camaraderie in the organization. Such an approach accelerates diffusion of optimism and motivation for action. Different functions develop collective working habits. Stakeholders could better understand the mission, vision, and business model of the organization. Integrated thinking approach triggers harmony throughout an ecosystem. Organizations that have adopted integrated thinking approach try to find answers to the following questions:

- Are our policies and actions aligned with our mission and vision?
- Do they fit our strategy?
- How will our internal and external stakeholders be affected by our decisions?
- Have the stakeholders’ needs, expectations, interests, and concerns been considered?
- Are opportunities and risks considered?
- Are long-term interests and value creation capability considered?
- What are the resources/capitals we have?
- What will be the created value for the organization?
- What will be the created value for the community and stakeholders?
- Do we measure our impact on all areas of our materiality matrix?
- Are the lessons learned from operations used to improve operations and processes?

Integrated thinking approach supports good governance practices and institutional development. “Integrated Thinking“ starts in the collective mind of individuals in an organization, then all different perspectives are brought together to design the strategy and processes which would create value when implemented. Integrated Report is the

outcome of implementation of Integrated Thinking approach. While, Integrated Reports communicate organization’s mission, vision, and strategies to its stakeholders, it also improves the governance practices in the organization. Integrated Report improves transparency and allows sharing of key performance indicators related to effective use of resources to realize its targets in a fair, responsible, and consistent manner. Such an approach encourages participation of stakeholders to decision making processes and improves accountability of the organization. Integrated Thinking approach provides focus to material issues and improves effectiveness of resource allocation. Integrated Report is a concise document where organization’s strategy, business model, governance structure, performance and value creation capability in the short, medium and long-term have been communicated. The Integrated Report focuses on strategy and material issues. Materiality is a fundamental issue for Integrated Reporting. All the key factors that affect the implementation of strategy and reaching organization’s targets needs to be shared. Organization that prepares

an Integrated Report and adopts Integrated Thinking approach in its business conduct would allocate its resources by considering the materiality concept.

Integrated Thinking approach supports risk management practices. The organization monitors and measures the impacts of its actions and this would allow early determination of risks and to take necessary measures to manage them. Integrated Thinking supports development of organization and society at large through mutually reinforcing interactions that build trust. Adoption of Integrated Thinking approach by an organization could trigger behavioral change in a society by creating impacts on the community. Such a move may have an inspirational effect on civil society organizations as well.

Adoption of Integrated Thinking approach by a municipality would help develop solutions and services for current and future needs and requirements of stakeholders with a long-term perspective in an inclusive, fair, and efficient manner. Efficient utilization of limited resources would improve value creation

capability and welfare. Integrated Thinking is also an enabler of sustainable development at the local level. This approach would help the alignment of human rights, development agenda, social policy issues, and protection of environment at subnational government level. The approach would create value for long term development agenda, help improve quality of life and prioritization of policy development process at the local level. Benefits of implementation of Integrated Thinking approach and preparing an Integrated Report for a municipality are:

- Determination and prioritization of needs, demands, requirements, and issues through a democratic participatory process
- Alignment of short, medium, and long-term policy issues
- Alignment of priorities and perspectives of stakeholders’ and municipalities
- Supporting evidence-based policy development and problem solving. Issues that need to be dealt with at central government level could be handled in an evidence-based manner to the government

## Decision Making

- Supports evidence and data-based decision making.
- Improves inclusiveness and opens the way for participatory and fair decision making for all
- Aligns global, national, and district’s priorities in decisions, developments, and policies
- Brings stakeholders’ understanding to common ground by improving understanding of each other’s needs, concerns, and expectations which in turn improves citizen satisfaction.

## Agenda Setting

**Resource Management**

- Resource allocation could be made based on impact assessment and science-based analysis.
- Allows allocation of resources according to short, medium- and long-term targets.
- Improves efficiency and effectiveness of investments and alignment with local concerns

**Capacity Building**

- Improves performance and quality of decision making by improving coordination and collective decision making in all levels of municipal structure.
- Improves the institutional capacity and builds culture for improved stakeholder engagement and relations.
- Reduces citizen complaints by incorporating their concerns into the planning process and provides an open culture to increase transparency and reduce complaints.

**Monitoring**

- Provides a framework for measuring impacts created by outcomes of municipal services.
- Provides monitoring systems to analyze deviations by data based methodologies.
- Maximizes the utilization of effects of positive outcomes produced through municipal actions.
- Presents meaningful information in communications with stakeholders.
- Improves risk management capability.

**Citizen Satisfaction**

- Improves satisfaction through focusing on stakeholders’ short, medium and long term needs, requirements, and expectations.
- Helps to create value in a fair and inclusive manner.
- Guides municipalities to establish close, effective, and efficient relationship with stakeholders.
- Improves trust to municipality by presenting concise and clear information that improves accountability.

**Quality of Life**

- Supports capacity building in local level (at municipality and community) to improve quality of life by taking in to consideration of ecological, physical, social, and economical factors. This could enable to follow improvements in quality of life throughout years.
- Creates opportunity and trust for Private Public Partnerships and encourages effective utilization of resources.
- Creates an opportunity to utilize national and international opportunities to improve quality of life in the district.
- Participatory and inclusive decision-making processes improves quality of decision making which would also improve satisfaction and quality of life.



**MESSAGE FROM MAYOR**

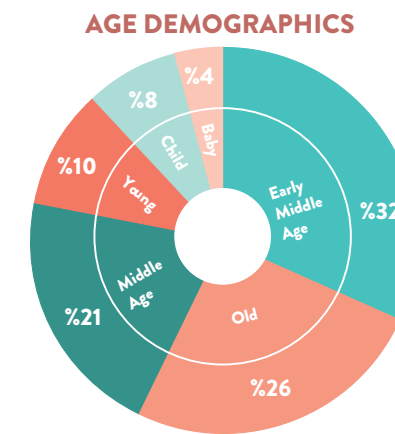
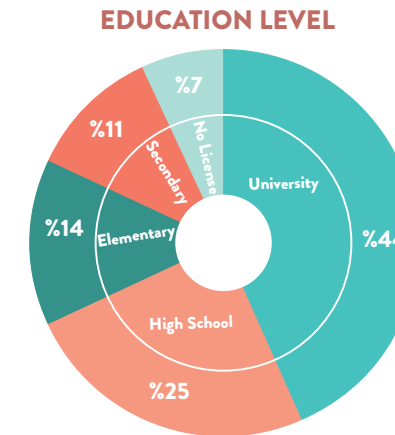
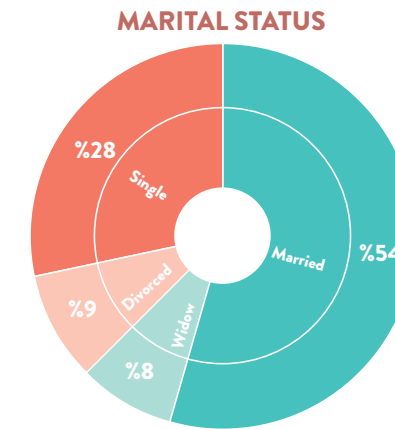
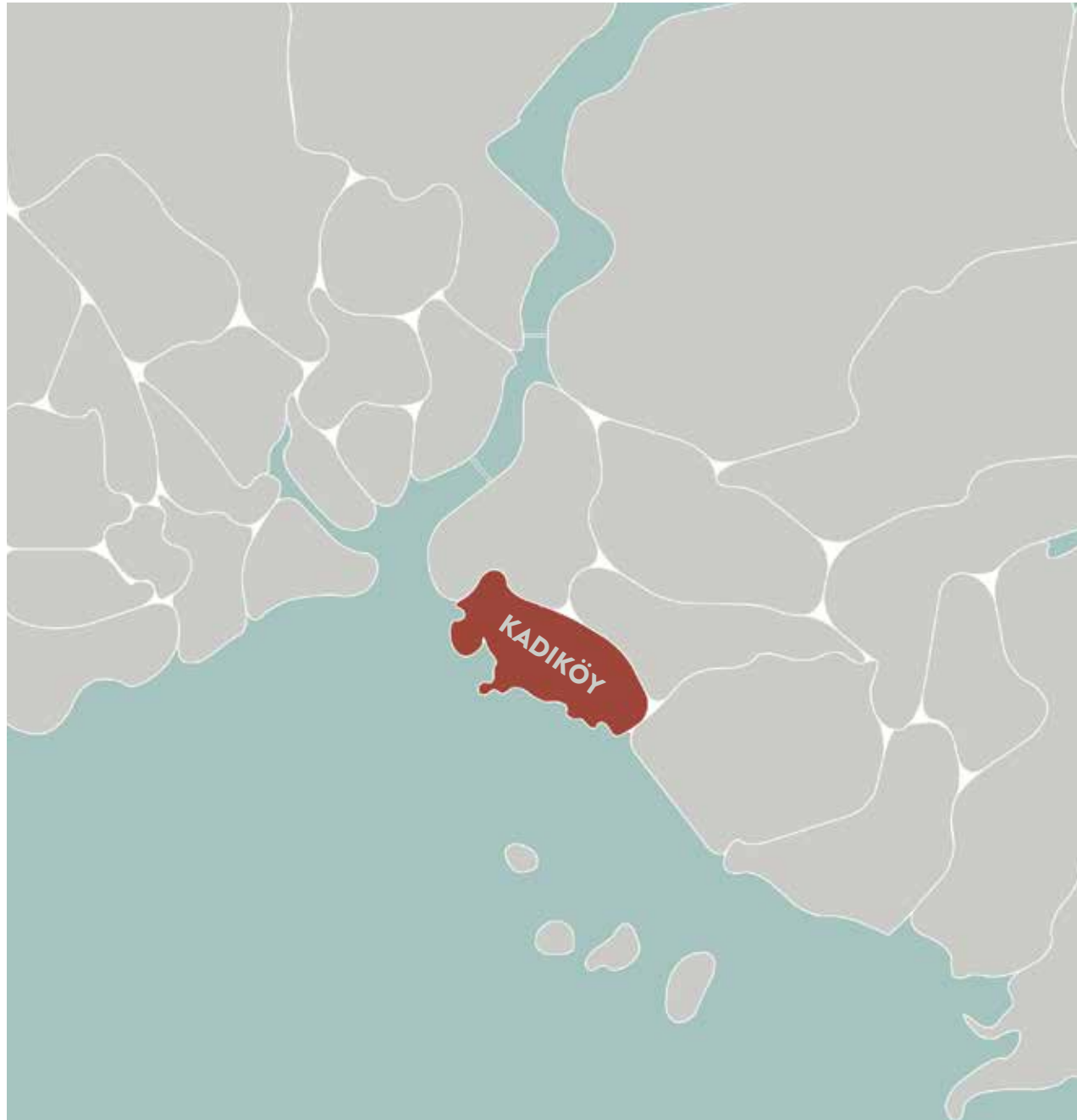
Esteemed Kadıköy Residents, Kadıköy is a place where we feel for freedom, personal development, good life and social environment in common sense. Kadıköy is the place where: we live, we have our business, we walk in the streets and we spend our time with our families and friends. Kadıköy is one the most developed towns in Türkiye. Region’s heritage, residents’ approach to social, cultural and artistic issues creates a very positive outlook for the region. Kadıköy is a pole star with residents’ will of freedom and non-discrimination. We have worked together with Kadıköy residents to improve quality of life in the neighborhood for being a best case among municipalities in Türkiye in the last 5 years. We are successful in implementing a participatory governance approach by encouraging participation of residents, people who work in Kadıköy and people who visit and participate social activities held in Kadıköy. We prefer to implement an inclusive, participatory approach in municipality to create an environment that is friendly for senior citizens, makes children, young people and adults happy and empowers women. We have been able to realize projects that were the first examples of services in their kinds.

We were proud of our projects as creating best cases for other municipalities. Our main goal is to create value for improving quality of life of Kadıköy’s residents. We tried to support the development of social life and economy in Kadıköy by opening new centers, providing new and innovative services and organizing festivals which would play an important role for future of Kadıköy. We have targeted to plan our services in complementary manner and to use our resources efficiently throughout the value creation processes. We achieved this by adopting Integrated Thinking approach through which we analyzed past and we planned future. We are very proud for preparing first Integrated Report by The Municipality in the World. We try to reflect improvement areas for our future plans and future activities in this Integrated Report. We would like to thank to ARGE Consulting who developed an authentic Municipality Integrated Reporting Model© by using their extensive knowhow on OECD Better Life Index, EFQM Excellence Model, Sustainable Development Goals (SDGs), and Integrated Reporting Framework.

**Aykurt NUHOĞLU**

## KADIKÖY

First residents of Kadıköy had been settled in Fikirtepe, Moda and Haydarpaşa around BC 675. Since then Kadıköy is a center of attraction for people. Kadıköy is one of the most developed, attractive and culturally active districts in İstanbul. Kadıköy attracts large number of people from other districts of İstanbul and Türkiye. Kadıköy's historical heritage, its dynamic and culturally active atmosphere is the reason of attraction.



- Demographics of Kadıköy;

- Total Population- 451.453**

- Female / Male Ratio - %53,08 / %46,92

- 32% of population is between 25-44 years of age.
- 44% of population has a graduate degree

- 54% of population is married

- 70,8% of population is at A and B income group while 29,2% of population is at C and D income group

- Population's expectation is beyond fundamental municipal services since they are educated and mostly members of high-income group. The vision of creating value to the quality of life needs to cover a wide area of services to satisfy them. Therefore, efficient, effective and balanced utilization of resources are very important. Innovation in services is very important.

- Kadıköy's area is 25,20 km2.**

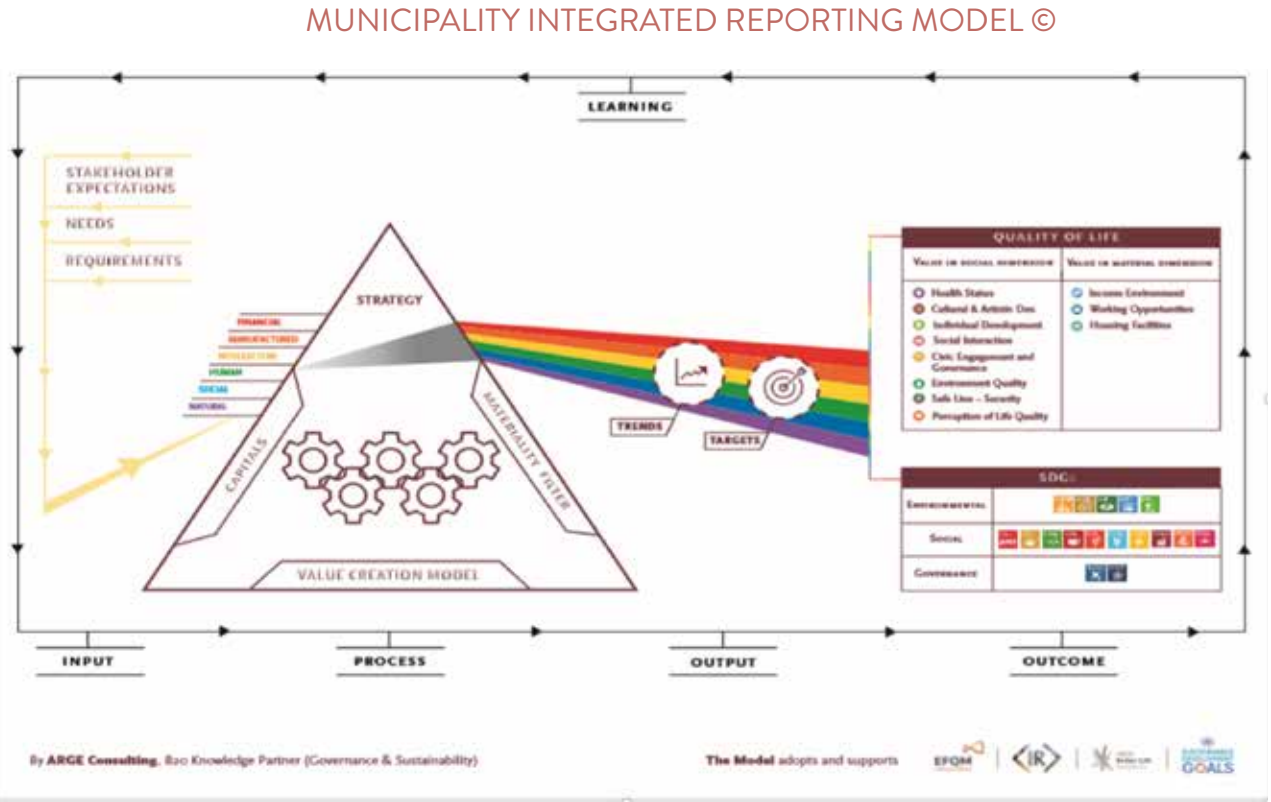
Kadıköy is in Anatolian side of İstanbul. It's southern border is Sea of Marmara and is placed at the entrance of Bosphorus. Eastern border of the district is Maltepe. Ataşehir and Üsküdar is located North of Kadıköy. Kadıköy has 21 km of coastline between Haydarpaşa and Bostancı.

## KADIKÖY MUNICIPALITY VALUE CREATION MODEL

Kadıköy Municipality Integrated Report has been prepared in accordance with ARGE Consulting Municipality Integrated Reporting Model©.

Integrated thinking, stakeholder participation and capitals are fundamental principles of Integrated Reporting Framework which are also the founding stones of the model. The model has been developed by using the concepts of OECD Better Life Index, EFQM Learning Cycle and UN Sustainable Development Goals (SDGs).

Municipality Integrated Reporting Model: Collected stakeholder expectations, needs and requirements have been prioritized considering organization's strategy and materiality filter. Planning of services are made by efficient utilization of six capitals (human capital, financial capital, intellectual capital, relationship capital, manufactured capital and natural capital) to create value in short, medium and long term. The achievements regarding targets and implementation of plans are monitored continuously to improve the quality of outcomes and impacts created through outcomes.



