

AN ASSESMENT OF THE PARAMETERS IN PLANNING PROCESSES
INFLUENCING THE INSTITUONAL ENVIRONMENT IN LOCAL
GOVERNMENTS: ANKARA CASE

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GOVERNMENTS: ANKARA CASE**

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ABSTRACT

AN ASSESMENT OF THE PARAMETERS IN PLANNING PROCESSES INFLUENCING THE INSTITUONAL ENVIRONMENT IN LOCAL GOVERNMENTS: ANKARA CASE

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Today, as in the private sector, local governments also adopt an effective and efficient service delivery approach in terms of services provided to citizens. This approach should also be adopted by planning units in local governments regarding planning processes. To produce more effective and high performance development plans that guide us at every stage of life such as living spaces, working areas, equipment areas, transportation, infrastructure, social and cultural life of citizens living in cities, we need to understand which factors positively or negatively affect the planning processes and their degree of influence the processes. Determining how it affects the planning processes in local governments and the thoughts of the personnel working in the planning units regarding this issue will improve the planning units and enable them to work more effectively by focusing on the right points. Economy/budget and technology, transparency and participation, information sharing and coordination, which are among the factors affecting the efficiency and performance of the planning process, affect the performance of the processes, and each factor should be examined in line with these parameters and their current situation should be examined on the basis of municipalities. In this context,

a survey was conducted on Ankara Metropolitan Municipality, Altındağ Municipality, Çankaya Municipality, Elmadağ Municipality and Yenimahalle Municipality to determine which factors affect the planning process more according to the staff working in the planning units and which factors are sufficient and which are insufficient in their institutions.

Keywords: Performance, Efficiency, Local Government, Planning, Economy



ÖZ

YEREL YÖNETİMLERDE KURUMSAL ÇERÇEVEYİ ETKİLEYEN PLANLAMA SÜREÇLERİNDEKİ PARAMETRELERİN DEĞERLENDİRİLMESİ: ANKARA ÖRNEĞİ

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Günümüzde, özel sektörlerde olduğu gibi yerel yönetimlerde de vatandaşlara verilen hizmetler açısından etkin ve verimli bir hizmet verme anlayışı benimsenmektedir. Bu yaklaşımın yerel yönetimlerde planlama birimlerinde de planlama süreçlerine ilişkin benimsenmesi gerekmektedir. Kentlerde yaşayan vatandaşların yaşama alanları, çalışma alanları, donatı alanları, ulaşım, altyapı, sosyal ve kültürel yaşam gibi hayatın her aşamasında bizleri yönlendiren imar planlarının daha efektif ve yüksek performansla üretilebilmesi için, planlama süreçlerini hangi faktörlerin olumlu veya olumsuz olarak etkilediğini ve etkileme derecelerini, süreçleri nasıl etkilediğini ve yerel yönetimlerde planlama süreçlerine ilişkin planlama birimlerinde çalışan personellerin bu konuya ilişkin düşüncelerini tespit etmek, planlama birimlerini geliştirecek ve doğru noktalara odaklanarak daha efektif çalışmalarını sağlayacaktır. Planlama sürecinin etkinliğini ve performansını etkileyen faktörler arasında bulunan ekonomi/bütçe ve teknoloji, şeffaflık ve katılımcılık, bilgi paylaşımı ve koordinasyon faktörleri süreçlerin performansını etkilemekte, bu parametrelerin belediyeler bazında mevcut durumları incelenmelidir. Bu bağlamda, Ankara örneğini üzerinde belirlenmiş olan Ankara Büyükşehir Belediyesi, Altındağ

Belediyesi, Çankaya Belediyesi, Elmadağ Belediyesi ve Yenimahalle Belediyesi üzerinde anket yöntemi ile planlama birimlerinde çalışan personellere göre planlama sürecini hangi faktörlerin daha çok etkilediği ve hangi faktörlerin kurumlarında yeterli olduğu, hangilerinin yetersiz olduğu tespit edilmeye çalışılmıştır.

Anahtar Kelimeler: Performans, Etkinlik, Yerel Yönetimler, Planlama, Ekonomi





To my family

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CHAPTER 1

INTRODUCTION

Local governments (Provincial/Sub Provincial Municipalities) and the Ankara Metropolitan Municipality are the institutions responsible of appropriating and approving the Construction Plans, Master Plans and Zoning Plans according to their area of responsibility. This thesis aims to determine how the factors that affect the planning performance and effectiveness in the direction of the surveys made to the technical employees working in the planning units of the sample municipalities through a few factors that affect the efficiency and planning performance in the planning process in local governments, and to what extent these parameters are important for efficiency and performance with the example of Ankara. Local governments (Provincial/Sub Provincial Municipalities) are the institutions responsible of appropriating and approving the Construction Plans, Master Plans and Zoning Plans according to their area of responsibility. The planning process in local governments is carried out in a way that involves many institutions and organizations, starting from the preparation stage of zoning plans to the completion and implementation of the plan. Within this process, conducting the planning process in a more effective and high-performance manner can make the process more efficient and ensure that the zoning plans that will emerge and be implemented will be healthier and more sustainable. According to Cruz and Marquez (2014), while performance is one of the needs of local governments, municipalities need to have an effective and high-performance approach in order to provide better quality services and meet the needs of citizens. As in every unit of local governments, municipalities, which are responsible for the approval and preparation of the planning process in planning units, should provide a better quality and effective

planning service to citizens, one of the most important stakeholders, and the resulting zoning plans should be prepared in a way that will not be subject to objection or will maintain their effectiveness for a long time. Poister (2010) contemplates that, the need for a comprehensive and more performance-oriented approach to the changing and increasing problems and factors of local governments, which are faced with ever-changing dynamics, will become more important in the coming years. Like governance systems, the requirements and dynamics faced by planning units in local governments change with each passing year, and with these changing dynamics, managers and staff need to update their perspectives on the planning process. A system that can adapt to changing trends and complex problems over the years can lead to a more effective and high performing governance system. The planning process is a multi-actor and multi-factor process and can be affected by many factors, both internal and external. According to Poister and Streib (1999), in the face of changing parameters over time, such as financial conditions, stakeholder expectations and needs, local governments may need to change their resources and approaches; anticipating that the process may change, adapting to variables efficiently and generating forward-looking, efficient and effective solutions can improve the performance of the process. Booher and Innes (2010) states that, governance involves a diverse and fragmented network of problems, an uncertain and complex process and hierarchy, and multi-actor dependency in decision-making. Similarly, in local governments, which is one of the governance bodies, there is a complex network of problems in the planning process that requires the initiation of the development plan process, there are multiple actors in the planning process such as property owners, relevant institutions and organizations, municipalities, and there are many factors that shape the plan production and decision-making processes. According to Poister and Streib (2005), the fact that the planning processes in local governments are performance-based ensures that the work of citizens, administrators and staff working in local governments is more result-oriented. Worthington and Dollery (2000) demonstrates that, a service competition environment that started to emerge in the public sector over time, especially among local governments, has

brought emphasis to the concept of measuring performance, and it has started to be aimed at increasing efficiency and performance in the public sector after the private sector. High performance and more effective planning processes have become among the objectives of local governments, and a planning approach that will solve the problems of citizens, will not create new problems in the long term, and will respond to the majority of problems has been adopted. Ugboro et al. (2010) states that, while a results-oriented approach is one of the drivers of improved performance in local governments, integrating a coherently defined and prioritized organizational system into the process can lead to more effective results. Accurately identifying and prioritizing the needs and requirements in the planning process ensures that the process proceeds in a healthier and more effective manner, and focusing on the result that may emerge in the plan preparation process helps to increase the performance of the process.