The main aim of municipal services is to improve quality of life of residents and stakeholders in the district. Municipality by value creation model has been aligned with vision global goals. Due to its long term perspective. This approach would ensure to create a long-term vision and continuity of efforts to reach set goals for improving quality of life in continuous manner.

Stakeholder participation has an important place in Municipality Integrated Reporting Model. Kadıköy Municipality value stakeholder participation since its strategic planning process of 2014. This strategic planning process has been conducted and completed with intense stakeholder participation. Most of the investments realized between 2014 and 2017 period have been planned based on the ideas provided by stakeholders in this 5 year strategic planning workshops.

Although stakeholder participation is critical in municipal service planning process other important factors of previous experiences of municipality, resource pool, critical services that are not prioritized by stakeholders must

also be considered in the strategy making, planning and target setting processes. Previous experiences are important for learning opportunities and those experiences would be an important resource and critical success factor for the municipality. Adoption of continuous learning approach is one of the recommendations of Municipality Governance Scorecard Project<sup>1</sup> for improvement of governance. Kadıköy Municipality has established Kadıköy Akademi (Kadıköy Academy) to improve its capability to deal with emerging problems in collaboration with stakeholders, experts and academia. Such a move enables continuous engagement, development of institutional capacity and improving their knowhow in municipal services.

The second critical success factor is evidence (science and data) based decision making. Kadıköy Municipality puts an emphasis on evidence-based decision making. District based demographics are always kept up to date and regularly needs and satisfaction surveys have been conducted to collect data for evidence-based planning processes. Strategic Planning Department of Kadıköy Municipality as part of these participatory

planning processes analyzes and evaluates the alternatives under the consideration of materiality, risks, opportunities, capabilities. Prioritization of projects have been made based on the results of the evaluation process. Material issues relevant for Kadıköy Municipality have been explained under Materiality.

Strategy making and planning based on prioritization are next stages of value creation process. Resouce requirements are determined to realize the targets set in the strategy making and planning processes. Municipality resources are grouped under human resources (human capital), financial resources (financial capital), relationships (relationship capital), natural resources (natural capital), equipment and service centers (manufactured capital), knowhow (Intellectual Capital). Information regarding resources have been given under Resources/Capitals.

(1) Kadıköy Municipality is in the best group of Municipalities in the research conducted by Argüden Governance academy of “ From A Citizen’s Perspective Governance Scorecards of Municipalities for İstanbul Districts.” Kadıköy municipality decided to prepare an integrated report which makes it first municipality in the world that prepared integrated report.

The following step after strategy making and determining resource requirements is to perform services to realize the set targets through Value Creation Model. Value Creation Model covers fundamental municipals services of; hygiene, building and repairing of sidewalks, of streets, of parks, city planning, auditing according to regulations. On the other hand Value Creation Model also covers cultural activities, education and personal development support, social support services, collective innovation for the benefit of society, developing new office spaces for encouraging creativity (like İDEA) which create more value for improving quality of life in Kadıköy. Services provided by Kadıköy Municipality are explained in the report.

Implementation of Value Creation Model produces outputs (services) and outcomes (impacts). Municipality monitors the performance and follows improvement trends. Trends show how successful municipality in reaching its goals. Based on the finding's of analysis of trends and goals are revised or new goals are set. Necessary improvements are made in the model based on lessons learned from experiences.

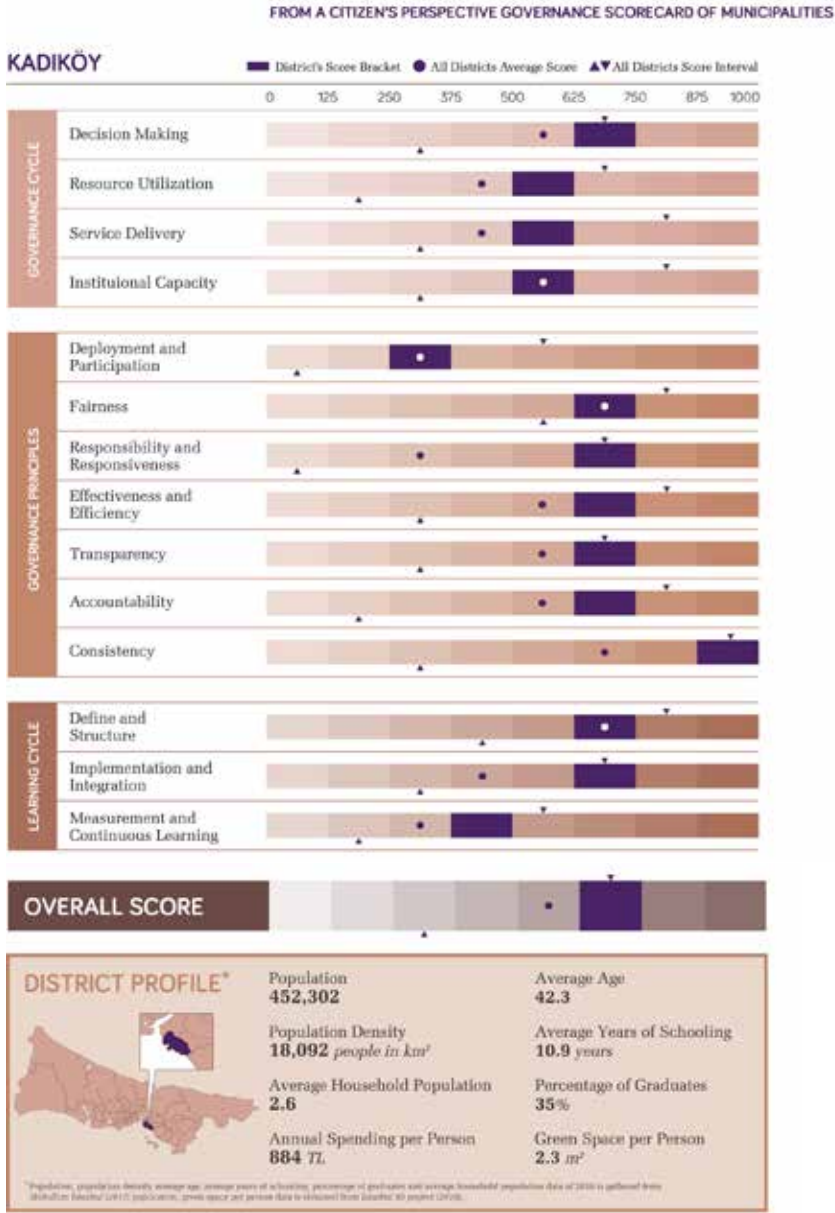
Services are outputs of Value Creation Model. However, Kadıköy Municipality considers improvement in quality of life besides improvement in performance of services.

Therefore, municipality works on to measure the impacts that would improve the quality of life in Kadıköy. Sustainable Development Goals are action agenda items to find solutions for problems of the World until 2030. Kadıköy Municipality must make contribution to realize these goals. Kadıköy Municipality aligned its strategies and services with Sustainable Development Goals and determined contribution areas for achievement of the goals.

The Value Creation Model has been developed in wholistic manner in line with Integrated Thinking approach where all internal and external interactions including stakeholders have been considered during the process. There are improvement areas for effective utilization of Integrated Thinking in Kadıköy Municipality. Stakeholders of kadıköy Municipality have been segmented in preparation process of this report. All 21 sub-districts of Kadıköy have been analyzed based on different stakeholder segmentation criteria. All the provided information regarding value creation areas are based on detailed data analysis. All the functions of municipality have been aligned with 11 value creation areas and those 11 value creation areas have been aligned with Sustainable Development Goals. The analysis and evaluation process showed that, Kadıköy Municipality has services for each segmented group of stakeholders.

*All the services that serve for value creation areas are effectively and efficiently performed and they also serve for achievement of 17 Sustainable Development Goals. It could be said that current structure is in line with Integrated Thinking approach. The structure allows efficient utilization of resources and supports value creation capability. This structure would be improved to deal with resource allocation and efficiency issues related to future developments.*

From A Citizen’s Perspective Governance Scorecards of Municipalities for İstanbul Districts



According to the findings of the research of “From A Citizen’s Perspective Governance Scorecard of Municipalities for Istanbul Districts” performed by Argüden Governance Academy in 2018 to understand quality of governance of district municipalities by using publicly available information;

Kadıköy scored better than the average of all other Istanbul municipalities’ scores. Scoring of each municipality has been made under three topics of: governance of processes, governance principles and learning cycle. These three topics have been further detailed under 14 sub-topics. Based on the scoring of these 14 sub-topics Kadıköy’s scores of: Institutional Capacity, Deployment and Participation, Fairness, Define and Structure is in the average group. Kadıköy scoring in remaining 10 topics of: Decision Making, Resource Utilization, Service Delivery, Responsibility and Responsiveness, Effectiveness and Efficiency, Transparency, Accountability, Consistency, Implementation and Integration, Measurement and Continuous Learning is above average group. Although its score above average group in the last 10 sub-topics there are still improvement need to perform better. On the other hand, when the participation score in the report has been analyzed the calculated score based on publicly available information is less than what it should be. Therefore, improving disclosure is an important development and improvement area to show the real picture of governance for Kadıköy Municipality.

“Kadıköy Municipality Sustainable Climate Action Plan” project of has been presented as best practice in the same research.



Kadıköy Municipality prepared the “Sustainable Energy Action Plan” in 2010 where the actions and activities to combat climate change were planned to be carried out in the district under the leadership of the municipality. This was followed by the “Kadıköy Integrated and Participatory Action Project” aiming at reducing the effects of the climate change in an integrated and participatory manner. This study combining the urban sustainability goal with the democratic governance approach is an exemplary initiative on the subject matter.

## CAPITALS/RESOURCES



INTELLECTUAL CAPITAL



SOCIAL AND RELATIONSHIP CAPITAL



NATURAL CAPITAL



FINANCIAL CAPITAL



HUMAN CAPITAL



MANUFACTURED CAPITAL



## INTELLECTUAL CAPITAL/ OUR KNOW HOW

Kadıköy, is one of the most educated districts of İstanbul and Türkiye. Kadıköy Municipality has a strong knowhow on the needs and requirements of citizens. It serves and satisfies its stakeholders based on that capacity. Municipality follows new trends, expectations, emerging needs of stakeholders to be ready for developing solutions for them. Municipality supports collective participatory decision making, improves its capacity by participating local and international programs of EU and UN. Kadıköy Municipality is member of World

Health Organization Healthy Cities Network, World Health Organization European Healthy Cities Network, World Health Organization Age Friendly Cities Initiative and ICLEI - Local Governments for Sustainability. All these networks are important for capacity development.

Kadıköy Municipality is member of similar local initiatives in Türkiye. Kadıköy Municipality established collective idea development and information sharing center of Kadıköy Akademi (Kadıköy Academy) where municipalities could develop policies, projects in collaboration with academia, experts and stakeholders. Policy development sessions have been held with a wide group of stakeholders and outcomes of these activities have been reported by Kadıköy Akademi. Kadıköy Akademi forms a bridge to bring together academic information with the experience and expertise of municipality to create an opportunity of development for both parties.

Tasarım Atölyesi Kadıköy (Design Workshop Kadıköy) has been established to find creative solutions for city's problems. Residents, designers, volunteers, students, investors come together to work on idea generation for new processes and finding innovative solutions for city's problems. The developed products, processes and solutions have been shared with the public. İDEA is a new office concept. It has a special section as incubation center for new entrepreneur and has a large study hall for students, business people where they could work rather than work at home and has also meeting rooms for workshops. Incubation center is an open office where entrepreneurs

from different disciplines are encouraged to work together to create innovative products and ideas. These people work on innovations for municipal services as well. İDEA is an important social interaction center where a large number of people come together and have interaction between each other. Kadıköy Municipality believes participatory policy and solution development. A good example for this is "Kadıköy Municipality Climate Change Action Plan" project. Academia, municipality and wide group of stakeholders have worked on this project. The project has been funded by EU and started in September 2017. The project is a good example for intellectual capital of Kadıköy Municipality.



Kadıköy Akademi



Tasarım Atölyesi Kadıköy (TAK)



İDEA



KADIKÖY BELEDİYESİ  
SÜRDÜRÜLEBİLİR ENERJİ EYLEM PLANI



## SOCIAL and RELATIONSHIP CAPITAL

Kadıköy Municipality has strong relationship network in Türkiye and abroad. Relationship network is an enabler for participatory policy making, satisfying stakeholders’ expectations, building its own and other institutions capacities. The experiences are used to improve quality of life of people.



**Citizens:** Kadıköy residents who benefit from municipal services. Continuous successful service is important for gaining trust of citizens. This approach is critical for reputation.

**Sister Towns:** The relationships create opportunity to conduct cooperative project, to share experiences, to learn from each other and to transfer best practices.

**Employees:** People who work in municipality. Development of employees is important for motivation. Motivation is important to provide quality services to stakeholders. Employees are the face of municipality.

**Central Government:** Municipalities obtain resources from central government. They also controlled and audit by central government. Municipality must have good relations with central government for continuity of operations.

**Other Municipalities:** All other municipalities in İstanbul and Türkiye. Relationship is important for learning from each other, transferring of best practices, collective policy development

**Mukhtars:** Mukhtars have information regarding neighborhoods problems, expectations, needs and concerns. Mukhtars participation to municipal strategy making, planning processes is important for participatory democracy and finding solutions for local problems

**Academia:** Academia follows developments all around the world. When academic knowhow is combined with experiences of municipality innovative ideas and solutions could be developed.

**Civil Society:** Civil societies are important stakeholders to understand the needs, concerns, requirements of residents. Civil society is also an important partner in developing solutions. If relations are strong, developed solutions would be accepted by society faster.

**Suppliers:** Having fair and equal treatment of suppliers is important for ethical conduct and to gain trust of them. Trust based relationship would help the improvement of suppliers.

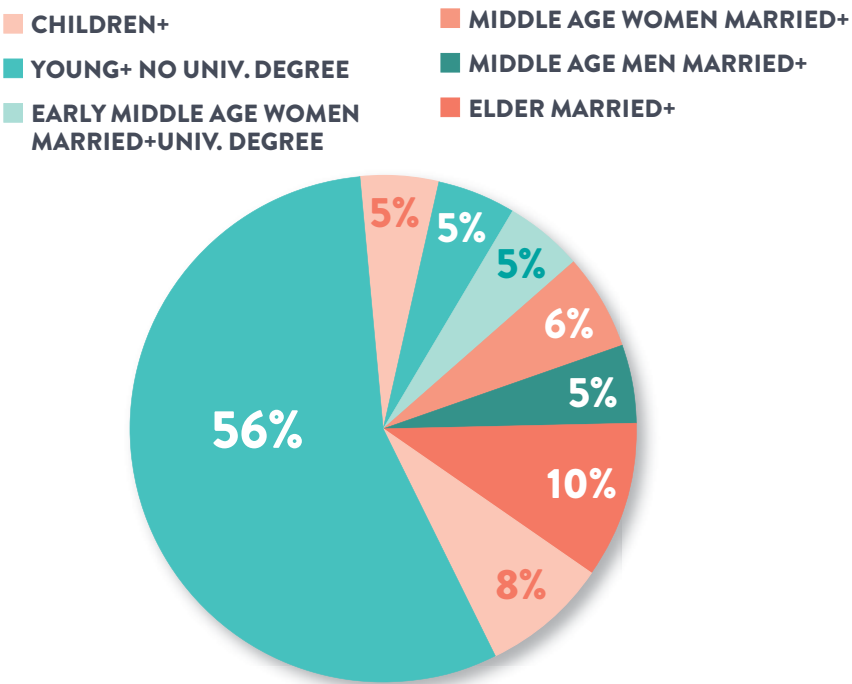
**Business:** Business in Kadıköy’ is important for economic activity in the district. When responsibility of parties are defined clearly cooperation would be easier. Municipality must perform auditing economical activities in the region to make business to provide best quality services

**Visitors:** Visitors come Kadıköy to spend good time and participate activities. When they feel happy and satisfied they would come again and bring new visitors. Increase in number of visitors would improve Kadıköy’s economy.

**Political Parties:** Mayors are politicians. When politician becomes mayor he or she must serve all citizens in the district. Municipalities are places where political parties implement their policies to test effectiveness of them in improving quality of life.

**Unions:** Union of municipalities are formed to cooperate for collective policy development, providing recommendation for regulations and representing Türkiye in international organizations.

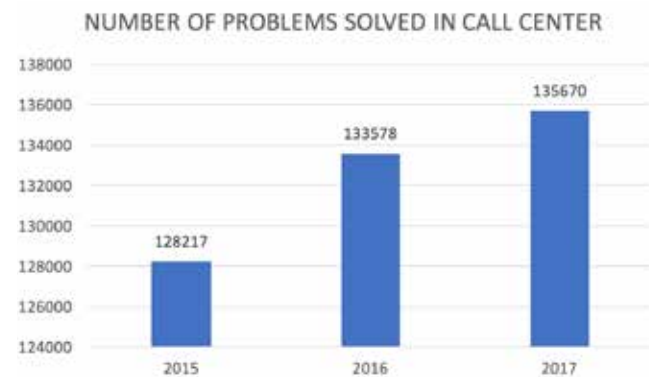
Kadıköy Municipality plans and implements its services according to needs and expectations of stakeholders. Municipality has made a segmentation analysis to define segments and match these segments with needs, expectations and requirements of stakeholders. The main aim of this segmentation is to allocate resources efficiently, develop new services to serve each group and improve satisfaction.



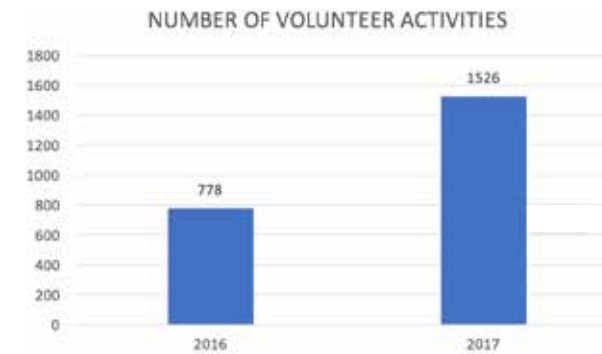
“+” means the income group is A or B.

36 different segments have been formed based on age, gender, economic power, education level, marital status for each of 21 sub-district of Kadıköy. The segmentation shows the distribution of population in 36 segments in each district. All the services provided by municipality have been mapped to the needs and expectations of each segment. 7 of 36 segments contains 44% of Kadıköy’s population.

Municipality’s main aim is to map each service, activity, training to each segment of population, to determine satisfaction level of each group based on provided services and to understand the needs, expectations and requirements of each segment to provide satisfactory services. The segmentation is a tool to allocate resources for realizing investments and services and monitoring the outcomes of such activities. This approach is in line with mission of Kadıköy Municipality which is to “Improve Quality of Life”.



Kadıköy Municipality has a call center to collect complaints, problems, expectations from citizens. Call center is not only a collection point, it also works as a solution center where related groups have been directed to find solutions to the problems issues. Performance of call center is monitored regularly.



Volunteers support municipality in; stakeholder engagement processes to understand needs, expectations, requirements and concerns, cultural activities and organizations, trainings, environmental, sport and health related events and activities. Volunteers are part of municipality's human capital since they create synergy in interactions with stakeholders. Volunteers help to deploy municipality services and work as contact person to explain policies and communicate messages of municipality.

Kadıköy Municipality has strong relationships with its sister towns. Both parties learn from each other. This relationship enables the deployment of best practices in Türkiye and abroad.

Kadıköy Municipality has memberships of Union of Municipalities of Türkiye, Union of Municipalities of Marmarar Birliğine, Union of Healthy Cities, Union of Historical Towns. Municipality would like to monitor global trends and policies and would like to adopt new trends to local policy development processes and implement best practices of other municipalities.

#### “SISTER TOWNS IN TÜRKİYE”

Kars- Susuz Municipality

Tunceli- Mazgirt Municipality

Bilecik-Gölpazarı Municipality

İstanbul- Adalar Municipality

Bolu- Mengen Municipality

Bolu- Mengen Gökçesu Municipality

Bingöl- Yayladere Municipality

Bingöl- Kiğı Municipality

#### SISTER TOWNS IN ABROAD

Germany- Berlin- Kreuzberg Municipality

İsrail - Tel Aviv-Petva-Tikva Municipality

Kadıköy Municipality is member of World Health Organization Healthy Cities Network, World Health Organization European Healthy Cities Network, World Health Organization Age Friendly Cities Initiative and ICLEI - Local Governments for Sustainability. Municipality cooperates with İstanbul Metropolitan Municipality and local representatives of central government to performs its duties. Cooperation is critical to perform services especially in the neighborhoods where authorities of different actors intersect (İstanbul Metropolitan Municipality controls the main arterial roads and performs all municipal services in this neighborhood). Municipality spends maximum effort to manage these relationships with ultimate care and balance. More effort will be spent to improve relationships in the future.

#### MEMBERSHIPS IN UNIONS



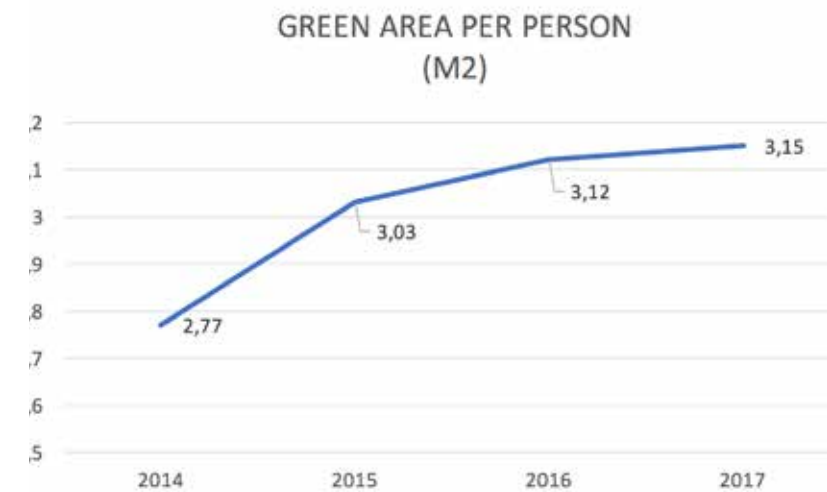
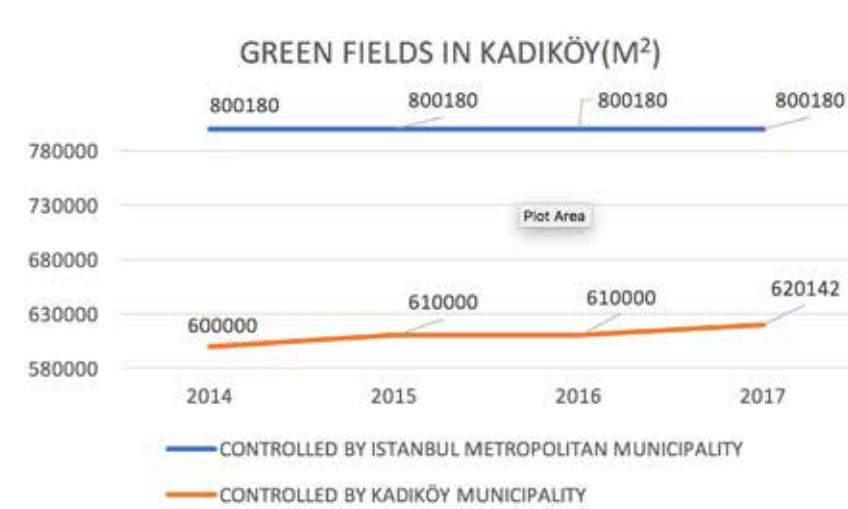


## NATURAL CAPITAL

Kadıköy Municipality works to protect natural resources and to increase green fields in the district. New fields have been created through obtained fields through renovation of buildings and acquisition of land.

Kadıköy Municipality has increased green fields of 20,142 m<sup>2</sup> (%3,4 increase) between 2014 – 2017.

*Green space ratio per person increase from 2,77 m2 to 3,15 m2 between 2014 - 2017.*



## FINANCIAL CAPITAL

Municipalities collect taxes and fees. They also obtain resources from central government budget. All of these revenue resources have defined in related laws. Municipalities spend these financial resources to realize investments and perform services to improve the quality of life of stakeholders.

Kadıköy Municipality is strong in financial resources due to efficient management of budget. The municipality has no financial debt although important investments have been made and large numbers of services have been performed without interruption. This position is important to be effective in the future.

Kadıköy Municipality always have strong liquidity.



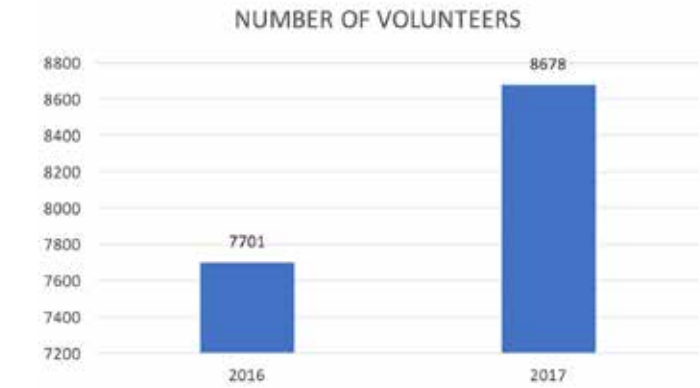
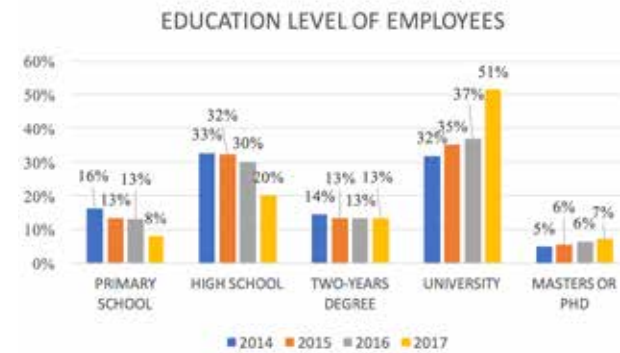
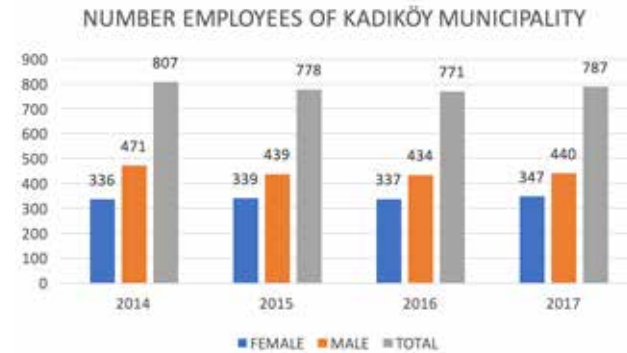
KADIKÖY MUNICIPALITY BALANCE SHEET (MILLION TL)

	2013	2014	2015	2016	2017
LIQUID RESOURCES	37,1	39,0	97,1	111,9	67,2
OTHER CURRENT ASSETS	129,9	126,3	131,3	222,7	160,7
NON-CURRENT ASSETS	441,7	433,2	442,2	461,6	573,4
TOTAL ASSETS	608,7	598,5	670,6	696,2	801,3
SHORT TERM DEBT	-	-	-	-	-
OTHER SHORT TERM LIABILITIES	104,8	98,0	114,1	146,5	160,2
LONG TERM LIABILITIES	-	-	-	12,5	12,5
EQUITY	503,9	500,5	556,5	537,2	628,6
TOTAL LIABILITIES	608,7	598,5	670,6	696,2	801,3



## HUMAN CAPITAL

Kadıköy Municipality's human resource is qualified to perform services with high quality.  
Education level of employees have been improved since 2014.  
Male/Female ratio has been also improved since 2014.



### Development of Human Resources:

Employees have been trained to improve institutional capacity, efficiency and effectiveness of the municipality. Municipality has initiated a new approach in December 2016. Employees who attended trainings, seminars and conferences shares their experiences and information obtained through these events to other employees and management team. This initiative helps to diffuse information, accelerate learning and deployment of new perspectives in the municipality. Those events are called “Information and Experience Sharing Events”. 6 such events have been realized throughout 2017.

### Volunteers:

Volunteers support the municipality's activities. Each year number of volunteers increases. They play an important role in communication, stakeholder engagement processes and deployment of services.

### Occupational Health and Safety:

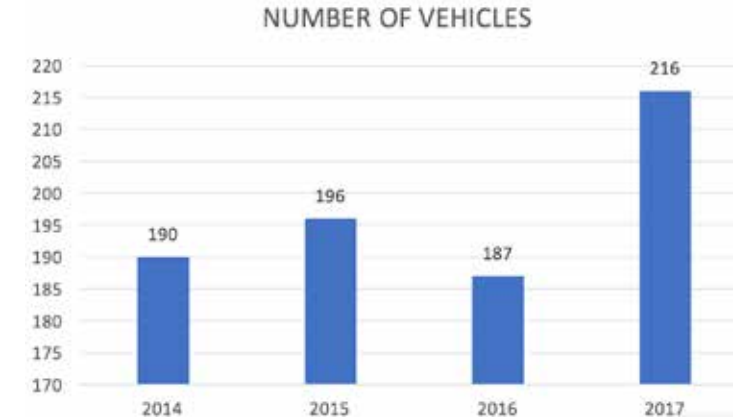
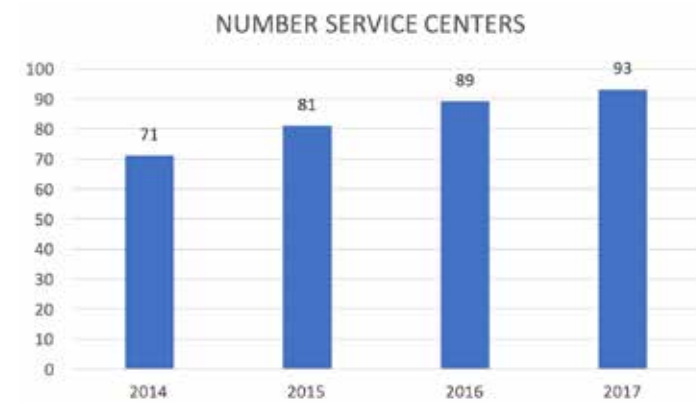
Occupational Health and Safety Board has been established in 2014. This board is responsible for risk analysis, policy development to eliminated work related accidents. The goals is 0 accidents. Board comprised of 9 OHS experts, 2 doctors, employee and union representatives.



## SERVICE CENTERS/MANUFACTURED CAPITAL

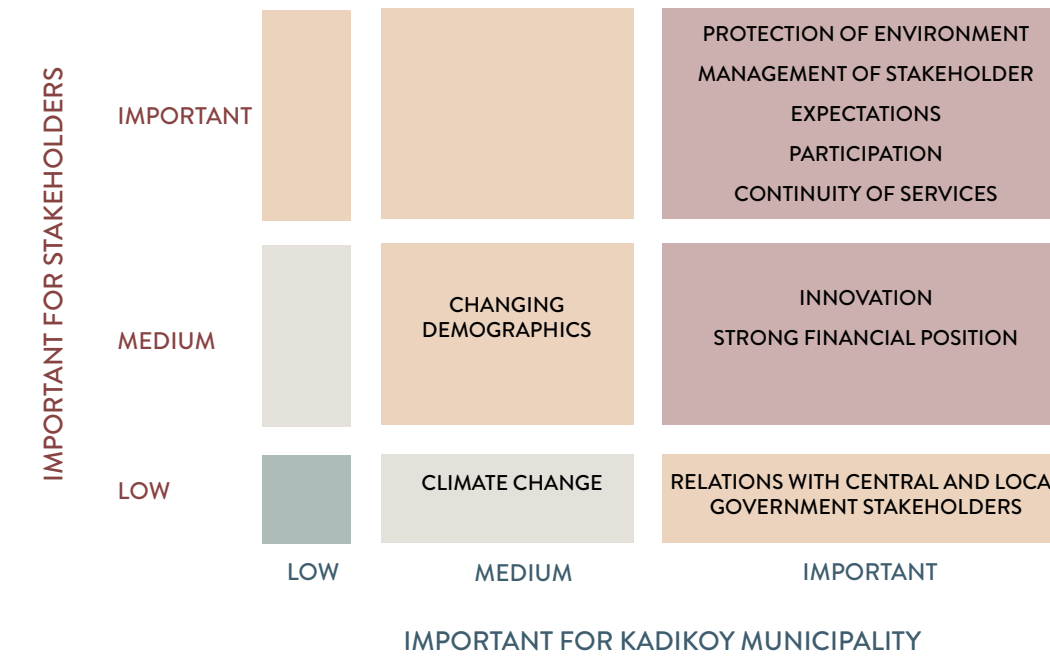
Kadıköy Municipality has service centers in different neighborhoods of Kadıköy. This facility comprise social centers, social service centers, cultural centers, halls, health facilities, animal care centers, laboratories, test center.

Municipality has a vehicle and machinery park and equipment to conduct its operations.



## MATERIALITY

The materiality matrix has been prepared based on stakeholder views, municipalities experiences, vision and future outlook.



Municipality determines its strategy and makes its investment and new service development plans according this matrix.

#### PROTECTION OF ENVIRONMENT:

Kadıköy is an old residential area where settlements have been started BC 675. Therefore, it is densely populated and densely settled district. It is very difficult to create a new green field. Protection of existing green field are extremely important. Creation of new area could be achieved by changes in city planning and acquisition of land to convert to it to a park. Parks are very important for healthy living in Kadıköy.

#### MANAGEMENT OF STAKEHOLDER EXPECTATIONS:

People see Kadıköy as a place where they feel themselves free, have social interactions, can participate artistic organizations and activities and have an opportunity for personal development. This view is shared by other İstanbul residents as well. Therefore, management of stakeholders relation is critical for satisfaction of people and improving quality of life. Such an approach could attract more outsiders to Kadıköy which would improve economic activity in the district. Stakeholders expect more places for social interaction, increase in green areas and sport centers.

#### PARTICIPATION:

People would like to have a say for their neighborhood. Stakeholder participation is a priority issue for Kadıköy Municipality which makes municipality successful. Participation

is very important to understand the needs and expectations of each sub-district in Kadıköy. Every sub-district has its own issues and solutions where the issues would be specific to this district. It could be said that participation is the key for success. Collected views, needs and expectation have been reviewed and analyzed with materiality, resource and previous experiences perspectives then strategy and planning have been made to satisfy needs of stakeholders. Kadıköy Akademi, Tasım Atölyesi Kadıköy and İDEA are the places where stakeholders and municipality come together to discuss issues and realize engagement processes.

#### CONTINUITY OF SERVICES:

Continuity of services is important for quality of life. Municipality needs to respond quickly to the problems of citizens. Service quality is another important issue from satisfaction perspective. Improvement of service quality is important for efficiency reasons and continuity of success of the municipality.

#### INNOVATION:

Innovation is important for improving efficiency and deployment of new services for emerging new trends, needs, expectation and requirements. Deployment of new services improves quality of life of stakeholders and improves satisfaction level. Development innovative ideas in inclusive and participatory manner is important to reach diverse pool of ideas which is very important and valuable for developing new services and solutions.

#### STRONG FINANCIAL POSITION:

When municipality has strong financial resources, it will be able make investments without need of others' resources and continuity to invest even in difficult times. That capability is important when there are problems in the economy and there are budget cuts in transfer of resources from central government. Strong and agile budget management and high liquidity would be very helpful in for continuity of services and investments even in difficult times.