Hemati et al. (2012) states that, evaluating and measuring performance has been an area of research in non-profit institutions and organizations in recent years, and studies have been carried out to evaluate the effectiveness and performance of these organizations. Non-profit organizations, such as local governments, are also obliged to keep the quality of the services provided high and to produce their work with higher performance and in a permanent manner in order to increase the satisfaction of citizens and the degree to which problems are solved. According to Poister et al. (2010), the accountability of the services provided to the public within the institution, the degree of performance, the degree of efficiency, the speed of producing solutions to problems, the efficiency of the solution produced, and the long-term nature of these solutions produced in public administration are important. Worthington and Dollery (2000) states that, the pressure on local governments over time to be more efficient and effective in providing services to the public has brought the issue of measuring and evaluating the performance and efficiency of local governments to the agenda. According to Walker (2013), the strategic approach in local governments not only leads to higher performance of process management, but also plays an active role in new approaches to planning processes, a goal-oriented mentality and a more

precise solution of citizens' needs. In other words, if planning units in local governments adopt a more strategic and solution-oriented approach to problems during the planning process, define the needs and demands of citizens correctly and have a more performance-oriented approach, the resulting plan can be more effective. Poister and Streib (2005) defends that, Measuring the effectiveness and performance of performance-based governance in public services and analyzing the factors affecting the performance-based governance processes of local governments and determining the effects of measuring the effectiveness and performance are important for local governments. In the same way, planning units, which shape the lives of citizens, respond to their wishes and needs, and are one of the units that communicate with citizens the most, should constantly review their performance and effectiveness, find solutions to make the process more performance-oriented, and work should be carried out to improve the performance of the planning process. According to strategic plan 2010-2014 of the Ministry of Interior (2009), In public administration, contemporary ideals and principles such as efficiency, performance, transparency, accountability, quality of service are among the most fundamental values to be adopted in governance. These principles, which are among the principles that should be adopted in public administration, should also be used in the planning process in local governments, and they are among the parameters that should be considered for a more effective plan to emerge in the planning process.

This thesis aims to determine how the factors that affect the planning performance and effectiveness in the direction of the surveys made to the technical employees working in the planning units of the sample municipalities through a few factors that affect the efficiency and planning performance in the planning process in local governments, and to what extent these parameters are important for efficiency and performance with the example of Ankara. Poister and Streib (2005) states that, satisfaction with the participation of the stakeholders in the planning process, the budgeting of the planning process and the resolution of the processes is associated with the measurement of performance and the planning process.

1.1 Aim of the Study

This thesis aims to determine how the factors that affect the planning performance and effectiveness in the direction of the surveys made to the technical employees working in the planning units of the sample municipalities through a few factors that affect the efficiency and planning performance in the planning process in local governments, and to what extent these parameters are important for efficiency and performance with the example of Ankara. Within the determined municipalities, it is among the objectives to measure the degree to which the process is affected on the basis of some parameters that are thought to affect the effectiveness and performance of the planning process in local governments, and to measure the degree of deficiency or performance within the organization in the planning process by determining how effective or sufficient the institution they work for is on the basis of these parameters according to the planning unit staff who work in the planning units and are the main actors of the plan formation and approval process. Poister and Streib (2005) states that, satisfaction with the participation of the stakeholders in the planning process, the budgeting of the planning process and the resolution of the processes is associated with the measurement of performance and the planning process.

Among the factors affecting the effectiveness and performance of the planning process, economy/budget and technology come first. Economy and budget represent the financial resources allocated by local governments to the planning process, and it has been investigated whether they affect the planning process through a literature review, and with the survey questions applied to the planning unit staff within the determined sample, it is aimed to measure whether the performance of the process is affected, and if so, to what extent the economy and budget affect the process on the basis of institutions and different professional groups. At the same time, the integration of technology, which has continuously developed and continues to develop until today, into planning units has been accepted as one of the parameters

affecting performance and efficiency in the planning process and supported by research examples in the literature. Since technology is actively used in the planning process as software and hardware equipment such as drawing programs, printers, computers, scanners, internet networks and various programs and services in planning units, it was tried to determine to what extent software and hardware technology affects the planning process and what the current situation is in the institutions where they work.

One of the factors thought to affect the effectiveness and performance of the planning process is the inclusion of stakeholders in the planning process (participation) and transparency. This study was supported by a literature review on the planning process within local governments, and then the extent to which the participation of stakeholders in the planning process affects the process was verified by asking the planning unit staff in the municipalities identified in Ankara through the survey method. Likewise, the extent to which transparency affects the planning process is also included in the questionnaire study and inferences are drawn from this study. With the survey and the literature included to measure efficiency and performance in the planning process, it is aimed to analyze the link between transparency and participation, their effects on the planning process and the current situation in local governments.

Another parameter among the factors affecting the planning process in local governments is horizontal and vertical coordination within and between institutions and information sharing within and between institutions. It is aimed to determine the effect of coordination and information sharing on the efficiency and performance in the planning process by examining the horizontal and vertical dimensions of coordination and information sharing with the literature, and after the literature research, it is among the objectives to determine the extent to which coordination and information sharing affect the planning process through survey applications to five municipalities in Ankara, and to determine whether the municipalities are sufficient or lacking in this regard.

In summary, this thesis examines the relationship between the factors identified in the literature and the planning process, whether they affect the process, whether they affect the process, whether they are related to performance and efficiency by focusing on a few of the factors affecting the planning process in local governments, and then the staff working in the planning units of five municipalities in Ankara province were asked to what extent these factors affect the performance and efficiency of the planning process and a conclusion was tried to be reached. By determining the degree to which the parameters determined within the municipalities affect the process and whether the municipalities are sufficient by determining the degree to which the parameters determined within the municipalities affect the process and whether the municipalities are sufficient, it is thought that the municipalities and local governments, which take part in every stage of the zoning plans from the analysis stage to the approval and implementation stage, can make improvements in the deficient dimensions in order to make the planning process more effective and more result-oriented, and that the study can pave the way for new studies in the following stages.

1.2 Research Methodology

This research study consists of two phases. In the first phase, it is aimed to analyze the factors that are thought to affect the efficiency and performance of the planning process in local governments, in which stages and dimensions they affect theoretically, and the parameters determined by the literature review. In Chapter 3, the relationship between economy/budget and technology (hardware and software equipment and accessibility to resources) with the planning process and performance is examined in the literature, then the relationship between transparency and

participation, which are the other parameters, with the planning process is reviewed in the literature and researches are included, and finally, in Chapter 3, the relationship between coordination and information sharing within and between institutions, which are thought to affect the planning process, with the planning process and planning units is examined.

In the second phase, following the literature review of the relationship between the planning process, performance and efficiency of the parameters gathered under the three main headings examined and determined in Chapter 3, it is aimed to evaluate, infer and quantify the extent to which the efficiency and performance of the planning process is affected by the survey method in five municipalities determined within the province of Ankara as a field study, the current situation regarding the parameters determined in the planning units in local governments, which are one of the leading roles of the planning process, and the parameters that are most important to the staff according to the survey results. These municipalities were Ankara Metropolitan Municipality, Altındağ Municipality, Çankaya Municipality, Elmadağ Municipality and Yenimahalle Municipality. The questionnaire was physically applied to the planning staff working in the planning units of the municipalities and taking part in all stages of the planning process, and the opinions and thoughts of 92 people were received.

Local governments prepare, approve and implement zoning plans that shape the living spaces, working areas, equipment areas, roads, infrastructure, social and cultural life of the citizens living in the relevant region. The planning process, which is the process of producing these vital zoning plans, is therefore of great importance, and many actors such as citizens, institutions, planning units, non-governmental organizations and associations can be involved in this process. At every stage of these multidimensional and complex planning processes, there are internal and external factors that affect the planning process, and these factors are thought to affect the efficiency and performance of the planning process. For this reason, it is thought that it would be more effective to investigate the factors affecting the planning process and their relations with zoning plans, planning processes and

performance, which have been determined in terms of literature, and to support this study with survey methods on how the current situation is, what are the competencies and deficiencies over a certain sample with field studies.

1.3 Planning Process and Ankara: Historical Perspective

In this part, the relationship between the planning process and the history of Ankara is analyzed by taking a historical perspective on how planning institutions and planning processes were formed in Ankara in particular. Regarding the planning processes, different zoning plans were made with different approaches during the National Struggle, the proclamation of the Republic and the process of Ankara becoming a capital city. When the province of Ankara is analyzed in terms of planning history, it is clearly seen that it has a rich background.

First of all, during the National Struggle, the Representative Committee convened in Ankara province on December 27, 1919, and Ankara became the headquarters of the National Struggle and the city became politically, politically and geopolitically important. The fact that the Grand National Assembly of Turkey (TBMM) started to operate after April 23, 1920 and the National Struggle was carried out through this city directly affected the development and macroform of the city. On October 13, 1923, Ankara became the capital of the Republic of Turkey, and later on October 29, 1923, as a result of the proclamation of the Republic of Turkey, Ankara became the capital of the Republican regime and the Republic of Turkey, and later witnessed the innovations and firsts brought about by this new regime, and various revolutions and reforms and firsts in social, social, economic and educational fields were experienced. In connection with these firsts, the first official Zoning Plan of Ankara was prepared by Lörcher in 1924. This plan, which aims to plan the city as a modern capital after Ankara becomes the capital, envisages both the existing settlements and

the formation of a new center that will support and compete with these settlements, and issues such as infrastructure, construction, sanitation and industrialization are addressed spatially for the first time with this plan.