#### CHANGING DEMOGRAPHICS:

Percentage of old people is high in Kadıköy. Average life expectancy is increasing which is a sign for increase at elder population in Kadıköy in the future. This fact is important for city planning, road and sidewalk designs, development of social interaction areas, parks and even new building plans. Such approach would ease the life of elders and make than more social that is an important component of quality of life. Another important issue to be considered is to deal with increasing health problems with the age. Municipality needs to help to find solutions for health-related issues. Kadıköy Municipality already started to work on these issues, municipality opened an Alzheimer Center to help people and their relatives to improve their quality of life. Similar investments need to be done in the future.

#### RELATIONS WITH CENTRAL AND LOCAL GOVERNMENT STAKEHOLDERS:

Central Government, İstanbul Metropolitan Municipality and public institution in the district, civil society are important stakeholders of municipality. Relations with these structures directly affects the quality of services provided by the municipality. Relations with İstanbul Metropolitan Municipality is important since it controls and provide services on and around main artery roads and coastal areas of Kadıköy. If the quality of services is not satisfactory on these areas that would be considered as low-quality services by Kadıköy Municipality. Some of the planning made by Kadıköy Municipality need to be endorsed by İstanbul Metropolitan Municipality. Therefore, keeping strong relations with stakeholders especially public institutions are critical for success.

#### CLIMATE CHANGE:

Climate change is a fact. Measures needs to be taken to minimize the impact of climate change to Kadıköy. Increase in average temperature is felt in summer season. City planning is important to keep air flow continuity in the district by city planing which would help to decrease average temperature. Such an effect would help energy efficiency efforts through less use of climate equipment. Other important effect of climate change is the increase in rain drop. Even though the rain amount is stable number of raining days decrease and rain drop in each of these days increase. Therefore, there would be a need for improvement in infrastructure to deal with flood risk.

OUR STRATEGY – VALUE CREATION MODEL

Kadıköy Municipality determined its strategy based on district’s heritage, cultural and social characteristics, residents’ and visitors’ profiles. The goals have been set, investments and provided services have been prioritized accordingly.



GOALS OF VALUE CREATION STRATEGY

Participation

Kadıköy Municipality believes in participatory democracy. It is expected to participate planning processes of neighborhoods by stakeholders to communicate their, needs, expectations, concerns and requirements. It is believed that such approach would improve efficiency in resource allocation and providing services and would also help to focus on right initiatives and policies. Kadıköy Akademi have been established for continuity of participation process by stakeholders, academia and experts.

Service and Investment  
Planning based on Stakeholders’  
Expectations

Kadıköy Municipality’s strategic plan of 2014 – 2019 have been made in participatory manner with the participation of stakeholders, residents, academia, civil society, municipal officials. Projects have been planned based on needs, expectations and requirements of stakeholders. Kadıköy Akademi, Karikatür Evi (Cartoon House), Alzheimer Merkezi (Alzheimer Center) are the projects that have been planned at strategic planning process and realized in this term.

Sustainable City Vision

Kadıköy Municipality considers global problems when planning future of Kadıköy. Strategies are targeted to be developed in inclusive and participatory manner to deal with such problems. Dealing with Climate Change Plan/Project is an example of this approach. Plan had been prepared with the participation of stakeholders in 2017. Kadıköy Municipality already works on: city planning to keep air flow capability in the district, heat pump as future heating system in buildings and self-production capability of electricity in the buildings through usage of photovoltaic systems.

Strong Financial Resource Base

Kadıköy Municipality plans to realize all its investments and to provide services without any debt. A result of this approach projects that have been put in the 2014 – 2019 strategic plan have been realized according resource availability of the municipality. Kadıköy Municipality is aware that if financial resources have been utilized in effective manner, municipality will always be successful.

Focus on Cultural and Social Development

Kadıköy Municipality is aware that cultural and social development is important for development of a society. Kadıköy has become an important center for cultural and artistic activities in Istanbul. Kadıköy Municipality host a lot of cultural and social organizations in its premises. Kadıköy attracts a lot of people from different districts of İstanbul. Cultural and social support is not limited to organizations, municipality also provide training for children and young people on music, drama and cartoon. It organizes public meetings and seminars on historical issues, literature, social development, health related issues, innovations to support social and cultural development. It develops places like İDEA to increase social interactions, to bring people from different backgrounds and to support collective thinking and decision making.

Supporting Economic Activities in the District

Kadıköy Municipality audits consumer related business activities in Kadıköy district to create a fair playing field. It provides trainings for skills development where these skills could be useful for employment. It also provides employment help services for disabled citizens besides skills development trainings. Kadıköy is a center for cultural and social activities and attracts. A large number of people economic activity in the district improves. Social support services are provided to disadvantaged citizens of Kadıköy which would help to eliminate inequality in the district.

Protection of Original Structure of the City

Kadıköy Municipality spends ultimate care to protect Kadıköy’s heritage in city planning processes. It believes that historical places need to be kept for future generations. A good and successful example for that is the efforts spent to protect Haydarpaşa Train Station with its historical character. Renovations need to be made in alignment with characteristics of the district.

Following New Trends and Introducing New Initiatives

Kadıköy Municipality is members of different initiatives in Türkiye and abroad. It has close relations with academia. Municipality follows new trends in Türkiye and the world through partnerships. Municipality encourages employees to attend meetings, seminars and events all around the world to develop their capacity. These events are also important opportunities to share the municipality’s project with peers. Peer learning is a two-sided process. Kadıköy Akademi, Tasarım Atölyesi Kadıköy, İDEA are centers for meeting with stakeholders, residents, academia for participatory policy development which improves ownership by stakeholders. Sister towns are important relationships for sharing experiences and adoption of best practices by parties

The main goal of Kadıköy Municipality is to create value for quality of life in Kadıköy.

## KADIKÖY MUNICIPALITY – VALUE CREATION MODEL

Healthy Life,

Development in Culture and Arts,

Personal Development,

Social Development,

Governance and Participation to Decision Making,

Environment,

Safe Living,

Life Satisfaction,

Income Generation Capability,

Development of Employment Opportunities,

Housing

‘TO CREATE VALUE FOR QUALITY OF LIFE’

Kadıköy Municipality’s mission is “To Create Value for Quality of Life”. ARGE mapped and aligned services, activities, operations and trainings performed by the municipality for the value creation dimensions in Municipality Integrated Reporting Model©. Model assumes that social and economic factors are important for quality of life. Municipality makes plans, implements services and solutions and monitors the outputs for value creating social and economic factors.

All the operations, activities, investments and services of Kadıköy Municipality affects everyday life of citizens. Kadıköy Municipality has a vision which aims to form balance between short and long-term focus and targets. Based on this approach the municipality aligned its operations, services, activities and investments based on defined value creation dimensions with Sustainable Development Goals to enable long-term value creation for its stakeholders and the world. Municipality considers Sustainable Development Goals in its strategy setting and planning processes.



*Kadıköy Municipality’s target is to improve quality of life in Kadıköy. It creates value in different dimension to reach this goal. All the activities and outputs and outcomes for achievement of goals in each dimension are presented in the following pages.*



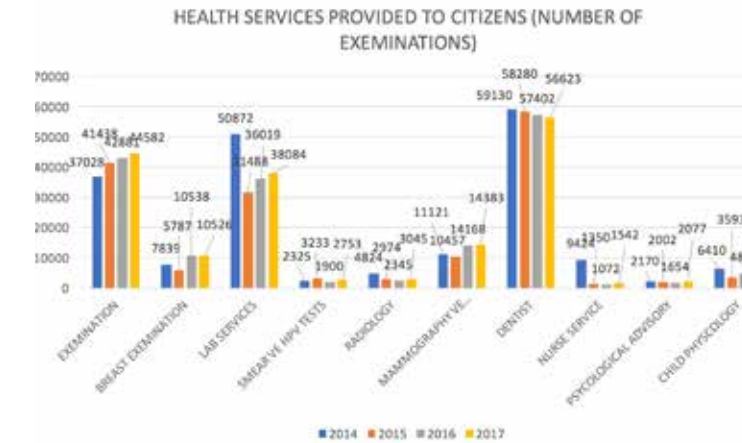
SDG / VALUES	Healthy Life	Development in Culture and Arts	Personal Development	Social Development	Governance and Participatory Decision Making	Environment	Safe Living	Life Satisfaction	Income Generation Capability	Development of Employment Opportunities	Housing
1.No Poverty				•					•	•	
2.Zero Hunger				•					•	•	
3.Good Health and Well Being	•					•		•			
4.Quality Education		•	•	•							
5.Gender Equality				•				•			
6. Clean Water and Sanitation	•					•		•			
7. Erişilebilir ve Temiz Enerji						•		•			
8.Decent Work and Economic Growth					•			•	•	•	•
9. Industry, Innovation and Infrastructure							•		•	•	•
10.Reduced In equality		•	•	•	•		• •	•			
11. Sustainable Cities and Communities			•	•		•		•	•		•
12. Responsible Consumption and Production						•	•		•	•	
13. Climate Action	•					•					
14. Life Below Water						•					
15. Life on Land						•					
16. Peace and Justice Strong Institutions	•			•	•		•	•	•	•	•
17. Partnerships to achieve The Goal	•	•	•	•	•		•				

Kadıköy Municipality, Sustainable Deveelopment Goals and “To Create Value for Quality of Life” Goal alignment matrix.



## HEALTHY LIFE

This dimension is defined as providing services for healthy living for Kadıköy Residents with different socio-economic backgrounds, age groups, etc. (This includes dealing with changing demographics, new diseases due to climate change, economic health service delivery) and making investments according to needs, requirements of stakeholders. Healthy living includes: prevention of air pollution, incoming green areas, food security, animal care, etc.





## HEALTY LIFE



Listed departments are the ones that have been related with each value creation dimension.

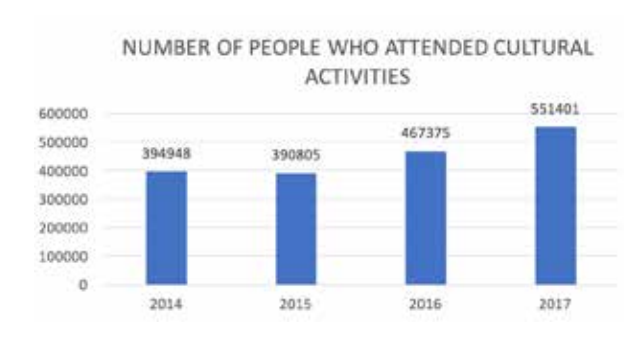
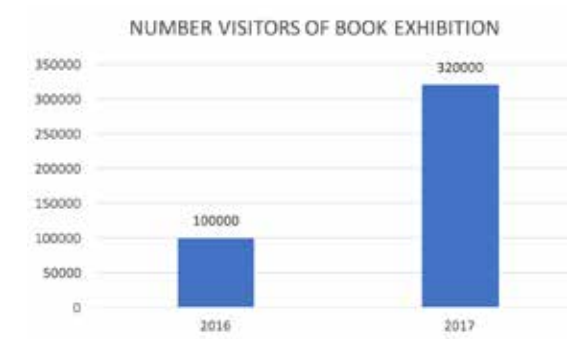
- KPIs for each department have been presented.
- Stakeholder population and distribution of total population to each sub-district have been presented.
- Number of beneficiaries are people who utilized this service in 2017.
- Stakeholders group of each department has been measured and managed according to number of people utilized this service.

SERVICES/DEPARTMENTS	KPIS	KOŞUYOLU	ACIBADEM	RASİMPAŞA	HASANPAŞA	OSMANAĞA	CAFERAĞA	ZUHTUPAŞA	FİKİRTEPE	DUMLUPINAR	EĞİTİM	FENERYOLU	FENERBAHÇE	MERDİVENKÖY	GÖZTEPE	CADDEBOSTAN	SAHRAYICEDİT	ERENKÖY	ONDOKUZMAYIS	KOZYATAĞI	SUADIYE	BOSTANCI	SIZE OF TARGETTED GROUP	DEFINITION OF TARGET GROUP	NUMBER OF BENEFICIARIES
Alzheimer Center	Number of patients,cost per patient, utilization rate	1.084	4.907	1.706	1.740	1.241	4.970	1.792	706	999	1.711	5.717	4.479	5.726	8.388	4.880	5.099	6.812	5.609	6.139	5.514	6.309	85.528	65+ years	80
Chidren Dental Clinic - Children Health center	Number of patients , number of exeminations and cured people, cost per patient, utilization ratio	1.123	3.710	1.027	1.675	745	2.192	892	1.328	1.637	1.398	2.624	2.008	4.171	4.030	1.979	4.301	3.812	4.049	4.397	2.522	3.662	53.282	0-14 years	9,017 people 30,191 times used
Child Health Center	Number of patients , number of exeminations and cured people, cost per patient, utilization ratio	1.123	3.710	1.027	1.675	745	2.192	892	1.328	1.637	1.398	2.624	2.008	4.171	4.030	1.979	4.301	3.812	4.049	4.397	2.522	3.662	53.282	0-14 years	8.646
Child Pyscological Support Center	Number of patients , number of exeminations and cured people, cost per patient, utilization ratio	1.123	3.710	1.027	1.675	745	2.192	892	1.328	1.637	1.398	2.624	2.008	4.171	4.030	1.979	4.301	3.812	4.049	4.397	2.522	3.662	53.282	0-14 years	4.100
Dr. Rana Beşe Health Polyclinic	Number of patients , number of exeminations and cured people, cost per patient, utilization ratio	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents of Kadıköy	27.904
Prof. Dr. Korkmaz Altuğ Health Polyclinic	Number of patients , number of exeminations and cured people, cost per patient, utilization ratio	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents of Kadıköy	7.839
Mammography and Women Health Center	Number of patients , number of exeminations and cured people, cost per patient, utilization ratio	3.362	13.567	6.569	6.949	3.870	11.173	3.693	3.756	4.480	5.890	11.189	7.997	14.600	15.916	8.347	13.315	13.826	13.292	15.063	10.178	14.146	201.177	20+years women	10.955
Patient Transfer and Home Care Center	Number of patients , number of exeminations and cured people, cost per patient, utilization ratio	1.084	4.907	1.706	1.740	1.241	4.970	1.792	706	999	1.711	5.717	4.479	5.726	8.388	4.880	5.099	6.812	5.609	6.139	5.514	6.309	85.528	65+ years	
Patient Transfer Ambulance	Number of patients transferred, cost per patient,utilization ratio	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents of Kadıköy	5.655 transfers to hospital, to home and between hospitals
Pregnant Training Center	Number of patients , number of exeminations and curesi, cost per patient, utilization ratio	2.942	12.065	7.315	7.313	4.057	9.410	2.912	4.029	4.820	5.900	8.428	5.418	12.701	11.375	5.524	11.454	10.406	11.079	12.443	7.220	11.291	168.112	20-45 years women	43 participants 60 hours of training
Waiting my Grandchild	Number of participants, capacity utilized per training	2.774	11.202	4.075	4.640	2.683	9.814	3.456	2.302	2.763	4.227	10.917	8.282	12.398	15.959	8.951	11.311	13.341	11.670	13.279	10.317	12.981	177.342	50+ years	25 persons attend 18 hours of training.
Cancer Screening	Number of patients, cost per patient	5.087	19.701	9.012	9.975	5.318	15.455	5.221	5.841	6.988	8.591	15.745	11.445	21.253	22.786	11.777	19.839	20.045	19.452	22.090	14.481	20.340	290.442	20+ years women	2.310
Health Aging	Number of participantsı, capacity utilized per training	1.084	4.907	1.706	1.740	1.241	4.970	1.792	706	999	1.711	5.717	4.479	5.726	8.388	4.880	5.099	6.812	5.609	6.139	5.514	6.309	85.528	65+ years	194
Ask to Doctor	Number of consultations, reply period	25.560	12.376	13.092	7.291	21.050	6.957	7.076	8.441	11.097	21.080	15.065	27.505	29.984	15.725	25.085	26.047	25.042	28.377	19.174	26.651	-	372.675	20+ years	302
Funeral Service	Completion period	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.347	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.170	18 +	
Funeral Transfer and Funeral Vehicles	Number of transfers,satisfaction of need rate, capacity utilization ratio, cost per transfer	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.347	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.170	18 +	
House Cleaning	Number of times performed, Capacity utilization ratio, cast per service	154	698	238	255	174	623	226	235	420	239	717	542	718	1.082	624	673	853	732	818	703	781	11.508	Elder in C, D Income Group	90
Personal Care	Number of times performed, Capacity utilization ratio, cast per service	480	2.085	711	766	512	1.913	686	534	824	727	2.202	1.679	2.279	3.265	1.886	2.079	2.633	2.247	2.505	2.130	2.456	34.598	Elder in C, D Income Group	600 persons/2.124 times
Yaşımlla Kucaklaşıyorum Eğitimi	Number of participants, occupancy rate	1.645	6.927	2.357	2.562	1.681	6.500	2.303	1.067	1.439	2.449	7.476	5.741	7.929	10.940	6.328	7.088	8.975	7.625	8.481	7.156	8.490	115.159	65+ age group	
Web Sites	Number of Visitors	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	All residents besides babies	
Pet Health Center	Number of animals, unit cost of care	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents of Kadıköy	21.179
Temporary Animal Care Center	Number of animals, unit cost of care	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents of Kadıköy	
Combat with Insects	Number of animals, unit cost of care	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents of Kadıköy	
Bazaars	Number of Visitors	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents of Kadıköy	
Organic Bazaar	Number of Visitors	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents of Kadıköy	
Bycle Group	Number of Biker	5.899	22.419	11.571	12.397	6.546	16.727	5.473	7.518	9.014	10.530	16.122	11.363	23.747	23.030	11.409	22.295	20.955	21.354	24.280	14.555	21.748	318.952	Other than babies and elders	
Health Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents of Kadıköy	
Sanitation Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents of Kadıköy	
Veterinary Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents of Kadıköy	
Department of Public Works and Engineering	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents of Kadıköy	
City Planning Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents of Kadıköy	



## DEVELOPMENT IN CULTURE AND ARTS

Kadıköy is social and cultural center of İstanbul. It is aimed to keep this position and attract people from different districts of İstanbul. Providing trainings on arts would support intellectual capacity building and social development.





DEVELOPMENT IN CULTURE AND ARTS



Listed departments are the ones that have been related with each value creation dimension.

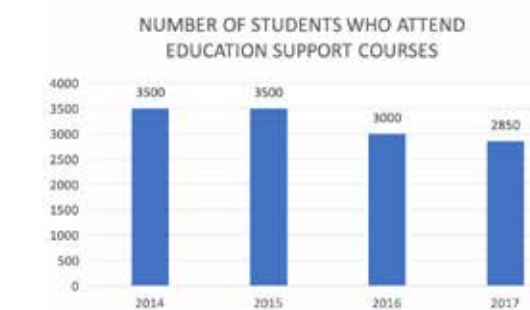
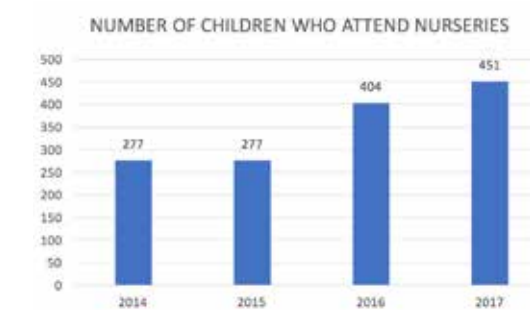
- KPIs for each department have been presented.
- Stakeholder population and distribution of total population to each sub-district have been presented.
- Number of beneficiaries are people who utilized this service in 2017.
- Stakeholders group of each department has been measured and managed according to number of people utilized this service.

SERVICES/DEPARTMENTS	KPIS	KOŞUYOLU	ACIBADEM	RASİMPAŞA	HASANPAŞA	OSMANAĞA	CAFERAĞA	ZÜHTÜPAŞA	FİKİRTEPE	DUMLUPINAR	EĞİTİM	FENERYOLU	FENERBAHÇE	MERDİVENKÖY	GÖZTEPE	CADDEBOSTAN	SAHRAİYCDİT	ERENKÖY	ONDOKUZMAYIS	KOZYATAĞI	SUADIYE	BOSTANCI	SIZE OF TARGETED GROUP	DEFINITION OF TARGET GROUP	NUMBER OF BENEFICIARIES
Youth and Child Training Centers	Number of People Utilized, capacity utilization ratio, cost per child					255													1.400				1.655	0-4 years children	
Kuşdili Youth and Child Training Center	Number of People Utilized, capacity utilization ratio, cost per child					255																	255	0-4 years children	480
19 May Youth and Child Training Center	Number of People Utilized, capacity utilization ratio, cost per child																		1.400				1.400	0-4 years children	645
Child Art Center	Number of People Utilized, capacity utilization ratio, cost per child	828	2.507	679	1.057	506	1.442	573	888	1.105	939	1.734	1.455	2.681	2.740	1.400	2.851	2.644	2.718	2.994	1.749	2.450	35.940	4-14 years children	1.212
Libraries	Number of People Utilized, capacity utilization ratio, cost per child	6.114	23.137	11.936	12.695	6.731	17.573	5.676	7.471	8.932	10.817	16.901	11.942	24.617	24.201	12.131	22.871	21.785	21.970	25.095	15.353	22.710	330.658	10-65 years	
History, Literature and Arts Library	Number of People Utilized, capacity utilization ratio, cost per child	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.347	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.170	10-65 years	7.356
Muhtar Özkaya Public Library	Number of People Utilized, capacity utilization ratio, cost per child	6.628	26.763	12.724	13.710	7.530	21.800	7.276	7.516	8.973	11.556	21.970	15.618	28.995	31.274	16.304	26.535	27.215	26.373	29.780	19.947	27.863	396.350	10-65 years	23.040
Interactive Child Library	Number of People Utilized, capacity utilization ratio, cost per child	828	2.507	679	1.057	506	1.442	573	888	1.105	939	1.734	1.455	2.681	2.740	1.400	2.851	2.644	2.718	2.994	1.749	2.450	38.934	5-14 years	2.994
Kemal Tahir Public Library	Number of People Utilized, capacity utilization ratio, cost per child	7.198	28.044	13.642	14.435	7.972	22.543	7.468	8.177	9.931	12.528	22.618	16.421	30.343	32.589	17.011	27.970	28.597	27.579	31.234	20.867	29.019	416.186	10+borrowing from library	10.048
Caddebostan Cultural Center Arts Library	Number of People Utilized, capacity utilization ratio, cost per child	7.198	28.044	13.642	14.435	7.972	22.543	7.468	8.177	9.931	12.528	22.618	16.421	30.343	32.589	17.011	27.970	28.597	27.579	31.234	20.867	29.019	416.186	10+	7.000
Cultural Services	Number of People Utilized, capacity utilization ratio, cost per child	7.011	28.042	13.597	14.520	7.960	22.535	7.522	8.137	9.879	12.499	22.754	16.202	30.485	32.520	16.916	27.982	28.454	27.592	31.170	20.735	29.000	415.512	10+	
Cultural Centers	Number of People Utilized, capacity utilization ratio, cost per child	7.456	29.270	13.403	14.767	8.036	23.242	7.849	8.404	10.078	12.495	23.704	17.073	31.676	34.014	17.704	29.386	29.859	29.091	32.774	21.696	30.313	432.290	10+	
Caddebostan Cultural Center Arts Library	Number of People Utilized, capacity utilization ratio, cost per child	7.544	29.346	13.928	14.959	8.227	23.227	7.776	8.585	10.453	12.979	23.598	17.104	31.676	33.970	17.737	29.383	29.930	28.979	32.761	21.711	30.238	434.111	whole population except 0-4 years	163.662
Kozyatağı Cultural Center	Number of People Utilized, capacity utilization ratio, cost per child	7.544	29.346	13.928	14.959	8.227	23.227	7.776	8.585	10.453	12.979	23.598	17.104	31.676	33.970	17.737	29.383	29.930	28.979	32.761	21.711	30.238	434.111	whole population except 0-4 years	140.557
Banış Manço Cultural Center	Number of People Utilized, capacity utilization ratio, cost per child	7.544	29.346	13.928	14.959	8.227	23.227	7.776	8.585	10.453	12.979	23.598	17.104	31.676	33.970	17.737	29.383	29.930	28.979	32.761	21.711	30.238	434.111	whole population except 0-4 years	71.170
Yel değirmeni Art Center	Number of People Utilized, capacity utilization ratio, cost per child	7.544	29.346	13.928	14.959	8.227	23.227	7.776	8.585	10.453	12.979	23.598	17.104	31.676	33.970	17.737	29.383	29.930	28.979	32.761	21.711	30.238	434.111	whole population except 0-4 years	23.191
Süreyya Operası	Number of People Utilized, capacity utilization ratio, cost per child	7.544	29.346	13.928	14.959	8.227	23.227	7.776	8.585	10.453	12.979	23.598	17.104	31.676	33.970	17.737	29.383	29.930	28.979	32.761	21.711	30.238	434.111	whole population except 0-4 years	80.012
Activity Houses	Number of People Utilized, capacity utilization ratio, cost per child	7.544	29.346	13.928	14.959	8.227	23.227	7.776	8.585	10.453	12.979	23.598	17.104	31.676	33.970	17.737	29.383	29.930	28.979	32.761	21.711	30.238	434.111	whole population except 0-4 years	
Cartoon House	Number of People Utilized, capacity utilization ratio, cost per child	5.899	22.419	11.571	12.397	6.546	16.727	5.473	7.518	9.014	10.530	16.122	11.363	23.747	23.030	11.409	22.295	20.955	21.354	24.280	14.555	21.748	318.952	all residents besides babies and elders	16.286
Youth Cultural Center	Number of People Utilized, capacity utilization ratio, cost per child	3.326	13.345	8.189	8.124	4.488	10.146	3.159	4.651	5.727	6.844	9.213	6.003	14.192	12.622	6.137	12.902	11.646	12.299	13.834	8.009	12.429	187.285	Children and Youth	1.558
Banış Manço House	Number of People Utilized, capacity utilization ratio, cost per child	7.544	29.346	13.928	14.959	8.227	23.227	7.776	8.585	10.453	12.979	23.598	17.104	31.676	33.970	17.737	29.383	29.930	28.979	32.761	21.711	30.238	434.111	All residents besides 0-4 ages	49.107
23 April Children Festival	Number of participants	828	2.507	679	1.057	506	1.442	573	888	1.105	939	1.734	1.455	2.681	2.740	1.400	2.851	2.644	2.718	2.994	1.749	2.450	35.940	Children and Youth	
Theatre Festival	Number of participants	7.544	29.346	13.928	14.959	8.227	23.227	7.776	8.585	10.453	12.979	23.598	17.104	31.676	33.970	17.737	29.383	29.930	28.979	32.761	21.711	30.238	434.111	All residents besides 0-4 ages	
Children Theatre Festival	Number of participants	828	2.507	679	1.057	506	1.442	573	888	1.105	939	1.734	1.455	2.681	2.740	1.400	2.851	2.644	2.718	2.994	1.749	2.450	35.940	Chidren	
Kadıköy Book Fair	Number of participants	7.544	29.346	13.928	14.959	8.227	23.227	7.776	8.585	10.453	12.979	23.598	17.104	31.676	33.970	17.737	29.383	29.930	28.979	32.761	21.711	30.238	434.111	All residents besides 0-4 ages	
Open Cinema	Number of participants	7.544	29.346	13.928	14.959	8.227	23.227	7.776	8.585	10.453	12.979	23.598	17.104	31.676	33.970	17.737	29.383	29.930	28.979	32.761	21.711	30.238	434.111	All residents besides 0-4 ages	
Kadıköy Vinyl Days	Number of participants	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	all residents besides babies and elders	
E-Municipal Services	Number of users	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	all residents besides babies and elders	
Web Sites	Number of users	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	all residents besides babies and elders	
Social Facilities	Number of visitors	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Toys Museum	Number of visitors	4.154	15.852	8.868	9.181	4.994	11.588	3.732	5.539	6.832	7.783	10.947	7.458	16.873	15.362	7.537	15.753	14.290	15.017	16.828	9.758	14.879	223.225	Children, youth, middle age group	
Culture and Social Services Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
City Palnning Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	



## PERSONAL DEVELOPMENT

Providing skills development, education support, trainings for residents. Creating income generating opportunities to residents (especially women) for hand made products through which inequalities could be eliminated. Support for disadvantaged social groups in skills development and education.





PERSONAL DEVELOPMENT



SERVICES/DEPARTMENTS	KPIS	KOŞUYOLU	ACIBADEM	RASİMPAŞA	HASANPAŞA	OSMANAĞA	CAFERAĞA	ZÜHTÜPAŞA	FİKİRTEPE	DUMLUPINAR	EĞİTİM	FENERYOLU	FENERBAHÇE	MERDİVENKÖY	GÖZTEPE	CADDEBOSTAN	SAHRAYCEDİT	ERENKÖY	ONDOKUZMAYIS	KOZYATAĞI	SUADIYE	BOSTANCI	SIZE OF TARGETED GROUP	DEFINITION OF TARGET GROUP	NUMBER OF BENEFICIARIES
Youth and Child Training Centers	Number of Children Utilized, capacity utilization ratio, cost per child					255													1.400				1.655	0-4 years children	
Kuşdili Youth and Child Training Center	Number of Children Utilized, capacity utilization ratio, cost per child					255																	255	0-4 years children	480
19 May Youth and Child Training Center	Number of Children Utilized, capacity utilization ratio, cost per child																		1.400				1.400	0-4 years children	645
Child Art Center	Number of Children Utilized, capacity utilization ratio, cost per child	828	2.507	679	1.057	506	1.442	573	888	1.105	939	1.734	1.455	2.681	2.740	1.400	2.851	2.644	2.718	2.994	1.749	2.450	35.940	4-14 years children	1.212
Libraries	Number of Children Utilized, capacity utilization ratio, cost per child	6.114	23.137	11.936	12.695	6.731	17.573	5.676	7.471	8.932	10.817	16.901	11.942	24.617	24.201	12.131	22.871	21.785	21.970	25.095	15.353	22.710	330.658	10-65 years	
History, Literature and Arts Library	Number of Children Utilized, capacity utilization ratio, cost per child	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.347	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.170	10-65 years	7.356
Muhtar Özkaya Public Library	Number of Children Utilized, capacity utilization ratio, cost per child	6.628	26.763	12.724	13.710	7.530	21.800	7.276	7.516	8.973	11.556	21.970	15.618	28.995	31.274	16.304	26.535	27.215	26.373	29.780	19.947	27.863	396.350	10-65 years	23.040
Interactive Child Library	Number of Children Utilized, capacity utilization ratio, cost per child	828	2.507	679	1.057	506	1.442	573	888	1.105	939	1.734	1.455	2.681	2.740	1.400	2.851	2.644	2.718	2.994	1.749	2.450	38.934	5-14 years	2.994
Kemal Tahir Public Library	Number of Children Utilized, capacity utilization ratio, cost per child	7.198	28.044	13.642	14.435	7.972	22.543	7.468	8.177	9.931	12.528	22.618	16.421	30.343	32.589	17.011	27.970	28.597	27.579	31.234	20.867	29.019	416.186	10+borrowing from library	10.048
Caddebostan Cultural Center Arts Library	Number of Children Utilized, capacity utilization ratio, cost per child	7.198	28.044	13.642	14.435	7.972	22.543	7.468	8.177	9.931	12.528	22.618	16.421	30.343	32.589	17.011	27.970	28.597	27.579	31.234	20.867	29.019	416.186	10+	7.000
Web Sites	Number of Children Utilized, capacity utilization ratio, cost per child	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	All residents besides babies and elderly	
İDEA Kadıköy	Number of Children Utilized, capacity utilization ratio, cost per child	3.326	13.345	8.189	8.124	4.488	10.146	3.159	4.651	5.727	6.844	9.213	6.003	14.192	12.622	6.137	12.902	11.646	12.299	13.834	8.009	12.429	187.285	Youth and Early Middle Age Group	Office=120 persons Study Hall= 6200 persons
Kadıköy Akademi	Number of Children Utilized, capacity utilization ratio, cost per child	3.326	13.345	8.189	8.124	4.488	10.146	3.159	4.651	5.727	6.844	9.213	6.003	14.192	12.622	6.137	12.902	11.646	12.299	13.834	8.009	12.429	187.285	Youth and Early Middle Age Group	224
Tasarım Atölyesi Kadıköy	Number of Children Utilized, capacity utilization ratio, cost per child	3.326	13.345	8.189	8.124	4.488	10.146	3.159	4.651	5.727	6.844	9.213	6.003	14.192	12.622	6.137	12.902	11.646	12.299	13.834	8.009	12.429	187.285	Youth and Early Middle Age Group	People participated to Activities=8222 Used Study Hall= 8097
Kadıköy Municipality Dormitory for Female University Students	Number of Children Utilized, capacity utilization ratio, cost per child	305	1.105	903	961	413	641	205	681	838	1.004	635	477	1.390	958	474	1.197	983	970	1.091	615	934	16.779	Young, Women, University Student	

Listed departments are the ones that have been related with each value creation dimension.

- KPIs for each department have been presented.
- Stakeholder population and distribution of total population to each sub-district have been presented.
- Number of beneficiaries are people who utilized this service in 2017.
- Stakeholders group of each department has been measured and managed according to number of people utilized this service.



## SOCIAL DEVELOPMENT

Municipality opens places where people come together and have social interaction. These activities and organization is an opportunity to form a common perspective and friendly environment. Capacity development through cultural, artistic and awareness raising events. Events could be organized in Kadıköy Akademi, Tasarım Atölyesi Kadıköy, İDEA, Karikatür Evi, parks, sport facilities, halls, social support center, social activity centers. Investment planning for new facilities needs to be done based on stakeholder needs.



Rasimpaşa Social Service Center



Kadıköy Akademi



Tasarım Atölyesi Kadıköy (TAK)



İdea Kadıköy



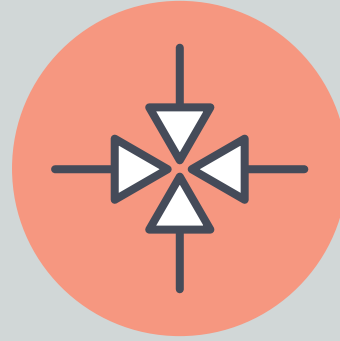
## SOCIAL DEVELOPMENT



Listed departments are the ones that have been related with each value creation dimension.

- KPIs for each department have been presented.
- Stakeholder population and distribution of total population to each sub-district have been presented.
- Number of beneficiaries are people who utilized this service in 2017.
- Stakeholders group of each department has been measured and managed according to number of people utilized this service.