Following the 1924 Lörcher Plan, in the following years, the population of Ankara increased faster than expected as a result of Ankara becoming the capital city, the positioning of the administrative centers in this city, the revolutions and reforms, and the need to create new living, working and equipped areas emerged. A few years after the Lörcher Plan process, Ankara Municipality was removed as a provincial municipality in 1924 and a planning competition was announced for Ankara in 1927. Within this process, Hermann Jansen prepared a Zoning Plan in 1929 with a conservationist approach to the old center of Ankara, Ulus and its surroundings, in addition to the Kızılay center and Bahçelievler "Amele Evleri" areas, which formed the development axes of the city, and the foundations of the "Atatürk Boulevard" route, which is still one of the arterial routes of Ankara, were laid with this plan. With this route, there are also hints in the plan that the city can develop in the direction of "Eskişehir Road", which defines a new development axis.

In addition to the Jansen Plan's on-the-ground predictions, conservationist approach and macroform development proposals, the fact that the population of 300,000, which was expected to be reached in the target year of 1970, was reached as early as 1950 brought along slums and it became essential to make a new plan to replace the Jansen Plan. Accordingly, a competition was announced by the Municipality of Ankara in 1955, and as a result of this competition, the zoning plan by Nihat Yücel and Raşit Uybadin, known as the "Yücel-Uybadin Plan", won the competition. This zoning plan, which envisaged a regular development in the form of oil stains and the concept of the "Ring Road" was also seen, reached a population of 750,000 in 15 years, which was envisaged for 30 years, and could not prevent slums.

After the Yücel-Uybadin plan proved to be inadequate in terms of population and development, a commission was established by the Council of Ministers in 1969 under the Ministry of Housing and Settlement, which is now the Ministry of

Environment, Urbanization and Climate Change, and this commission, the "Ankara Metropolitan Area Master Plan Bureau" prepared a metropolitan plan that had never been done before in the country. Enacted in 1982, the "Ankara 1990 Master Plan" presented different projections and development scenarios according to different migration scenarios, but the "Ankara Ring Road" project, which was started to be constructed by the General Directorate of Highways after the approval of the plan, completely affected the projected macroform and development axes of the city. Dündar (2002) states that urban development has become more irregular with the method described as build-to-sell and constructed in the most demanded central areas of Ankara. In addition to this, According to Şengül (2009) the fact that investors who see the rent in land and constructions do their work faster and with lower quality is accepted as indicators that the private sector negatively affects urbanization and the development of the city in spatial terms.

Apart from the provincial municipalities, which were independent from Ankara Municipality and located on the periphery of the city, Ankara Metropolitan Municipality and Altındağ, Çankaya, Keçiören, Mamak and Yenimahalle district municipalities were established after 1983, and a plan targeting the year 2015 was prepared by Middle East Technical University (METU) in 1986 in order to control and monitor the development of the city as a whole ABB (2006). The plan, which retained most of the decisions of the 1990 Master Plan in its basic outlines, aimed to control the development axes of the city, but fragmented development and rapid urbanization were also effective in this process, and uncontrolled developments were observed.

In 1986, the 2015 Master Plan for Ankara was approved, followed by a Master Plan for 2025 in 1994 by the Ministry of Public Works and Settlement, now the Ministry of Environment, Urbanization and Climate Change, which was revised and approved again in 1995. During this process, land speculation, illegal constructions and uncontrolled developments could not be prevented, and the Implementation Zoning Plans, which were not subject to the Law No. 3030 on Metropolitan Municipalities Administration and which were prepared uncontrollably and in a rent-seeking

manner by the Assembly of their own Municipalities, without complying with the upper scale decisions of the regions described as "Towns", have negatively affected the development of the city by making it extremely uncontrolled. Bayırbağ et al. (2023) defined the processes of the Zoning Law No. 3194 and the Metropolitan Municipality Law No. 3030, which were put into practice during the Turgut Özal period, as an uncontrolled urbanization process based on capital with the government adopting a neoliberal attitude.

According to Şahin (2006), by the beginning of the 2000s, with changing administrations and governments, urbanization, which was made free and uncontrolled with the neoliberal economic approach, was completely handed over to the private sectors and land speculation. Şengül (2009) states that, in the process defined as the urbanization of capital, capital-based urban development policies have been expanded with the current municipal government after 2002. Thus, an economy and urban development model based entirely on investment, where the planning process is seen as a win-win by both the investor and the municipal administration, has been adopted, which has led to an uncontrolled development without taking into account the urban macroform and urban form. According to Tekeli (2001), Entering the twentieth century, development initiatives with a capitalist approach have been effective throughout the century and have been the subject of debate from the founding of the Republic of Turkey to the present day, along with political conflicts. According to Batuman (2013), the Ankara Metropolitan Municipality administration had a speculative and rent-oriented perspective in this process, combining the development of the undeveloped periphery with the development of historical sites and former slum areas on the peripheries.

In the period between 2004 and 2007, the focus was on the north of Ankara, with the aim of renewing these areas as the population continued to grow rapidly due to urban sprawl and increasing illegal construction as a result of the speculative increase in land costs, and a model emerged in which TOKİ constructed multi-storey buildings in the north of Ankara, usually in areas designated as reserve buildings and owned by the state, the Treasury of Finance. This was later adopted as a model especially

in the field of planning and urban transformation. According to Şahin (2006), the renewal of the unofficial construction in the north of Ankara between 2004 and 2007 served as a test in terms of planning and urban transformation in Ankara, which was considered to set a precedent for other planners and institutions. Şengül (2009) considers Ankara as a testing ground in terms of urbanism, urbanization and urban policies for most of Turkey's history, with its status as the capital and the traces of the Republican era, and thinks that this understanding, especially during the AKP period (2002-2017), has continued with this understanding and has served as a template for other cities across Turkey.

According to Bayırbağ et al. (2023), Particularly during these periods, AKP and Gökçek-era Ankara (2002-2017) built excess housing, emphasized vertical construction, and through urban transformation projects, municipalities and institutions were able to make substantial profits from these projects, both by giving flats to landowners in return for apartments and by selling the excess housing stock that emerged with vertical architecture, which resulted in the financing of the next projects and enabled them to enter into a cycle of project production. In other words, considering the irregularity and risk of the existing illegal construction in Ankara province, the demolition of horizontal architecture and its replacement with vertical architecture to create a surplus of housing, the cycle of mass housing production by creating financing for themselves through the sale of this surplus housing, and the opening of new areas for development with zoning plans in a way that is open to land speculation, during this period, the urban macroform developed in patches in an irregular manner, and at the same time, the need for housing stock, rather than being in line with the growing population, led to people owning a second home and depleting the need for stock until it was no longer needed. Bayırbağ et al. (2023) and Schindler (2017) define the AKP period (2002-2017) as the main part of the then administration's urban management methods, where changing the quality of land through zoning plans was seen as a policy that caused a disconnect between labor and capital and liberalized land speculation and rent rather than improving the population and the current situation.

After the 2019 period, Istanbul and Ankara changed the political administration after a long period of time, and at the same time, the outbreak of the COVID-19 pandemic led to a period in which life changed both socially and economically. As a result of the adoption of a housing-based economic model across the country during this period, the lack of an economic model focused on industry, production, imports and exports led to a global economic collapse, and worse. During this period, in terms of the planning sector, some amendments to the Zoning Law No. 3194 and the Ankara Metropolitan Municipality Zoning Regulation prohibited plan changes on a parcel-by-parcel basis, preventing land speculation and rent-oriented changes that increase construction areas within a unit parcel. Furthermore, the amendments to the Soil Conservation Law No. 5403 have made it more difficult for agricultural lands, which were ignored in the 2002-2019 period, to gain other functions through zoning plans.

According to Bayırbağ et al. (2023), if the current inflation can be brought under control and a more stable economy can be achieved so that the economic focus can be shifted from construction to manufacturing and exports, a model of national development can be re-established. During this period, although there are traces of an attempt to prevent a rent-oriented development in Ankara, it is obvious that if inflation can be controlled nationally and a manufacturing and export-oriented economy model can be established, the economic priority will cease to be zoning and construction, economic concerns will be focused on industry, manufacturing and exports, and a planning approach that is more connected to urban planning principles, away from the focus on rent and with more aesthetic concerns would be achieved.

As a result, the duties, authorities and responsibilities of the planning units in Ankara province have been changed over time with the Metropolitan Municipality Laws No. 5126 and 3030, Zoning Law No. 3194, Planned Areas Construction Regulation and Ankara Metropolitan Municipality Zoning Regulation. Today, with the Ankara Metropolitan Municipality Zoning Regulation and the Metropolitan Municipality Law No. 5126, the boundaries of the Ankara Metropolitan Municipality's Metropolitan Areas have been greatly increased, and the Ankara Metropolitan Municipality has the opportunity to intervene even in districts

that can be described as provincial districts that are far from the center. While this is an indication that a more efficient and effective relationship can be established between the relevant district municipality and the Metropolitan Municipality in terms of central administration and coordination, it also shows that this degree of interdependence with the center also poses the threat that some works and transactions may take longer than they should. For example, according to the Ankara Metropolitan Municipality Zoning Regulation, roads of 12 meters or more in width are the responsibility of the Ankara Metropolitan Municipality, and some parks and public spaces are also under the responsibility of the Metropolitan Municipality.





CHAPTER 2

PARAMETERS AFFECTING THE PLANNING PROCESS: ECONOMY AND TECHNOLOGY

2.1 Economy & Budgeting

Ertay & Atalay (2016) defends that, in modern societies, characterized by social, economic, and cultural achievements, individuals' expectations of government have increased in nations that support the idea of a welfare state. Simultaneously, there has been a search for creative methods to maximize the usage of the resources that are already accessible due to the limitations of budgetary resources within the public sector, which fall short of satisfying limitless human demands. Therefore, the numerous expectations of citizens from municipalities should come up with the solution almost every demand with wisely chosen solutions. The municipalities should have solutionist approach, yet, this situation means economy and expenditures in terms of providing solutions such as goods or services. According to Koyuncu (2011), the primary responsibility of municipalities is to impartially assess the needs of the citizens, provide the services that are determined by those needs to the citizens, or compel institutions to do so under supervision while taking the local economy into account.

According to Saran (2004), Despite the increase in the functions of the state with globalization and advancing time, the fact that the limited public resources have to be used effectively and efficiently, based on factors such as entrepreneurship, efficiency increase, competitiveness and productivity, it is seen that there is an effort to redistribute public powers and responsibilities, localization and a more effective and efficient approach in the use of public resources. With globalization, the public

sector has to spend more resources to meet the needs of the public like the private sector in every respect, and as time progresses, the issues and problems it deals with are branching out, and since municipalities need to focus on many areas, with the distribution of duties and powers, one of the objectives of local governments is to determine which problems should be prioritized, and how to be more economical in spending public resources on these problems, and how to use resources more economically, but at the same time more effectively.

Ertaş & Atalay (2016) states that, the effectiveness, cost-effectiveness, and efficiency of the services that local governments provide must be understood by decision-makers in local governments, such as mayors and city council members. Their goal is to improve these services' overall performance. Taxpayers also want to compare the services they receive annually with those offered to others, as well as understand how the revenues they pay are used and distributed. Akçakaya (2012) defends that The increase in the role of governance in economic development has necessitated the development of a productivity measurement technique within government departments, given the rise in the number of civil servants and public expenditures.

According to Taner (2011), Performance-oriented budget management is based on evaluating the results in the light of the activities and indicators carried out in line with the indicators and targets set. While the allocated appropriations must be in accordance with the law, the transparent and reliable reflection to the managers of the planning units in local government administrations and the public on whether these appropriations and resources are used effectively, efficiently and economically has led to the recognition that one of the main objectives of performance-based budget management is both accountability to the public and the effective and efficient use of resources. Since budgeting and spending has to be done carefully and efficiently due to limited resources in local governments, it requires setting targets, a more performance-oriented approach in the planning process, and more consistent and precise approaches and solutions to targets.

Taner (2011) states that, The transition from a budget and expenditure approach where input parameters are more prominent to a more efficient and performance-based budget and expenditure approach that is output/outcome oriented is the result of a rapid change and transformation phase in the field of financial management in local governments. With the integration of performance management methods into the public sector, a more efficient and effective allocation of resources and a relationship between public expenditures and targeted results have been among the leading goals of local government financial management. Likewise, although the issue of how planning units in local governments will use their financial resources and evaluate their budgets according to which objectives was not a priority objective in the old management systems, today, due to the fact that the processes and reports required in the planning process are more diverse and detailed, planning units should evaluate their expenditures, priorities and targeted outputs/outcomes in a more economical, more consistent and result-oriented manner within the scope of the work and transactions to be carried out within the framework of their budgets.

Local governments, which are consisted to be the decision makers of preparing plans and considers them appropriate the Zoning Plans in the city councils to be approved in the metropolitan councils. Also the metropolitan municipalities are responsible for examining the plans with perspective of urban planning principles, relevant laws and regulations such as Ankara Metropolitan Municipality Zoning Regulation, Zoning Law No: 3194 and Metropolitan Municipality Law No: 5216. Beside examining the plans' eligibility for submission to Council, Metropolitan Municipalities are also responsible for preparing the Master Plans which concern city or regional scale. In order to achieve these goals such as investigate and approve the Zoning or Master Plans, Municipalities need a budget which is arranged annually in two aspects. These are labor force in condition of preparing the plans with capability of municipality which needs annual salaries to the technical employees and purchasing the goods and services to provide a plan with external opportunities. In both ways, the municipalities need capital to maintain these services with a sustainable performance. According to Taner (2011), With the change in time and dynamics,

traditional methods of budget expenditures and ways of approaching targets have become inadequate, and local governments, whose functions have increased over time and whose resources are limited, have been obliged to acquire new techniques, methods and approaches and to use their own resources more sparingly, effectively and efficiently. In cases that the technical employees could not eligible to achieve a work related to planning process such as geological survey reports, hydraulic – hydrological survey report or preparing the zoning or master plans itself, municipalities decide to acquise the relevant reports or plans. In such cases, municipalities may follow Public Procurement Law No. 5734 and launch a bidding process to obtain the plan or associated reports. Alternatively, depending on the scope of the required work, they may directly conduct the project through public tender no. 5734. The term "direct procurement" refers to a purchasing procedure described in Article 22 of the Public Procurement Law in which the requirements are accomplished without the use of a public notification or a formal bidding process. It is carried out within the monetary limit defined by the law, following approval and market pricing research, without the necessity for a competitive guarantee. In procurement processes conducted through the tender method, the details of the work to be contracted and its estimated cost are publicly announced, inviting interested companies and organizations to participate in the bidding process. The firm or organization that submits the lowest price for the work, based on the estimated cost determined during the tender, is awarded the contract and granted the right to carry out the project. The primary objective in this context is to establish the minimum and maximum thresholds for the project's cost while ensuring the delivery of the highest quality outcome in the most cost-effective manner, considering the specific requirements and attributes of the task at hand. The market and price research committee, comprised of the relevant municipal units and technical teams, assesses the estimated cost of the project by obtaining price quotations from the market for projects falling under the scope of the 22nd article of the Public Procurement Law, numbered 5734, which involve relatively smaller amounts. Following that, the purchase of goods or services is granted to the firm or organization with the lowest

bid. The primary goal of municipal actions taken in accordance with Public Procurement Law numbered 4734, whether through public tender or direct procurement as specified in Article 22, is to select the most rational and suitable proposal and assign the project to the company or organization that provides the most suitable offer. Similarly, the primary goal of relevant institutions and organizations is to provide the most cost-effective and high-quality service in the most efficient way possible, while also taking into account their financial situation, avoiding excessive expenditures, and ensuring that the quality of service received remains at its highest level within the allocated budget. Municipalities seek to implement planned projects in the most cost-effective and high-quality manner, which is similar to one of the fundamental concepts of economics, which is to maximize revenues while minimizing costs. They seek economic sustainability and effectiveness in all aspects of service delivery by implementing this efficiency principle.