SERVICES/DEPARTMENTS	KPIS	KOŞUYOLU	ACIBADEM	RASİMPAŞA	HASANPAŞA	OSMANIĞA	CAFERAĞA	ZÜHTÜPAŞA	FIKİRTEPE	DUMLUPINAR	EĞİTİM	FENERYOLU	FENERBAHÇE	MERDİVENKÖY	GÖZTEPE	CADDEROSTAN	SAHRAYICEDİT	ERENKÖY	ONDOKUZMAYIS	KOZYATAĞI	SUADIYE	BOSTANCI	SIZE OF TARGETED GROUP	DEFINITION OF TARGET GROUP	NUMBER OF BENEFICIARIES
Social Service	Number of households utilized	2.202	8.833	789	3.431	1.729	1.694	1.113	3.082	988	1.406	1.929	1.361	2.862	2.033	3.392	4.160	2.193	3.129	3.430	3.236	3.737	56.727	C, D Group Income Level Households	843 Households
Social Services Center	Number of households utilized, capacity utilization ratio, cost per household	2.202	8.833	789	3.431	1.729	1.694	1.113	3.082	988	1.406	1.929	1.361	2.862	2.033	3.392	4.160	2.193	3.129	3.430	3.236	3.737	56.727	C, D Group Income Level Households	7.016
Şaşkınbakkal Social Services Center	Number of households utilized, capacity utilization ratio, cost per household																				3.236		3.236	C, D Group Income Level Households	
Hasanpaşa Social Services Center	Number of households utilized, capacity utilization ratio, cost per household				3.431																		3.431	C, D Group Income Level Households	
Rasimpaşa Social Services Center	Number of households utilized, capacity utilization ratio, cost per household			789																			789	C, D Group Income Level Households	
Yel değirmeni Social Services Center	Number of households utilized, capacity utilization ratio, cost per household			789																			789	C, D Group Income Level Households	
Kuşdili Social Services Center	Number of households utilized, capacity utilization ratio, cost per household					1.729																	1.729	C, D Group Income Level Households	
Social Services Center for Disabled	Number of households utilized, capacity utilization ratio, cost per household	2.202																					2.202	C, D Group Income Level Households	131 New registry
Recruitment Agency for Disabled	Number of households utilized, capacity utilization ratio, cost per household	1.368	5.608	3.021	3.149	1.710	4.283	1.386	3.005	4.007	2.567	4.007	2.727	5.626	5.684	2.801	5.278	5.008	5.132	5.876	3.577	5.254	81.076	20 - 60 year , economic condition - disabled	98
Audio books Library	Number of households utilized, capacity utilization ratio, cost per household																								290
19 May Social Center	Number of households utilized, capacity utilization ratio, cost per household	1.084	4.907	1.706	1.740	1.241	4.970	1.792	706	999	1.711	5.717	4.479	5.726	8.388	4.880	5.099	6.812	5.609	6.139	5.514	6.309	85.528	65+ years	529
Sahrayıcedid Socisl Center	Number of households utilized, capacity utilization ratio, cost per household	1.084	4.907	1.706	1.740	1.241	4.970	1.792	706	999	1.711	5.717	4.479	5.726	8.388	4.880	5.099	6.812	5.609	6.139	5.514	6.309	85.528	65+ years	1.139
Women House	Number of households utilized, capacity utilization ratio, cost per household	2.194	8.754	4.871	5.055	2.724	6.855	2.162	2.924	3.411	4.139	6.287	4.281	9.179	8.767	4.292	8.426	7.908	8.154	9.292	5.502	8.463	123.641	20-60 years female	40 Women 25 Chidren
Open wardrobe and aid to Anatolia Department	Number of people utilized, cost per person	2.288	9.195	4.304	4.659	2.581	7.058	2.410	4.514	6.287	3.989	7.213	5.165	9.531	10.524	5.460	9.042	9.123	8.931	10.089	6.693	9.098	138.154	C, D Income Level Group	11214 people have been aided with clothing and 1803 times aid have been sent to Anatolia
Social Support Provide to Anatolia 1803 times	Number of People Utilized, Number of Times Social Support Provided, Capacity Utilization Ratio, Cost per person, Income Level	7.544	29.346	13.928	14.959	8.227	23.227	7.776	8.585	10.453	12.979	23.598	17.104	31.676	33.970	17.737	29.383	29.930	28.979	32.761	21.711	30.238	434.111	All residents besides 0-4 years old	23.191
POTLAÇ	Number of POTLAÇ members,number of people earn money, revenue per person	1.214	4.982	2.060	2.385	1.348	3.928	1.339	2.127	3.129	2.123	4.098	2.894	5.204	5.967	3.133	4.862	5.126	4.965	5.582	3.866	5.035	75.367	C, D Income Level Group Female Population	757
Advisory Services (Psychological, Education, Personal)	Number of people utilized, capacity utilization ratio, cost per person																								
Taxi service for Disabled	Number of people utilized, capacity utilization ratio, cost per person																								400 people 6.615 times utilized
House Cleaning Service	Number of people utilized, capacity utilization ratio, cost pe person	154	698	238	255	174	623	226	235	420	239	717	542	718	1.082	624	673	853	732	818	703	781	11.508	Elders, D Income Level Group	90
Dating Violence Awareness Workshop	Total participants, attendenmts per training	1.765	7.084	4.347	4.312	2.382	5.385	1.677	2.469	3.040	3.633	4.890	3.186	7.533	6.700	3.258	6.848	6.182	6.528	7.343	4.251	6.597	99.411	15-49 years female	
Web Sites	Number of people utilized, capacity utilization ratio, cost per person	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	All residents besides babies and children	
Volunteers Training and Advisory Center	Number of Volunteers	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents besides babies and children	143
Volunteers Centers	Number of Volunteers	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents besides babies and children	451453
İDEA Kadıköy	Number of people utilized, capacity utilization ratio, cost per person	3.326	13.345	8.189	8.124	4.488	10.146	3.159	4.651	5.727	6.844	9.213	6.003	14.192	12.622	6.137	12.902	11.646	12.299	13.834	8.009	12.429	187.285	Youth and Early Middle Age Group	Office=120 persons Study Hall= 6200 persons Study Hall= 6200 kişi
Kadıköy Akademi	Number of people utilized, capacity utilization ratio, cost per person	3.326	13.345	8.189	8.124	4.488	10.146	3.159	4.651	5.727	6.844	9.213	6.003	14.192	12.622	6.137	12.902	11.646	12.299	13.834	8.009	12.429	187.285	Youth and Early Middle Age Group	224
Tasarım Atölyesi Kadıköy	Number of people utilized, capacity utilization ratio, cost per person	3.326	13.345	8.189	8.124	4.488	10.146	3.159	4.651	5.727	6.844	9.213	6.003	14.192	12.622	6.137	12.902	11.646	12.299	13.834	8.009	12.429	187.285	Youth and Early Middle Age Group	People participated to Activities!=8222 Used Study Hall= 8097
Non-Discrimination Policy Development Group	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Social Support Services Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	



## GOVERNANCE AND PARTICIPATION TO DECISION MAKING

---

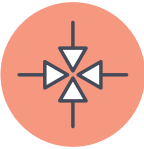
Creating a participatory decision making environment and process where residents communicate their needs, expectations, concerns, requirement to shape their neighborhood, municipality projects, services and investments. Participation of academia and experts in to these processes would strengthen the capability to develop innovative solutions. Kadıköy Akademi, Tasarım Atölyesi Kadıköy are critical structures for these types of processes.



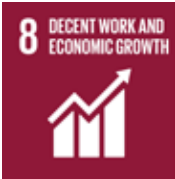
Kadıköy Akademi



Climate Action Plan Workshop



## GOVERNANCE AND PATICIPATION TO DECISION MAKING



Listed departments are the ones that have been related with each value creation dimension.

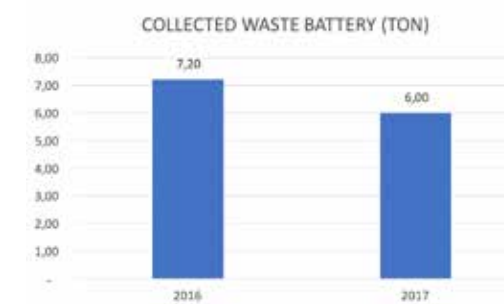
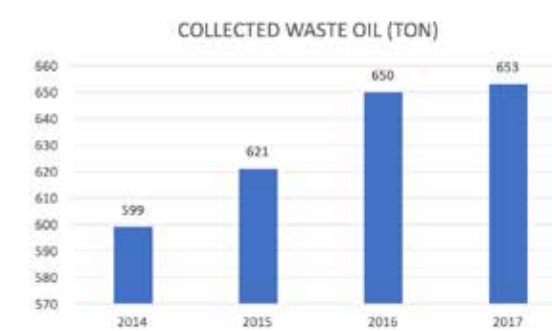
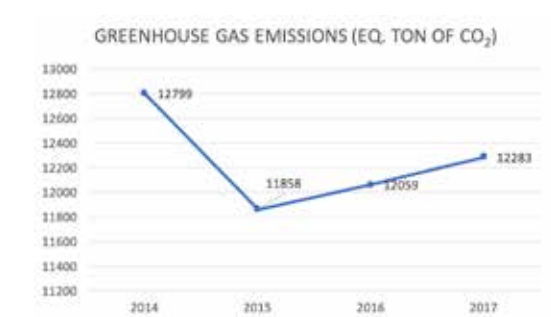
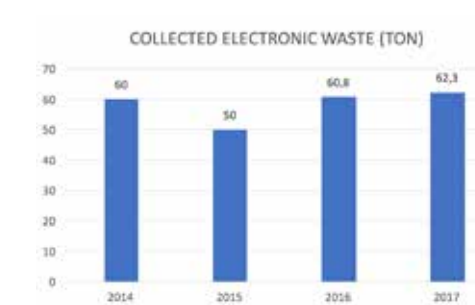
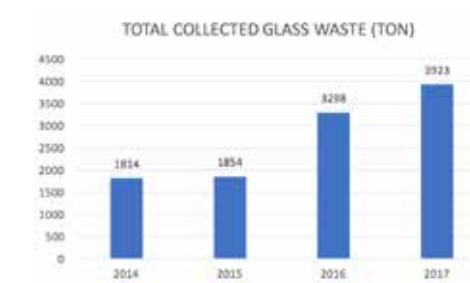
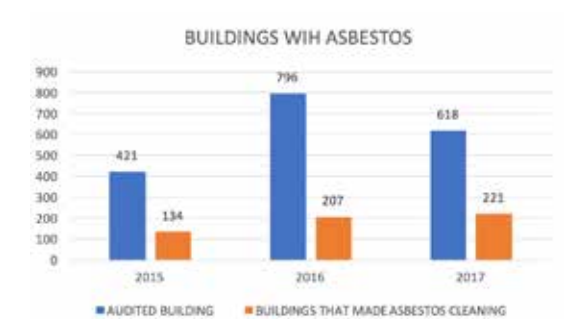
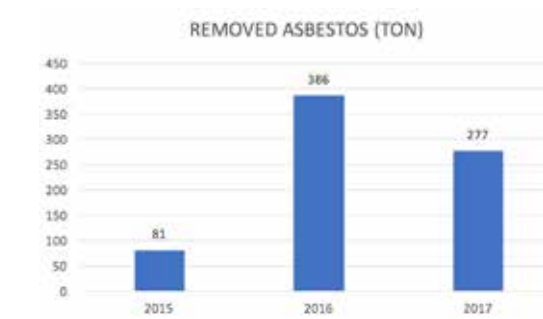
- KPIs for each department have been presented.
- Stakeholder population and distribution of total population to each sub-district have been presented.
- Number of beneficiaries are people who utilized this service in 2017.
- Stakeholders group of each department has been measured and managed according to number of people utilized this service.

SERVICES/DEPARTMENTS	KPIS	KOŞUYOLU	ACİBADEM	RASİMPAŞA	HASANPAŞA	OSMANAĞA	CAFERAĞA	ZUHTUPAŞA	FİKRİTEPE	DUMLUPINAR	EĞİTİM	FENERYOLU	FENERBAHÇE	MERDÜVENKÖY	GÖZTEPE	CADDEBOSTAN	SAHRAVCEDİT	ERENKÖY	ONDOKUZMAYIS	KOZVATAGI	SUADİYE	BOSTANCI	SIZE OF TARGETED GROUP	DEFINITION OF TARGET GROUP	NUMBER OF BENEFICIARIES
Council Meeting	Number of people who attend council meetings as visitors	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	All residents besides babies and children	
E -Municipality Apps.	Number of Visitors	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	All residents besides babies and children	
Electronic Document Management System	Number of people utilized	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	All residents besides babies and children	
Call Center	Number of people served	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	All residents besides babies and children	
E-Municipality	Number of people utilized	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	All residents besides babies and children	
Web Sites	Number of people utilized	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	All residents besides babies and children	
Volunteer Training and Advisory Center	Number of Volunteers	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	143
Volunteer Centers	Number of Volunteers	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	451.453
Kadıköy Newspaper	Number of Volunteers	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	All residents besides babies and children	
Kadıköy Akademi	Number of people utilized, capacity utilization ratio, cost per person	3.326	13.345	8.189	8.124	4.488	10.146	3.159	4.651	5.727	6.844	9.213	6.003	14.192	12.622	6.137	12.902	11.646	12.299	13.834	8.009	12.429	187.285	Youht, early middle aged group	224
Tasarım Atölyesi Kadıköy	Number of people utilized, capacity utilization ratio, cost per person	3.326	13.345	8.189	8.124	4.488	10.146	3.159	4.651	5.727	6.844	9.213	6.003	14.192	12.622	6.137	12.902	11.646	12.299	13.834	8.009	12.429	187.285	Youht, early middle aged group	People participated to Activities=8222
Khalkedon Koşuyolu Neighbourhood House	Number of Visitors	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Strategy Development Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Inspection Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Mukhtars Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Regulation and Correspondance Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Public Relations Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
IT Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Support Services Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Legal Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Human Resources Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Secretary to Mayor	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Finance Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	



## ENVIRONMENT

Environment is an important component for quality of life and life satisfaction. Protection of green areas and bio-diversity, recycling of waste, elimination of hazardous waste are important topics on this field. Municipality focus on decreasing greenhouse gas emissions and improves energy efficiency in its premises. Municipality works on awareness raising for energy efficiency in houses, recycling of waste. The municipality is also working on project for future heating without using natural gas and electricity production by using photovoltaic panels in the houses.





## ENVIRONMENT



SERVICES/DEPARTMENTS	KPIS	KOŞUYOLU	ACIBADEM	RASİMPAŞA	HASANPAŞA	OSMANAĞA	CAFERAĞA	ZÜHTÜPAŞA	FIKİRTEPE	DUMLUPINAR	EĞİTİM	FENERYOLU	FENERBAHÇE	MERDİVENKÖY	GÖZTEPE	CADDEBOSTAN	SAHRAYCEDİT	ERENKÖY	ONDOKUZMAYIS	KOZYATAĞI	SUADIYE	BOSTANCI	SIZE OF TARGETED GROUP	DEFINITION OF TARGET GROUP	NUMBER OF BENEFICIARIES
Ecologic Life Center	Number of people visited and participated trainings	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Parks	Number of Visitors	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Permaculture Park Fenerbahçe	Number of Visitors	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Environment Festival	Number of Participants	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Waste Coordination Center	Economical value created, cost of operation	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	All residents besides babies and children	6307 times
Electronic Waste Collection Center	Economical value created, cost of operation	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	All residents besides babies and children	
Natural Disaster Coordination and Management Center		7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Kadıköy Municipality Search and Rescue Team		7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Web Sites	Number of users	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	All residents besides babies and children	
Khalkedon Defne Park	Number of visitors	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Khalkedon Koşuyolu Mahalle Evi	Number of visitors	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Khalkedon KritonCuri	Number of visitors	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Khalkedon Kalamış	Number of visitors	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Khaledon Fenerbahçe	Number of visitors	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Protection of Environment Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
City Planning Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Parks Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	

- Listed departments are the ones that have been related with each value creation dimension.
- KPIs for each department have been presented.
  - Stakeholder population and distribution of total population to each sub-district have been presented.
  - Number of beneficiaries are people who utilized this service in 2017.
  - Stakeholders group of each department has been measured and managed according to number of people utilized this service.



## SAFE LIFE

İstanbul is in earthquake region. Buildings need to be durable to earthquakes. City planning needs to enable living without interruption in services. Open spaces are needed to bring people together when a natural disaster occurs. All the above issues are controlled and planned by the municipality. Kadıköy Municipality has a cement testing facility to control the quality of cement used in buildings. Auditing and control of construction processes and issuing residence permits are important processes for safe living



Kadıköy Municipality Natural Disaster Awareness Park



Cement Test Laboratory



Kadıköy Municipality Natural Disaster Awareness Park

*Another safe living issue is security. Street and park lightings are important to minimize crime. Municipality has Women House for women who are subject to violence. The municipality performs awareness raising events to eliminate harassment of women.*



SAFE LIFE



SERVICES/DEPARTMENTS	KPIS	KOŞUYOLU	ACIBADEM	RASİMPAŞA	HASANPAŞA	OSMANAĞA	CAFERAĞA	ZÜHTÜPAŞA	FIKİRTEPE	DUMLUPINAR	EĞİTİM	FENERYOLU	FENERBAHÇE	MERDİVENKÖY	GÖZTEPE	CADDEBOSTAN	SAHRAVİCEDİT	ERENKÖY	ONDOKUZMAYIS	KOZYATIAĞI	SUADIYE	BOSTANCI	SIZE OF TARGETED GROUP	DEFINITION OF TARGET GROUP	NUMBER OF BENEFICIARIES
Women Harasment Line	Number of calls received, number of cases settled/number of incidents interfered	2.194	8.754	4.871	5.055	2.724	6.855	2.162	2.924	3.411	4.139	6.287	4.281	9.179	8.767	4.292	8.426	7.908	8.154	9.292	5.502	8.463	123.641	20-60years women	
Dating Violence Awareness Workshop	Number of participants, number of attendants per training	1.765	7.084	4.347	4.312	2.382	5.385	1.677	2.469	3.040	3.633	4.890	3.186	7.533	6.700	3.258	6.848	6.182	6.528	7.343	4.251	6.597	99.411	15-49 yeras women	
Kadıköy Municipality Search and Rescue Team		7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Cement Testing Laboratory	Number of tests conducted, revenue, cost	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	All residents besides babies and children	
Web Sites	Number of Users	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	All residents besides babies and children	
Municipal Police Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	

Listed departments are the ones that have been related with each volue creation dimension.

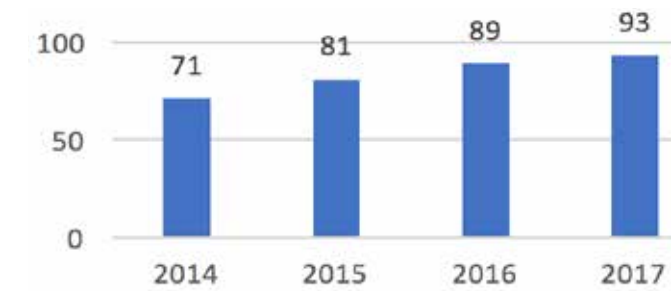
- KPIs for each department have been presented.
- Stakeholder population and distribution of total population to each sub-district have been presented.
- Number of beneficiaries are people who utilized this service in 2017.
- Stakeholders group of each department has been measured and managed according to number of people utilized this service.