Melkers & Willoughby (1998) defends that, performance planning in local governments, which serves as a catalyst for identifying actions that may affect the actions taken by local governments, examining existing actions within a more strategic framework and developing strategies obtained with the parameters of purpose, method, target and result, is primarily realized in connection with budgeting and governance processes in local governments, and provides the opportunity to evaluate whether the actions carried out in these local governments are carried out effectively and efficiently. In other words, performance measurement, especially the economy, which is one of the important factors affecting the planning processes in local governments, should be applied to every action implemented in local governments and helps to evaluate the methods of doing all the actions, the methods followed, the targeted achievements and the results obtained, as well as ensuring a more effective and efficient use of resources. The budget and economy, which is one of the most emphasized parameters during the management and supervision of all these processes, reveals the results of whether the limited resources spent as a result of the goods and services provided at every stage of the actions taken are carried out in a necessary manner at strategic points.

According to Öztop (2011), While municipal governments have the responsibility to effectively fulfill the demands of citizens, which is one of the main duties of municipal governments and more so in today's age, within these responsibilities, local governments should take a strategic approach and use this approach, which is spread on a vertical axis, to be successful in their forecasts for the future, to make a good evaluation of past events, and to make a good evaluation of the opportunities and potentials in the current situation. In other words, whatever local governments do in the planning process, they should be aware that every action they take must be done within a financial obligation, and they should do so by learning from the effects of their actions in the past, by analyzing and being aware of the opportunities, potentials or threats they face today, and by projecting how the effects of their actions in the future may be positive or negative. When this assessment is taken into account in every action, it is inevitable that performance and efficiency will increase and a stronger financial position will be achieved.

Insights into performance-based budgeting, which aims to spend resources effectively, economically, and efficiently while emphasizing financial discipline, should be aimed at the institutions mentioned in the "Performance-Based Budgeting Guide" established by the Ministry of Finance (2004). The publication also says that performance-based budgeting helps to develop a performance-based management style in public administrations, which would demonstrate performance supervision. The economic conditions that either local municipalities or metropolitan municipalities should consider when making expenditure decisions. As a result, economic conditions and their budget have an impact on their choices, preferences, and performance. According to Douglas (1998), there is a link between financial performance, strategy, and planning. As a result, a municipality's budgeting capability is an indicator of its capacity to generate effective plans. This means that the qualitative (higher-paid employees) and quantitative (office size and number of employees) numbers of technical staff affect the performance of planning in a municipality's directorate. Toska (2018) contemplates that the economy and budget is a resource of planning which is for multiple years not just annually these days with

the alteration of the concept of local budgeting. Akçakaya (2012) defends the term of performance is changing by time in the presence of changing dynamics, however, the unchanging dynamic is the economical perspicacity. Whether there is an proprietary or a constitutional organization, economic structure and economical sustainability are the key factors of an organization to sustain itself. Without being importance the scale of the institution or local governments, most of the organizations' future depends on their own economy. Despite the fact that the budgeting factors in local governments is one of the key factors that effecs the performance of working environment and the quality of the outputs which are more accurate plans with less inadequancies. To give an example, municipalities with stronger economies or allocating more money for Zoning and Planning Directorates from their annual budgets, do not have the obligation to spend their financial resources more sparingly, so they provide the necessary work and transactions in a better quality manner with less financial concern. Municipalities with smaller economies and budgets have concern to pay regard to their economical conditions before allocating the resources to provide the goods or services related to Planning process. Even the planning process is more essential to other business and transactions, the planning agencies or directorates need to spend their resources more thoughtfully with reference to their share of the annual budget in institution. In addition to budgeting is being one of the most important aspect that effects the performance of planning, performance – based budgeting also provides to achieve financial transparency that provides the public resources to spend efficient, effective and economicly (Ministry of Finance, 2004). Both in local municipality or metropolitan municipalrality considers the priorities fo the goals which municipalities aimed to achieve in their strategical plan and their percentage of achievement to their goals according to the economical conditions which is the annual budget.

Charnes, Cooper & Rhodes (1978) argue that there is a positive relationship between economic measures and operational actions, and that focusing on only a few of the parameters that affect performance and ignoring other parameters is a wrong approach. They do not think that any measure evaluated alone will increase

performance, and that local governments should take a coordinated approach by taking operational measures together with economic parameters. While prioritizing the economy in local governments and a performance-oriented problem approach can solve many problems, a multiple approach to the planning process and budgeting, not only economic parameters, shows that problems can be solved more efficiently and with a more performance-oriented approach.

2.2 Technology and Equipment in Planning Departments

The physical work environment, including hardware and equipment, is a crucial component impacting work performance in local governments, whether they are metropolitan or district municipalities, during the planning process. The use of specific technical equipment is critical to improving the effectiveness of the planning process and the success rate in goal attainment. In today's society, technology pervades many elements of our life, including the planning units and technical employees. Technological advancements have an impact on how we live, our work habits, and the tools and methods we utilize, and individuals must adjust their work practices by coordination with technology.

According to Ertaş & Atalay (2016), the examination of institutional achievement in accomplishing goals and objectives at the end of a set period is referred to as performance management in public administration. It measures compliance with stakeholder expectations as well as overall institutional performance. Various methodologies, processes, performance indicators, and technology systems are used in this process. The basic goal of performance management in government is to successfully execute and improve institutional performance. The introduction of technological systems into the work environment and professional life not only improves planning performance and efficiency, but also reduces the workload of individuals working in planning units. This connection allows tasks that previously took a long time to be accomplished in less time.

Celep (2010) contemplates that, To reach optimal performance, efficiency alone is insufficient; it must be supplemented by competition and constant progress. Companies must evolve and accept change in order to compete, aggressively pursuing new technology for continuous improvement. Businesses must carefully select appropriate technology and match it to their organizational structure to improve their competitiveness and future adaptability. Businesses must not only examine their own conduct, but also observe and study the behavior of others. Just as private sectors and companies update their technical equipment in a way that can adapt to technology in order not to decrease competition, to stay in the market, to survive, and to be compatible with the technology of the current time, public institutions and especially municipalities that are in contact and communicate with their citizens are also more In order to provide fast and effective service, it needs to adapt to technological changes. According to Celep (2010), The rapid expansion of information technologies and the rise of many complex problems need a fresh approach to public administration. When this move toward performance management is accomplished, the following benefits are realized: Increasing employees' understanding of their roles and duties, increasing governmental agencies' ability to keep up with external changes and innovations in a competitive setting, allowing agencies to assess their strengths and weaknesses and take appropriate action, improving problem-solving efficacy through analysis of internal and external surroundings and strategy formulation, and ensuring cooperation among lower-level staff inside the agency to avoid divergence from the organization's goals and resource waste. One of the ways to produce more complex but faster and at the same time more consistent solutions in the face of the rapid development of technology and the problems that have become more complex in today's age is to integrate the technological developments that are closely followed in our daily lives into the working environment and as a result, to develop a more efficient and high performance management system in terms of time and labor by perceiving the problems accurately and precisely and producing more precise solutions. If technology is integrated into the working environment and the lives of employees, a

working environment system that is more resistant to complex problems and constantly changing external developments can be formed, instead of problems negatively affecting the working system, a working environment that has taken precautions against problems and can quickly produce solutions in case of encountering these problems will be obtained. Planning units, which are one of the most intertwined units with citizens in local governments, are the units that are and should be most intertwined with technology. The computer and drawing skills and techniques of the technical staff in these units are among the factors that directly affect the process when making an implementation zoning plan or master zoning plan. For example; the fact that the programs used in the process of drawing and digitizing the plan are facilitating and new versions will ensure that the planning process is faster and less error prone, and that the technical staff can evaluate the assigned task in less time and more efficiently.

Poister (2010) states that, in the current environment, performance management methods function within a framework that contains a number of issues that may inhibit performance improvement. These elements include the organizational structure, culture, service delivery arrangements, technology, authority, and resource restrictions. One of the factors enabling the efficient and accurate use of resources is the increased incorporation of technology into the planning process. This reduces both the workload of staff and the use of physical materials used in the process.

According to Ertay & Atalay (2016), in the latter part of the 20th century, the advent of globalization and heightened expectations regarding public services necessitated changes in the field of public administration. These changes were influenced by the concept of the new world order and introduced new concepts and techniques such as transparency, accountability, effectiveness, strategic planning, performance management, and auditing. The restructuring process in Turkey also witnessed the impact of these factors on public administration, becoming a focal point for legislative studies and reform proposals. As a result, performance management has

emerged as a crucial element in the preparation and implementation of strategic plans for public institutions and organizations. As a result of the fact that citizens' demands become more important and diversified with the passage of time, especially in the objection processes, which is one of the planning processes, the result of achieving accountable and transparent objection processes, which is one of the advantages and requirements provided by the technological age to local governments, as well as the evaluation of these processes, making the necessary arrangements and meeting the demands, results in a faster and more effective evaluation of issues such as evaluating these processes, making the necessary arrangements and meeting the demands. For example, it is observed that the announcement of the objection processes in zoning plans and the collection of requests can be presented to citizens online in a faster and more detailed manner, and that the resolution of citizens' requests for issues such as protecting the location and size of their own lands and protecting their interests and official procedures can be achieved in a shorter time and more effectively with the development of technology.

Al (2007) defends that, many governments around the world are currently faced with the issue of satisfying increasing demands for efficient services with limited resources while also addressing the growing need for accountability. The most effective way to address these difficulties in the public sector is widely acknowledged as result-oriented or performance-based management. The acknowledgement of individual and organizational performance as critical variables is central to this approach, driving attempts to improve performance in the public sector. Cost reduction, developing a savings culture, optimizing the execution of public services, equipping people with essential informational resources, establishing performance targets and criteria, and guaranteeing unambiguous measurement of performance results are all part of these activities. As a result, new organizational units and policies were created to meet these goals. Local governments, unlike the private sector, have to use their resources effectively and efficiently in line with the budgets allocated to the relevant units during the year, as they are institutions that have to stick to the annual financial budget more than the

private sector. Therefore, in order to meet the needs and demands of citizens in the planning process with limited resources in accordance with the principles of urbanism and in an accountable manner, the determination of the problem or demand should be more precise, the solution should be more precise and the need for resources should not be needed again should be taken into consideration, the result-oriented solution approach, the number of technical staff, equipment status, and access to technology are among the factors that determine the performance in the planning process. These factors not only affect the performance and effectiveness of the planning process, but also play a role in determining the policies, mission and objectives to be pursued by the organization in the planning process.

Celep (2010) contemplates that, Efficiency is important at many levels, ranging beyond enterprises to include individuals and society as a whole. Although it was first connected with corporations, efficiency is critical for countries dealing with limited material and human resources. It is critical for maximizing the use of critical production resources such as labor, capital, machinery, materials, time, information, and technology. Efficiency allows countries to break free from the constraints of a vicious cycle and make the most of available resources by improving resource usage. The efficient and effective use of limited resources, which in the past was more prominent only in companies and commercial activities, is now applied at every stage of our lives. Just as it is applied in production and workplaces, local governments should be more careful in using resources that are generally more limited and difficult to use than commercial organizations, and should use resources such as technical staff (manpower), technological equipment, software and their integration into the planning process more efficiently. By doing so, they will encounter fewer mistakes at every stage of the planning process, will not waste time correcting the mistakes made, and in case of approval of the plan, they will encounter fewer objections during the declaration (objection) process and will be able to implement the desired studies and changes more effectively in a shorter time.

According to Özer (2009), Examining performance management strategies reveals that finding the difference between an organization's present performance and the

targeted or expected performance is the first stage in performance audits. This performance gap shows the difference between the organization's existing and desired levels of performance. The degree of this gap reflects the organization's ability to use its human resources effectively. A wider performance disparity indicates that there is space for improvement and optimization. In local governments, just like in other sectors, the performance of the relevant directorates and units of the organization is also affected depending on the working performance of the staff they belong to. Even if all other resource parameters are infinite, if there is a limit in human resource parameters, the efficiency of the process, the time to reach the target and the rate of achieving the target will decrease. For example, no matter how much the material resources of the relevant municipality are available in the planning process, the approach of the technical staff working in the planning unit to the planning process, their capabilities and their performance during the process will affect the quality of the resulting plan study, the approval status of the plan, and the approval time of the plan.

According to Özer (2009) and Bower-Christiansen (1999), it is critical to keep a close eye on technical breakthroughs. These modifications frequently result in distinct performance characteristics that may not initially cater to the existing consumer base. Furthermore, the performance attributes prized by current customers change quickly, potentially allowing new technologies to enter those markets. As a result, performance measurement criteria must be updated as soon as possible to meet technological developments. Plan hazırlama sürecinde kullanılan ve kullanılmakta olan teknolojik yazılım ve donanımlar, planlama sürecinin süresinin ve hata payının azalmasında rol oynamaktadır. For example, the drawing programs used by technical staff in planning units are programs that are compatible with the regulations and laws and are coded in accordance with the planning language. These programs provide the user with a draft of different plan codes and languages according to the scale of the plan being made, reducing the error rate of the work that the planner wants to do. As soon as a planner specifies the scale of the plan he wants

to work on in the program, the program automatically determines parameters such as line thicknesses, hatching types, road and pavement distances and representations, and creates the legend of the plan in accordance with the relevant laws and regulations as a result of the drawing process. The state of the software and hardware used by the staff in the planning unit during the planning process plays a facilitating role for the staff in the work process and enables them to evaluate the process more effectively. Therefore, all local governments, while using their financial resources, should ensure that their staff can work more efficiently by keeping the working environment they create for the staff of the planning unit and the software and hardware they provide to them up-to-date and suitable for their age. In this case, local governments can easily observe that they get more efficiency from their staff in planning units.

Özer (2009) states that, the insufficient provision of equipment, tools, and resources is one of the primary factors contributing to the low performance of employees within organizations. To address these performance gaps effectively, it is essential to establish a robust performance control system as part of performance management. If the performance of the workforce in the planning units is observed, it will be seen that the planning process can be evaluated more effectively if the before and after technological opportunities available to the staff involved in the planning process are compared. Since software, hardware and materials are procured in governmental organizations in line with the relevant laws and regulations, procurement processes are more challenging and delayed. However, if the necessary hardware is provided in a more technological and up-to-date manner, it can be seen that the planning process results more efficiently.

Şen (2015) defends that despite the existence of many elements such as Europeanization, technical and technological developments, and governance changes, the dominant management culture and philosophy have largely focused around planning. Planning units in local governments are units that need to be intertwined with technology. Nowadays, technological equipment is used at every stage of the process, both in laws and regulations and in the process of producing

plans, and all processes are published online in terms of transparency and accountability. Therefore, it is necessary both to integrate the ability to use technological software and hardware into the staff working in planning units, and to provide these software and hardware to the staff.

If the importance of the use of technology in the planning process needs to be explained through an example; the drawing programs on the computers used in the planning unit provide consistency to the staff working in the planning unit in terms of time and reaching the target, automatically prepare the drawings, line types, legends and the whole plan preparation process in accordance with the laws and regulations; the zoning plans drafted by local municipalities and approved by metropolitan municipalities are audited by the Ministry of Environment, Urbanization and Climate Change for compliance with relevant laws and regulations through the e-plan automation system; official announcements are made on the internet during the declaration (objection) process after the plan is prepared, which increases transparency, participation and accountability; and after the plan is finalized, the plan is shared with citizens online through the e-zoning systems of the relevant municipalities. It is clearly seen that technology should be utilized at every stage of the planning process, from the beginning to the end, with the help of computerized technological equipment and programs.



CHAPTER 3

PARAMETERS AFFECTING THE PLANNING PROCESS: TRANSPARENCY AND PARTICIPATION OF STAKEHOLDERS

3.1 Participation of Stakeholders

One of the factors directly affecting the planning process and its performance in local governments is the participation and involvement of stakeholders in the process. In the planning process, planning units in local governments, which regulate and form the plan of the city or region within the framework of certain disciplines, actually work on the lands of the stakeholders in the province/district or neighborhood they are involved in. In the process of regulating these lands belonging to citizens through planning, it should be inevitable to include the stakeholders in the process and the stakeholders should definitely be a part of the process. Hawrysz (2020) contemplates that, there are many dimensions that need to be taken into account when measuring the impact of governance, and it is envisaged that these dimensions will be widely used in public administration. Three different factors are taken into account: citizens, society and employees. As can be seen here, one of the dimensions that should have more say in the planning phase, as in every phase of governance, is the citizen dimension. The administration and citizens should be aware of each other and work together at every stage of planning. While it is expected that employees, the public and society are taken into consideration in public administration and governance, the inclusion of citizens in the planning process in local governments is both more natural and more important due to the inclusion of immovable properties belonging to citizens in the planning process.