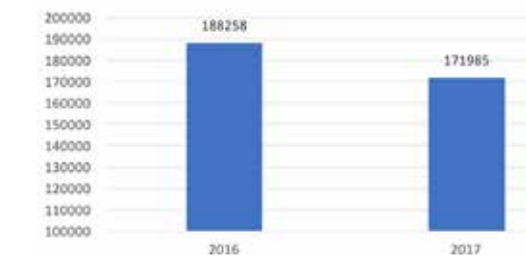
## LIFE SATISFACTION

Life satisfaction increases when people: feel themselves valued and important and free, participate decision making process for their neighborhoods, have easy access to cultural and art events, can have opportunities develop themselves. Kadıköy Municipality provide such an approach for its residents and stakeholders

NUMBER OF SERVICE CENTERS



NUMBER OF WHO PARTICIPATED ORGANIZATIONS BY VOLUNTEERS



NUMBER OF PROBLEMS SOLVED IN CALL CENTER





LIFE SATISFACTION



Listed departments are the ones that have been related with each volue creation dimension.

- KPIs for each department have been presented.
- Stakeholder population and distribution of total population to each sub-district have been presented.
- Number of beneficiaries are people who utilized this service in 2017.
- Stakeholders group of each department has been measured and managed according to number of people utilized this service.

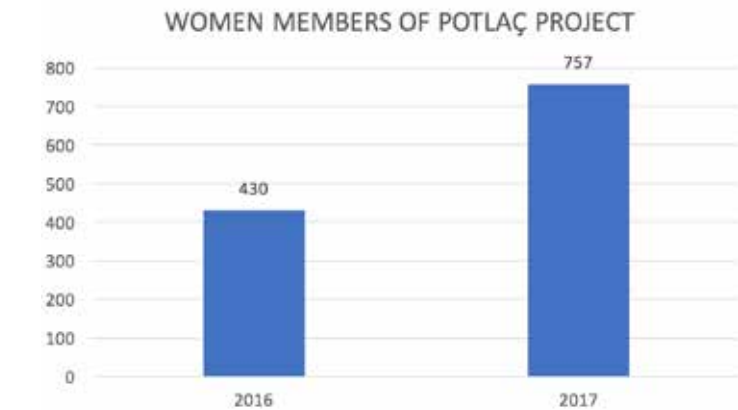
SERVICES/DEPARTMENTS	KPIS	KOŞUYOLU	ACIBADEM	RASİMPAŞA	HASANPAŞA	OSMANAĞA	CAFERAĞA	ZÜHTÜPAŞA	FİKİRTEPE	DUMLUPINAR	EĞİTİM	FENERYOLU	FENERBAĞÇE	MERDİVENKÖY	GÖZTEPE	CADDEBOSTAN	SAHRACİTİT	ERENKÖY	ONDOKUZMAYIS	KOZYATAĞI	SUADIYE	BOSTANCI	SIZE OF TARGETED GROUP	DEFINITION OF TARGET GROUP	NUMBER OF BENEFICIARIES
Charging Stations	Number of people utilized, capacity utilization ratio, cost per person																								
Healthy Aging Training	Number of participants, number of attendants per training	1.645	6.927	2.357	2.562	1.681	6.500	2.303	1.067	1.439	2.449	7.476	5.741	7.929	10.940	6.328	7.088	8.975	7.625	8.481	7.156	8.490	115.159	65+ years	
Acıbadem Pool and Sports Center	Number of people utilized, capacity utilization ratio, cost per person	6.755	25.642	12.570	13.837	7.225	19.007	6.303	8.319	9.986	11.727	18.771	13.178	27.440	26.872	13.436	25.734	24.286	24.701	28.025	16.970	25.141	365.925	All residents besides 65+ years group	4.805
Spor Centers	Number of people utilized, capacity utilization ratio, cost per person	5.632	21.932	11.543	12.162	6.480	16.815	5.411	6.991	8.348	10.329	16.147	11.170	23.269	22.842	11.457	21.433	20.474	20.652	23.628	14.448	21.479	312.642	All residents besides 65+ years group and 0-4 years group	
Kadıköy Municipality Kalamış Sport Center	Number of people utilized, capacity utilization ratio, cost per person	5.632	21.932	11.543	12.162	6.480	16.815	5.411	6.991	8.348	10.329	16.147	11.170	23.269	22.842	11.457	21.433	20.474	20.652	23.628	14.448	21.479	312.642	All residents besides 65+ years group and 0-4 years group	1.125
Özgürlük Parkı Sport Center	Number of people utilized, capacity utilization ratio, cost per person	5.632	21.932	11.543	12.162	6.480	16.815	5.411	6.991	8.348	10.329	16.147	11.170	23.269	22.842	11.457	21.433	20.474	20.652	23.628	14.448	21.479	312.642	All residents besides 65+ years group and 0-4 years group	
Koşuyolu Park Sport Center	Number of people utilized, capacity utilization ratio, cost per person	5.632	21.932	11.543	12.162	6.480	16.815	5.411	6.991	8.348	10.329	16.147	11.170	23.269	22.842	11.457	21.433	20.474	20.652	23.628	14.448	21.479	312.642	All residents besides 65+ years group and 0-4 years group	
Yeşil Çeşme Sport Center	Number of people utilized, capacity utilization ratio, cost per person	5.632	21.932	11.543	12.162	6.480	16.815	5.411	6.991	8.348	10.329	16.147	11.170	23.269	22.842	11.457	21.433	20.474	20.652	23.628	14.448	21.479	312.642	All residents besides 65+ years group and 0-4 years group	
Morning Exercise in Park	Number of people utilized, capacity utilization ratio, cost per person	7.544	29.346	13.928	14.959	8.227	23.227	7.776	8.585	10.453	12.979	23.598	17.104	31.676	33.970	17.737	29.383	29.930	28.979	32.761	21.711	30.238	434.111	All residents besides 0-4 years group	
19 May Youth and Sport Festival	Number of people utilized, capacity utilization ratio, cost per person	6.460	24.439	12.222	13.219	6.986	18.257	5.984	7.879	9.454	11.268	17.881	12.625	25.950	25.582	12.857	24.284	23.118	23.370	26.622	16.197	23.929	348.583	All residents besides 65+ years group and 0-4 years group	
Summer - Winter Sport Trainings	Number of people utilized, capacity utilization ratio, cost per person	1.648	5.505	3.012	3.451	1.643	3.262	1.165	2.307	2.986	3.391	3.536	2.856	6.313	5.363	2.700	6.053	5.318	5.465	5.984	3.402	5.048	80.408	Youth and Children	3.500
Ecologic Life Center	Number of people visited and participated trainings	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Parks	Number of visitors	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Permaculture Park Fenerbahçe	Number of visitors	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Live Broadcasts	Number of visitors	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	All residents besides babies and children	
E wedding - Live Wedding	Number of visitors	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	All residents besides babies and children	
E -Municipality Apps.	Number of visitors	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	All residents besides babies and children	
City Guide	Number of visitors	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	All residents besides babies and children	
Call Center	Number of people served	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	All residents besides babies and children	
E-Municipality	Number of users	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	All residents besides babies and children	
Activity Agenda and E-Ticket Sales	Number of users	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	All residents besides babies and children	
Web Sites	Number of users	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	All residents besides babies and children	
Pet Health Center	Number of exemined animals, cost per animal	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	21.179
Volunteers' Centers	Number of Volunteers	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	451453
Kadıköy Newspaper	Circulation	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	All residents besides babies and children	
Wedding Hall and Zübeyde Hanım Coctail Hall	Number of people utilized, capacity utilization ratio, cost per person	3.326	13.345	8.189	8.124	4.488	10.146	3.159	4.651	5.727	6.844	9.213	6.003	14.192	12.622	6.137	12.902	11.646	12.299	13.834	8.009	12.429	187.285	Youth and Early Middle Age Group	3.537
Bazaars	Number of visitors	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Organik Bazaar	Number of visitors	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Social Facilities	Number of visitors	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Khalkedon Defne Park	Number of visitors	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Historical Bazaar	Number of visitors	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Bycle Group	Number of users	5.899	22.419	11.571	12.397	6.546	16.727	5.473	7.518	9.014	10.530	16.122	11.363	23.747	23.030	11.409	22.295	20.955	21.354	24.280	14.555	21.748	318.952	All residents besides babies and elders	
Manintanence Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Sanitation Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Veterinary Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Protection of Environment Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Youth and Sports Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Public Works and Engineering Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
City Planning Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Parks Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	



## INCOME GENERATION CAPABILITY

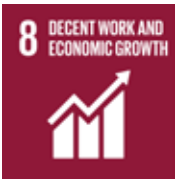
Kadıköy is an attraction center. Large numbers of people spend their time in Kadıköy because of cultural and artistic events, galleries, exhibitions. This fact creates economic opportunity for businesses in the region. Northern part of Kadıköy is a business district in addition consumer related business.

Potlaç is a project to empower women in Kadıköy. Potlaç supports women who produce hand made goods. The project has been started in 2016. Number of participants increased very fast since then. Women are working to form a cooperative structure to move next step of economic activity.





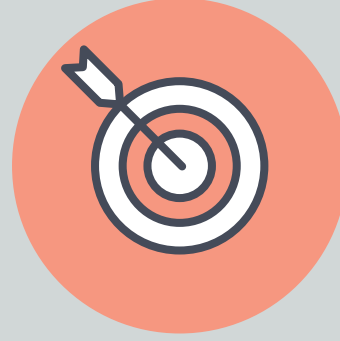
INCOME GENERATION CAPABILITY



SERVICES/DEPARTMENTS	KPIS	KOŞUYOLU	ACIBADEM	RASİMPAŞA	HASANPAŞA	OSMANAĞA	CAFERAĞA	ZÜHTÜPAŞA	FIKİRTEPE	DUMLUPINAR	EĞİTİM	FENERYOLU	FENERBAHÇE	MERDİVENKÖY	GÖZTEPE	CADDEBOSTAN	SAHRAYCEDİT	ERENKÖY	ONDOKUZMAYIS	KOZYATAĞI	SUADIYE	BOSTANCI	SIZE OF TARGETED GROUP	DEFINITION OF TARGET GROUP	NUMBER OF BENEFICIARIES
E -municipality Apps.	Number of Visitors	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	All residents besides babies and children	
City Guide	Number of Users	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	All residents besides babies and children	
E-Residential Area Planning	Number of Users	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	All residents besides babies and children	
Web Sites	Number of Users	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	All residents besides babies and children	
İDEA Kadıköy	Number of people utilized, capacity utilization ratio, cost per person	3.326	13.345	8.189	8.124	4.488	10.146	3.159	4.651	5.727	6.844	9.213	6.003	14.192	12.622	6.137	12.902	11.646	12.299	13.834	8.009	12.429	187.285	Youth and Early Middle Age Group	Office=120 persons Study Hall= 6200 persons
Kadıköy Akademi	Number of people utilized, capacity utilization ratio, cost per person	3.326	13.345	8.189	8.124	4.488	10.146	3.159	4.651	5.727	6.844	9.213	6.003	14.192	12.622	6.137	12.902	11.646	12.299	13.834	8.009	12.429	187.285	Youth and Early Middle Age Group	224
Tasarım Atölyesi Kadıköy	Number of people utilized, capacity utilization ratio, cost per person	3.326	13.345	8.189	8.124	4.488	10.146	3.159	4.651	5.727	6.844	9.213	6.003	14.192	12.622	6.137	12.902	11.646	12.299	13.834	8.009	12.429	187.285	Youth and Early Middle Age Group	People participated to Activities=8222 Used Study Hall= 8097
Historical Bazaar	Number of Visitors	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Projects and Planning Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Buildings Control Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Registry, Permits and Audit Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Expropriation Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Research/Analysis and Projects Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
City and Residential Area Planning Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	

Listed departments are the ones that have been related with each volue creation dimension.

- KPIs for each department have been presented.
- Stakeholder population and distribution of total population to each sub-district have been presented.
- Number of beneficiaries are people who utilized this service in 2017.
- Stakeholders group of each department has been measured and managed according to number of people utilized this service.



## DEVELOPMENT OF EMPLOYMENT OPPORTUNITIES

Increase in economic activity in Kadıköy has increased the employment opportunities. Municipality provide skills development trainings in collaboration with local business to improve employment opportunities for skilled people. Municipality supports disabled people in finding jobs.

İDEA is a new office space and incubation center for entrepreneurs. This facility is an important opportunity for start up businesses. This is an open office space where people from different background come to get together for development of innovative solution cooperative manner.





DEVELOPMENT OF EMPLOYMENT OPPORTUNITIES



SERVICES/DEPARTMENTS	KPIS	KOŞUYOLU	ACIBADEM	RASİMPAŞA	HASANPAŞA	OSMANAĞA	CAFERAĞA	ZÜHTÜPAŞA	FİKİRTEPE	DUMLUPINAR	EĞİTİM	FENERYOLU	FENERBAHÇE	MERDİVENKÖY	GÖZTEPE	CADDEBOSTAN	SAHRAYCEDİT	ERENKÖY	ONDOKUZMAYIS	KOZYATAĞI	SUADIYE	BOSTANCI	SIZE OF TARGETED GROUP	DEFINITION OF TARGET GROUP	NUMBER OF BENEFICIARIES
E -municipality Apps.	Number of Visitors	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	All residents besides babies and children	
Web Sites	Number of Visitors	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	All residents besides babies and children	
İDEA Kadıköy	Number of people utilized, capacity utilization ratio, cost per person	3.326	13.345	8.189	8.124	4.488	10.146	3.159	4.651	5.727	6.844	9.213	6.003	14.192	12.622	6.137	12.902	11.646	12.299	13.834	8.009	12.429	187.285	Youth and Early Middle Age Group	Office=120 persons Study Hall= 6200 persons
Kadıköy Akademi	Number of people utilized, capacity utilization ratio, cost per person	3.326	13.345	8.189	8.124	4.488	10.146	3.159	4.651	5.727	6.844	9.213	6.003	14.192	12.622	6.137	12.902	11.646	12.299	13.834	8.009	12.429	187.285	Youth and Early Middle Age Group	224
Tasarım Atölyesi Kadıköy	Number of people utilized, capacity utilization ratio, cost per person	3.326	13.345	8.189	8.124	4.488	10.146	3.159	4.651	5.727	6.844	9.213	6.003	14.192	12.622	6.137	12.902	11.646	12.299	13.834	8.009	12.429	187.285	Youth and Early Middle Age Group	People participated to Activities=8222 Used Study Hall= 8097

Listed departments are the ones that have been related with each value creation dimension.

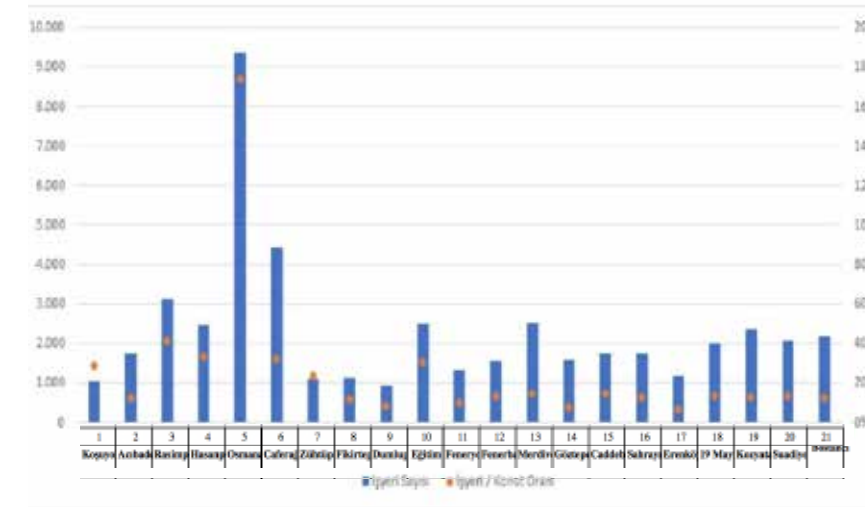
- KPIs for each department have been presented.
- Stakeholder population and distribution of total population to each sub-district have been presented.
- Number of beneficiaries are people who utilized this service in 2017.
- Stakeholders group of each department has been measured and managed according to number of people utilized this service.



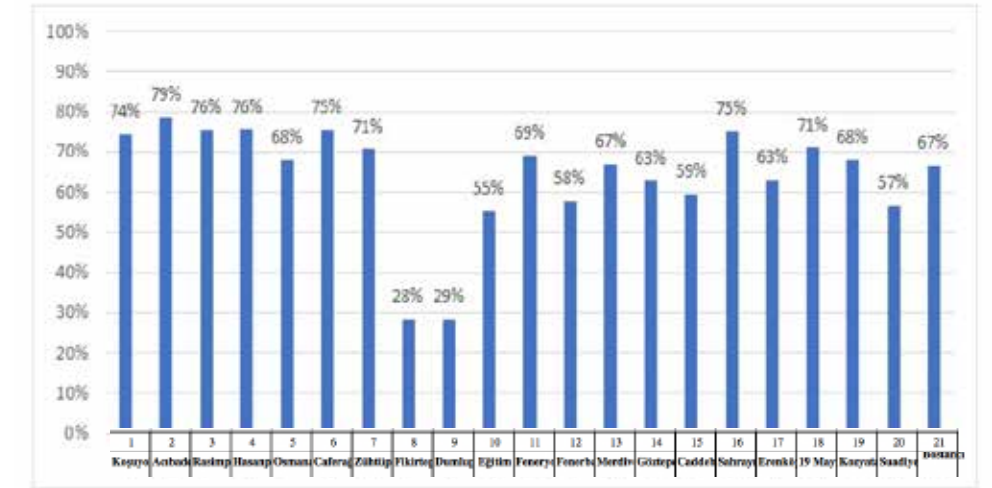
## HOUSING

Kadıköy is a place where people are admired to live. Kadıköy has long history which attracts people. On the other hand, being a historical place make infrastructure development difficult. Transformation of some sub-districts in Kadıköy created long construction processes and made life more difficult. Municipality has no authority in this transformation process since the authority for planing and issuing permits has been transferred to a ministry in central government. Even though the municipality has no authority and responsibility for the transformation process it spent maximum effort to minimize negative effects of the transformation. Social and cultural environment attract people to live in Kadıköy. Development of residential and business areas are important for life satisfaction of stakeholders. Municipality aims to serve adequately based on the authority of enforcement and monitoring defined by the law. Kadıköy becomes a valuable place to live and work.