According to Poister (2010), one of the ongoing debates on how to implement the planning process in governmental institutions include scope, participation and stakeholders. Although there are ongoing debates on how the planning process

should work in local governments and how the performance of the planning process will be affected by participation and transparency, the achievement of a more participatory planning process shows that the plan making and implementation process can proceed more effectively.

According to Worthington & Dollery (2000), Another factor influencing the process is related to the public, involving citizens and other external stakeholders in the planning process. Regarding the elements of the strategic planning process, going beyond the formulation of options for execution. Stakeholders, who are one of the important stakeholders in the realization of the process, should be informed and be a part of the planning process. This is because the public should be aware of what kind of work is being carried out in which area during the planning process, the steps that may affect them socially and in terms of equipment, even if they do not directly affect their own property, and they should be able to intervene in the process as the lives of people living in the planned area may be affected.

Poister (2010) defends that, there are ongoing discussions on how the planning process will proceed within the concepts of participation, content, scope, involvement and approach. Participation, like other factors, is one of the most important factors affecting the planning process. Stakeholders should have a voice in the planning process and be one of the actors shaping the process with their interventions and comments, having information about how they are affected by the planning process, the benefits they gain or the harm they receive.

According to Şen (2015) and Poister & Streib (2005), among the factors that have contributed to the high level of development of strategic planning and the planning process in municipalities are the participation of citizens, external stakeholders and internal stakeholders in the planning process. Citizens and internal and external stakeholders, who can be shown among internal stakeholders and who have rights with the immovable properties they own in the planning process, are directly or indirectly affected by the planning process. For these reasons, their involvement in the planning process on the grounds of the rights they have in the planning process

and their being informed in this process should be among the steps to be taken in the planning process.

Andrews et al. (2012) states that the strategic points of the planning process include a mechanism for monitoring and observing the planning process, a comprehensive planning approach, internal and external stakeholders, and one of the most important factors: broad participation in the planning process. In other words, a comprehensive monitoring and observation mechanism, which is one of the important factors in the planning process and ensures that the process progresses and matures under more control, will increase the resilience of the process against internal and external variable factors, a holistic planning approach will make every scale of the planning process more comprehensive and more defensible against risks and threats that may occur, and most importantly, internal and external stakeholders will have the opportunity to monitor and observe every stage of the planning phase and, when necessary, object and intervene in the process. Therefore, one of the most important factors affecting the planning process is the participation of stakeholders who can be directly affected by the process through their observation, objections or suggestions, and a participatory planning approach.

Andrews et al. (2012) argues that, in local governments, where different professional groups are given responsibility for policy formulation and implementation, there is a participatory process based on questions, and as a result of this participatory process being the participation of technical teams and staff in local governments, there is a positive link between the rate of involvement of technical staff in decision-making processes and the quality of public services. To put it another way, the planning technical staff in local governments, who are the ones who work effectively in the planning process and who enable the emergence of zoning plans and shape them, are one of the most important stakeholders of the planning process in local governments, and it is thought that the more information they have about the process and the more involved they are in the process, the higher the quality and performance of the resulting product will be, and the performance and efficiency of the technical

staff, who are intertwined with citizens and who are obliged to serve them in every subject, in the provision of public service will increase positively.

According to Andrews et al. (2012), In addition to the hierarchy of authority in local government, which is one of the factors affecting performance in the planning process, participation in the decision-making process is also known to be effective in the effectiveness of the planning process. It is seen that the more participation in the decision-making mechanism and the process in the areas of public service in planning units and local governments, the more the maturation and development of the process will increase, and therefore the efficiency and performance of the process will increase, but if there is a low degree of hierarchical authority, the performance and efficiency increased by participation will be negatively affected and neutralize each other. In other words, a strong team and authority should control the process and at the same time ensure the participation of stakeholders in the planning process. However, both factors should be in balance with each other and one should not dominate the other.

Andrews et al. (2012), Ritcher and Tjosvold (1982) and Tannenbaum (1962) all states that under the perspective of participation, contributing and increasing participation in the decision-making process increases the circular effect, motivation and performance of technical employees. Since participation is a factor that positively affects the performance and efficiency of technical employees working in planning units and the planning process in local governments as well as in businesses, economy and business sectors, it is necessary to take the opinions and suggestions of all stakeholders in the planning process in local governments, especially at decision-making points, to ask their opinions when producing the implementation or master development plan and to create a participatory environment among all stakeholders.

Hawrysz (2020) states that, The factors that make them crucial indicators of governance impacts include, first and foremost, increasing the degree of citizen participation in the process, promoting transparency in the process, and ensuring

better delivery of services; furthermore, the concept of citizen can be a stronger concept if their changing needs are addressed, they are involved in the process, and they are informed of the process in a transparent manner. In local governments, which are intertwined with the public and whose interaction is becoming more important day by day, it is of great importance for the public to have a say in the previous stages, production stages, approval stage and then implementation stages of the planning process on the grounds that they are right holders as the primary reason in the planning process, but if the process is considered as a whole, it is seen that if it is included in every stage of the process, it is seen that both the effectiveness of the planning process, the performance of the staff who produce plans, and the plan made will emerge in a healthy form in accordance with the principles of planning and urbanism, as desired by the citizens without objection.

Hawrysz and Maj (2017) argues that, although the types of approaches to the roles and duties of companies and official institutions change over time, an optimization that needs to be established between bureaucratic relations, the process of developing new solutions through cooperation, and a more participatory model for the infrastructures created to put solutions into practice are seen as an important tool for a sustainable governance model. Based on this context, it is aimed to achieve a more sustainable governance network and more performance focused and efficiency-oriented planning process in local governments, as in the same way as in companies and private sectors, as well as in the duties, powers and responsibilities shown in other works and transactions of local governments, and it seems possible to achieve a working model in which stakeholders participate more in the planning process with changing approaches and roles depending on the dynamics that are changing with the advancing time.

According to Harrison, Freeman and Abreu (2015), in institutions and companies where stakeholder participation is ensured, they may become more preferred by stakeholders because they have a more flexible management model in terms of strategic management than other companies or institutions, and it is seen that sustainable goals are achieved more in decision-making mechanisms in institutions

and organizations that are more participatory, better understand the role of participants and have more information about the orientation and reactions of stakeholders. Within this context, when the issue of evaluating participation at the stakeholder level is considered, one of the benefits that participation can provide in local governments is that the planning units that prepare zoning plans through activities and measures taken with a participant-oriented approach will have more information about the demands, requests and objections that may be made by stakeholders, The plan preparation process will shape plans in a more informed and precautionary manner towards stakeholders, more efficient products will emerge in a more participatory and sustainable working environment, and thus both staff and local governments will complete the process in a more effective and high-performing manner.

Franklin (2001) states that, among the different factors affecting the planning process, consultation is cited as one of the factors, and taking into account the demands and wishes of stakeholders, creating performance-oriented programs and training staff on participation and performance, and shaping the policy and decision-making process by taking into account the demands, wishes and needs of stakeholders are considered as an opportunity to ensure a participatory and performance-oriented perspective. From this perspective in local governments, while it is a fact that citizens may have demands, requests and needs that may naturally arise in the planning process, taking these demands, objections and requests into consideration, evaluating and including them in the process in a consultative environment will both ensure that the planning process is carried out more effectively and performance-oriented, and the impression and reputation of local governments in the eyes of citizens will be positively affected by increasing the knowledge and awareness of local governments and planning units in the eyes of stakeholders and the public. Just as it is necessary to be aware of the anticipated demands and requests of citizens from the perspective of local governments, it can also be a positive achievement when stakeholders realize that the planning process will be more interactive and that their demands are evaluated and not ignored in the process.

According to Franklin (2001), while the solutions found to the problems examined in the planning process depend on the type of approach in the planning process, participation, the types and number of stakeholders included in the process, methods of participation, and the exchange of information with stakeholders in the process are among the factors affecting the effectiveness of the process. Participation, which is one of the factors that should be considered for the planning process to be carried out more effectively and efficiently, can be affected by both the type of participants, the amount of participants and the participation model, and the more communication and information exchange the stakeholders have with the local government and the staff of the unit carrying out the planning process, the more the participants will be informed about the process and will have more control over the process, and the local governments will have more information about the demands and requests in the public participation process and will ensure that the process works faster and more effectively by producing solutions to the demands.