Business/Residence Ratio In Sub-Districts

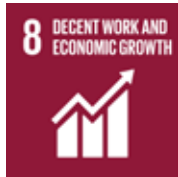


Occupancy Level Of Settelement In Sub-Districts





HOUSING



Listed departments are the ones that have been related with each value creation dimension.

- KPIs for each department have been presented.
- Stakeholder population and distribution of total population to each sub-district have been presented.
- Number of beneficiaries are people who utilized this service in 2017.
- Stakeholders group of each department has been measured and managed according to number of people utilized this service.

SERVICES/DEPARTMENTS	KPIS	KOŞUYOLU	ACİBADEM	RASİMPAŞA	HASANPAŞA	OSMANAĞA	CAFERAĞA	ZUHUTPAŞA	FİKİRTEPE	DUMLUPINAR	EĞİTİM	FENERYOLU	FENERBAĞÇE	MERDİVENKÖY	GÖZTEPE	CADDEBOSTAN	SAHRAVEÇİTİ	ERENKÖY	ONDOKUZMAYIS	KOZATAGI	SUADIYE	BOSTANCI	SIZE OF TARGETED GROUP	DEFINITION OF TARGET GROUP	NUMBER OF BENEFICIARIES
Cement Testing Laboratory	Number of tests conducted, revenue, cost	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	All residents besides babies and children	
City Guide	Number of users	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	All residents besides babies and children	
E-Residential Area Planning	Number of users	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	All residents besides babies and children	
Web Sites	Number of users	6.716	26.839	13.249	13.902	7.721	21.785	7.203	7.697	9.348	12.040	21.864	15.649	28.995	31.230	16.337	26.532	27.286	26.261	29.767	19.962	27.788	398.171	All residents besides babies and children	
Projects and Planning Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Buildings Control Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Registry, Permits and Audit Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Expropriation Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
Research/Analysis and Projects Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
City and Residential Area Planning Department	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	
City Planning	Citizen satisfaction, spending in line with budget	7.839	30.549	14.276	15.577	8.466	23.977	8.095	9.025	10.985	13.438	24.488	17.657	33.166	35.260	18.316	30.833	31.098	30.310	34.164	22.484	31.450	451.453	All residents	

## RISKS

Kadıköy Municipality is defined its risks and is determined mitigation strategies to conduct its operation in efficient and effective manner. The risks are considered in planning processes.

RISK	DEFINITION	MITIGATION
Insufficient Financial Resources	Low level of collection of taxes, fees due to economic problems and cuts in share of municipality from the central government budget. Problems in providing services and realizing investments.	Continue to provide services due to having strong financial resources, having no financial debt, having excess liquidity without any interruption at the first stage. Continuing tight budgetary management and postponing big investments until the end of economic problem period.
Insufficient Human Resources	Key employees leave the municipality, which affects quality of provided services and innovation capability	Kadıköy Municipality values its employees and assign importance to develop them. Delegation of authority has been made according the regulations. The municipality works to be an attractive employer.

RISK	DEFINITION	MITIGATION
Decrease in Green Areas	Green areas of government land are converted to residential or office areas which would decrease green spaces, a negative development for life	Protection of green areas are a priority issue for the municipality. Kadıköy Municipality achieved to create 20 acres of new green area between 2014 and 2017 which is an important success story for a very densely populated and settled area. If such a case occurs legal rights would be utilized to stop such a development.
Having Problem in Finding New Space for Establishing Cultural and Social Service Centers	The Municipality has limited area to build new cultural and social service centers. When these areas have been utilized it may have difficulty to build new facilities. The municipality may have problem to find place to build new centers.	Kadıköy Municipality already has similar problems. The municipality eliminates these problems by acquisition of existing building, some of which are historical. It renovates these buildings and use them as service center. It will continue to use this method as far as financial resources are adequate.
Difficulty in Improving Service Quality	Quality of provided services is lower than expectations of stakeholders	The municipality would improve internal audit process. Employees would be trained to develop their existing and new skills.
Relations with Central Government	Having problem in relations with central government. Decrease in quality of services due to long processes of approval and lack of financial resources.	Having good relations with central government. Working on improving relations. Using multiple channels in forming relationships.
Unable to Manage Stakeholders' Expectations in Right Manner	Stakeholders' demand may not reach right departments due to communication and organizational problems. Demands could not be met.	Having processes to deliver the demands of stakeholders to the right departments. Kadıköy Municipality has been conducting a project for starting a new management information system which would eliminate such problems.

RISK	DEFINITION	MITIGATION
Inadequate Channels for Receiving Stakeholders' Needs, Concerns	Having in adequate channels to communicate with stakeholders, decrease in citizens' satisfaction due miscommunication.	Stakeholder engagement and communication is a priority area for Kadıköy Municipality. The municipality has multiple channels to communicate with its stakeholders. These multiple channels include call center, web site, social media, public meetings, municipality departments, İDEA, Kadıköy Akademi, Tasarım Atölyesi Kadıköy.
Problem in Environmental Protection Services	Inadequate performance in; collecting and recycling of waste, prevention of air pollution, prevention of noise. Increase in environmental pollution.	The municipality has established sites in mukhtars places to collect waste and has developed an IT application to help to find these places. There are also mobile teams for waste collection. If a problem occurs in performing these services internal audit would identify the problem and necessary measures would be taken for providing efficient services on this issue. Training of personel could be one of the solutions

## PRIZES WON

Union of Marmara Municipalities Golden Ant Municipality Prize has won with the project “Living Streets”.



Kadıköy got the second place in ACT HUMAN Index among 150 districts in Türkiye. This index has been calculated by INGEV (Human Development Foundation)



Union of Healthy Cities 2017 Healthy Cities Best Practices Prize has won with the project “Cleaning of Asbestos in Construction Sites and Recycling of Waste”



Union of Historical Towns 2016 “Contest for the Encouragement of the Cultural and Historical Heritage Protection Projects and Applications” Prize has been won with 5 projects  
Suadiye Art Workshop Buildings  
Social Service Center  
Youth Art Center  
Karikatür Evi (Cartoon House)  
Ladikli Ahmet Ağa Fountain



## HOW WE DEPLOY OUR SERVICES

### KADIKÖY AKADEMİ (KADIKOY ACADEMY) Established In March 25, 2015

Kadıköy Akademi has been established to bring together academicians and experts who study on municipalities with municipal actors to find solutions for problems of cities by creating innovative ideas. Kadıköy Akademi aims to develop know-how and science-based projects on municipal services and investments by obtaining the views of wide variety of expert from various disciplines.

#### Support Function

Kadıköy Akademi is used for municipal policy development house with experts . These processes bring together academic knowledge with municipality's experiences. This combination creates innovative ideas and solutions. Developed know-how shared with public to contribute to development of society.

#### Research Function

Kadıköy Akademi conducts researches on municipal problems to determine the root causes of problems and to develop solution ideas for these problems. New trends and developments on municipal issues in the world have been reviewed and analyzed when developing new ideas for solving

problems. This is an opportunity for Kadıköy Municipality to implement innovative solution and to be a best practice for other municipalities.

#### Publications

Kadıköy Akademi shares City Bulletin through digital media in regular intervals to communicate the developments in municipal issues in Kadıköy, Türkiye and the world. , The main aim of the City Bulletin is to create awareness on issues related to cities and share best practices which could be inspiration for new projects. City Bulletin also contain city profiles from different countries where these cities have been analyzed through its geography, governance structure, economy, social and cultural structures. This approach allows readers to make comparisons between cities.



### İDEA

Established in September 27, 2017

#### OFFICE (İŞLİK)- STUDY HALL (DERSLİK)- ACTIVITY PLACE (ETKİNLİK) - CAFETERIA (AŞLIK)

İDEA has been designed as a place where entrepreneurs have offices, students and adults can work in a study hall, events and social interactions can be realized in rooms. Collective problem solving and idea generation are supported both in office space and study hall since these spaces are in open working environment formats. This format improve social interaction between people. Such an environment is used to help in finding solutions for Kadıköy's problems in collective manner.



İdea

### ALZHEIMER CENTER AND SOCIAL CENTER

Established in September 21, 2017

Kadıköy Municipality opened Alzheimer Center to help patients and their relatives. The main purpose of the project is to improve life of patients and create an environment where they could be developed to have more social interactions.

” This is a place where patients who have been diagnosed with Alzheimer up to stage two level have been rehabilitated physically and mentally to stop moving in to the next stage of Alzheimer. We would like to help our patient to live comfortably. We would like to improve comfort of the relatives of Alzheimer patients.”



Alzheimer Center And Social Center

Social center is a place where elders come together, have social interaction, participate artistic and social activities, develop new skills, learn how to be healthy through training programs.



Alzheimer Center And Social Center

## RASİMPAŞA SOCIAL SERVICE CENTER

Established In November 25, 2017

The main purpose of opening social service centers is:

- Supporting people in their personal development efforts ,
- Reaching each group of residents of Kadıköy in equal manner,
- Providing services locally where they are needed,
- Respect for human rights,
- Empowerment of people,
- Fight against violence,
- Participation,
- Sustainable solution provider,
- Healthy social relations

## POTLAÇ PROJECT

Started In 2015

The project has been decided in the workshop organized in collaboration with Women Platforms in 2015. The main aim of the project is to empower women in economic manner. The project has been named as POTLAÇ. POTLAÇ encourages cooperation and collaboration between women through learning from each other and supports hand made productions. Women could feel free when they are empowered and have economic freedom. Women who live in Kadıköy and produce hand made goods can participate to the project. The hand made products are sold in special bazaar places organized by the municipality. There is a permanent store for POTLAÇ project in one of the cultural centers of Kadıköy Municipality. Women can bring their products and these products are sold in the store.

This project also aims to empower relationships between women to develop their business cases. Women have decided to form a cooperative structure.



Rasimpaşa Social Service Center



Potlaç



Cartoon House

## MAY 19 YOUTH VE EDUCATION CENTER

Established in September 30, 2016

The municipality supports students in their education efforts by providing courses on math, English, Turkish and science lessons. These courses cover 3th and 4th grade for primary schools and 5th, 6th, 7th and 8th grades for secondary school.



May 19 Youth And Education Center

## KARİKATÜR EVİ (CARTOON HOUSE)

Established in September 30, 2016

Karikatür Evi is established to support people and children who have an interest in drawing cartoons. Cartoonists meet with their fans in the house. The house has an archive and library that keeps the history of cartoons in Türkiye. University students, master students and PhD students working on cartoon art are supported for their projects. Seminars, meetings and panels have been organized regarding cartoon arts.



Cartoon House

## KADIKÖY MUNICIPALITY CLIMATE ACTION PLAN PROJECT 2017

The project has been financed through EU and Republic of Türkiye and has been started in September 2017. The project has been conducted with Türkiye Europe Foundation. The aim of the project is to determine policies and methods to combat with climate change in Kadıköy, revise carbon emission targets of Kadıköy Municipality and design training programs for students to raise their awareness on climate change.



Climate Action Plan

**BAHRIYE ÜÇÖK ECOLOGIC NURSERY**  
Established In October 17, 2016

**FENERBAHÇE NURSERY**  
Estanbilshed In October 12, 2016

Learning at early ages is very important in development of individuals. The municipality established nurseries for children of residents of Kadıköy to contribute pre-school learning process. Kadıköy Municipality has 5 nurseries with total a capacity of 443 children.



Bahriye Üçok Ecologic Nursery



Fenerbahçe Nursery

**FINANCIAL INFORMATION**

Kadıköy Municipality’s 2017 Financial Tables have been approved in Municipal Council on May 10, 2018 with decision number 2018/77.  
Summary financial information regarding revenues, expenses and Balance Sheet of the municipality have been presented below.  
Detailed information regarding financial information could be obtained from Kadıköy Municipality’s web site.

**NET REVENUE (TL)**

	2015	2016	2017
TAX REVENUE	192,480,000	201,283,000	205,047,000
REVENUE FROM OPERATIONS	12,410,000	13,052,000	10,758,000
DONATIONS	294,000	67,000	1,069,000
OTHER INCOME	140,225,000	159,010,000	167,256,000
REVENUE FROM ASSETS	6,883,000	7,569,000	3,960,000
TOTAL REVENUE	352,292,000	380,981,000	388,090,000

**EXPENSES (TL)**

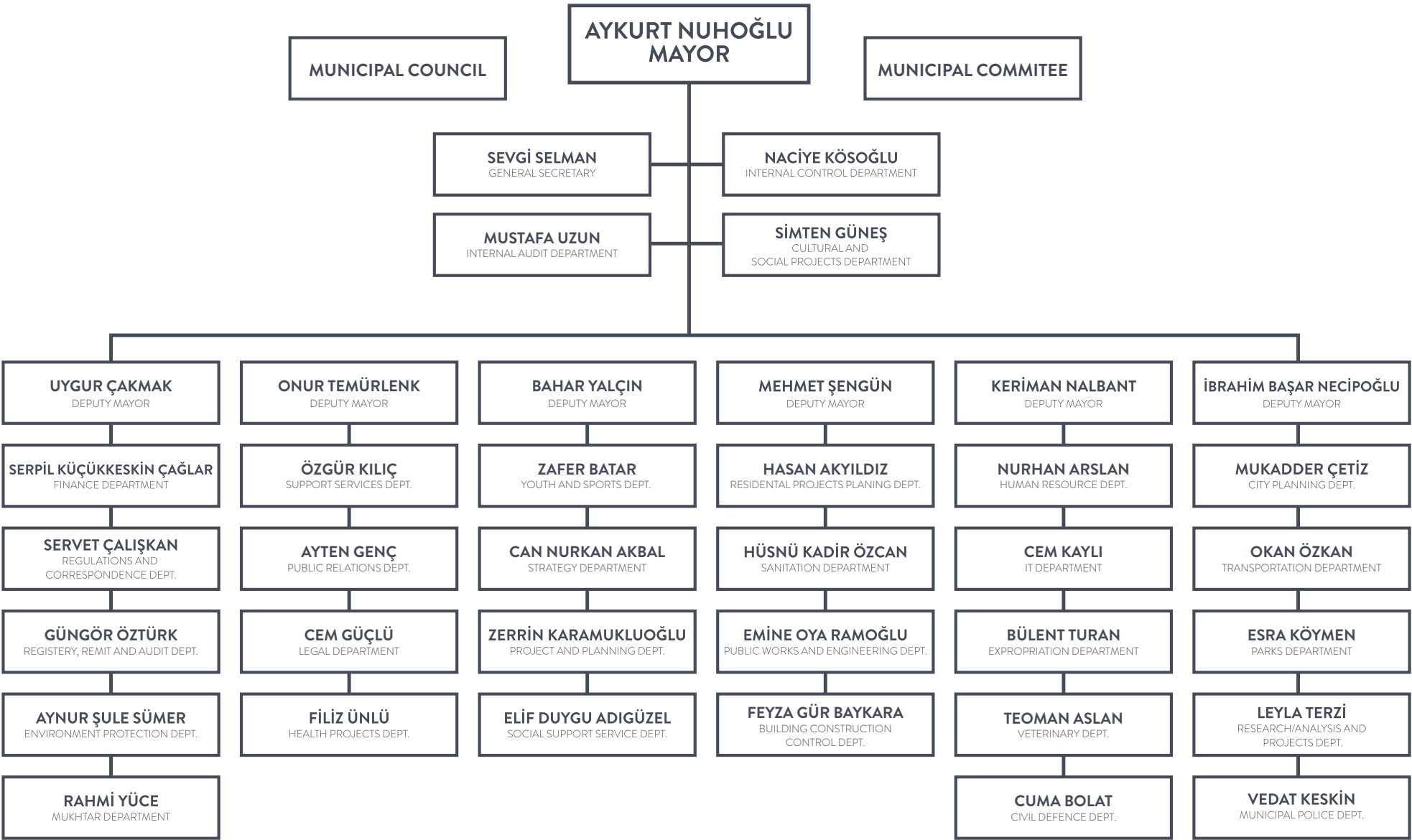
	2015	2016	2017
PERSONEL EXPENSES	61,509,000	74,217,000	77,487,000
SOCIAL SECURITY EXPENSES	9,077-000	11,068,000	12,565,000
ACQUISITIONS OF GOODS AND SERVICES	208,691,000	250,723,000	291,582,000
INTEREST EXPENSE	0	0	0
TRANSFERS	6,008,000	9,918,000	7,619,000
EXPENSES RELATED TO ASSETS	27,302,000	52,159,000	63,721,000
EQUITY TRANSFERS	3,000,000	1,750,000	1,000,000
TOTAL EXPENSES	315,587,000	399,835,000	453,974,000

NET POSITION	36,705,000	- 18,854,000	- 65,884,000
--------------	------------	--------------	--------------

**BALANCE SHEET OF KADIKÖY MUNICIPALITY**

	2015	2016	2017
LIQUID ASSETS	97,100,000	111,900,000	67,200,000
OTHER CURRENT ASSETS	131,300,000	110,700,000	160,700,000
NON CURRENT ASSETS	442,200,000	461,600,000	573,400,000
TOTAL ASSETS	670,600,000	696,200,000	801,300,000
SHORT TERM FINANCIAL DEBT	-	-	-
OTHER SHORT TERM LIABILITIES	114,100,000	146,500,000	160,200,000
LONG TERM LIABILITIES	-	12,500,000	12,500,000
EQUITY	556,500,000	537,200,000	628,600,000
TOTAL LIABILITIES	670,600,000	696,200,000	801,300,000

ORGANIZATION STRUCTURE







kadikoy.bel.tr |  444 55 22 |     /kadikoybelediye