Franklin (2001) states that, in addition to communicating with stakeholders, employees can monitor the amount and type of stakeholder engagement by developing an engagement control mechanism to ensure a strong engagement process. In the same way, if a cyclical participation control mechanism with feedbacks is established in order to create an efficient planning process, the technical staff of the unit, which is one of the actors of the planning process in local governments, can both reshape the process against the demands, requests or complaints that may come from the stakeholders in the planning process, and with this developed control mechanism, they can get feedback again with the participation of stakeholders in the planning process. In this way, the efficiency and performance of the planning process will increase, and a system that interacts with the participant, a more adaptive participation process that is precautionary against external influences, i.e. demands and requests that may come in response to demands and requests, and can be shaped against the influences will be achieved.

According to Franklin (2001), Although the methods used to involve participants in the process by examining their feedback may appear to be simply showing a draft of

the work to stakeholders and asking for their comments and opinions, many types of participation mechanisms based on stakeholder consultation are used by institutions and organizations, as they affect the process itself and the effectiveness of the process. Therefore, planning units in local governments can apply various methods of participation in order to include stakeholders in the planning process in a more effective and stronger way, making the planning process more responsive to stakeholders and more interactive and feedback-friendly, and thus creating a zoning plan that is more suitable for both themselves and stakeholders.

According to Poister and Streib (1999), The information gathered from the feedback of the stakeholders can be synthesized from a variety of sources, including reports and feedback from stakeholders, and the interaction of internal and external stakeholders. At this point, Poister and Streib emphasized the importance of activating and analyzing the data collected as a result of the feedback obtained along with the importance of participation. In other words, the data and information collected from the feedback obtained with the participation of stakeholders in the planning process should be analyzed, the source of the problem or suggestion should be found as a result of the analysis, and the decision on how to shape the work and transactions to be carried out by interacting with the stakeholders can be made by integrating the feedback received by the stakeholders in the planning process more effectively.

3.2 Transparency

Transparency in planning process is one of the key indicators that effects the planning process and its performance. While transparency is a phenomenon that should be applied towards participants, institutions and the public and affects the planning process, transparency and participation are considered as a parameter that affects the shaping of the process by creating links between each other and ensuring that institutions and stakeholders are informed and involved in the process at every stage. According to Krah and Mertens (2020), governance transparency is

considered to be one of the most important factors in local governments and the concept of governance in order to improve public participation and public trust. Krah and Mertens (2020) and Fung et al. (2007) consider that transparency is becoming a norm at the local and international level, providing citizens with access to information on the actions of local governments and with a renewed interest in policy-making. While it is known that governance understandings have changed and evolved into a more participatory situation with today's local governments, transparency has taken its place among the changing trends in governance, enabling citizens to be a stakeholder in planning processes together with planning staff and local governments, and to play an active role in shaping the process by providing them with information about the production stages of development plans. According to Valle-Cruz et al. (2015), transparency, efficiency, performance and accountability are of great importance in local governments, and these factors have a direct impact on the representation and service delivery of citizens by local governments although difficult to achieve. Fairbanks et al. (2007) states that, in a democratic public administration, local governments have the fundamental responsibility to inform the citizens in their regions about all processes, as well as to receive information about the process from their own citizens, and this transformative interaction is critical for the effectiveness and performance of local governments.

Innes and Booher (2004) and da Cruz et al. (2016) defends that local governments and institutions are interested in new governance mechanisms that can enable the dissemination of information on processes and decisions to a wider audience in order to increase transparency and incentives in all their processes, to demonstrate their decisions openly and to improve the performance of decision-making. Local governments have also tried to integrate into the process as a result of technological developments and the spread of social media, and have sought new methods and channels to increase their transparency. While these searches are valid for most of the transactions and processes carried out in local governments, they have also enabled planning units and planning processes, in which participation is an important element, to reach more participants and relevant stakeholders. According to

Fairbanks et al. (2007), The results of transparency can be seen in the creation of a feedback communication mechanism between local governments and citizens, a bond between local government officials and citizens, and increased public consciousness. Establishing a link between citizens and planning units in local governments enables citizens to be informed about the extent to which their interests are affected by the planning process, as well as establishing a two-way communication with a transparent environment in which they can provide their wishes, requests and suggestions to the planning units during the planning process. Ferry and Murphy (2018) states that, accountability, together with transparency, can benefit citizens in different forms, both mutually and individually. With this context, with a more transparent approach of planning units in local governments, citizens have more information about their own lives and immovable properties, and as a result, a mutualist communication mechanism is formed, as they can contribute to the plan preparation process of the planning units by informing their participation in the process and their demands, thereby shaping the process.

According to Tolbert and Mossberger (2006), in governance, it is known that there is a positive correlation between channels to increase transparency such as websites and trust in local governments, that citizens can easily access the necessary information through websites and that they encourage transparency, that the transparency of local governments reaches even higher levels when information is announced online, and that citizens contribute to the performance of local governments. Considering the planning units and the planning activities carried out in local governments, it can be seen that the publication of information and announcements through channels such as websites, which are intended to increase the participation of citizens in this process, both encourages the participation of stakeholders in the planning process, further increases transparency, and, when the planning process is considered as a whole, increases the performance and effectiveness of local governments through feedback and suggestions regarding the process.

According to Bauhr and Grimes (2014) and da Cruz et al. (2016), increasing the level of transparency and measuring processes related to transparency not only makes local governments and governmental institutions more accountable to stakeholders and citizens, but also acts as a determining factor in improving the performance and quality of the governance system. In other words, when it comes to improving the performance and effectiveness of governance systems in local governments, transparency plays an active role in planning units as it does in most units of local governments, and working on increasing transparency and achieving a more transparent planning process will help to increase the effectiveness and performance of the planning process.

Krah and Mertens (2020) states that, as the concept of transparency in local governments has become an important factor all over the world, local governments have provided interaction with citizens by publishing the information they have about the processes through the necessary channels, including social media and websites, paving the way for citizens to use these channels more, and it has been observed that transparency has been carried to higher levels with the integration of technology into local governments, and it has been associated with ensuring citizens' trust in local governments and increasing their participation in the processes. With the technology that has continued to develop continuously until today, local governments have also reached methods to be more transparent, paving the way for citizens and stakeholders to recognize the process at every stage of the planning processes in local governments, to be aware of how the process is progressing and to be able to intervene in the process, and through advancing technology and communication channels, it has also made it possible for citizens to access information on planning processes that affect them and the fate of their properties more easily, which they could hardly access in the past.

According to Wong and Welch (2004) and da Cruz et al. (2016), while the concept of transparency is defined as the degree to which necessary information on the actions, decision-making mechanisms and processes of local governments is shared, actions to promote transparency play an important role in every body of public

institutions and at every stage of local governments. This means, as in every body of local governments, planning units and technical staff working in planning units should encourage transparency, which is one of the actions to increase citizen participation in planning processes, and ensure that citizens are included in the process by sharing necessary and sufficient information about the planning studies being carried out.

Pitrowski and Bertelli (2010) argues that It should be recognized that stakeholders' access to the necessary information and the publication and dissemination of this information should be included as key parameters under the heading of transparency. In the process of preparing any zoning plan within the local governments, providing stakeholders with the necessary information and evaluations through the necessary channels integrated into local governments today, such as announcements, billboards and websites, is shown as one of the indicators of transparency, and can be shown as a method for both stakeholders who are right holders in the planning process and the people of the relevant region, whichever area is being prepared, to be involved in the process by submitting their comments, wishes, requests and suggestions regarding the process.

Coglianesi (2009) and Armstrong (2011) states that, One of the two contributions of transparency in governance processes is the establishment of closer communication between citizens and policy makers prior to the decision-making process, and the other is the increase in participation as a result of the transparency provided to citizens and the reduction of mistakes that may be made as a result of the feedback received by reaching a more comprehensive audience of participants. Thus, as a result of the information shared with citizens in planning processes, it is more possible to reach a wider audience, to receive healthier feedback with the increase in the number of stakeholders participating, and as a result, the plans produced in the planning process can evolve in directions that citizens also want, and errors that may occur during the process can be prevented.

According to da Cruz and Marquez (2014) and da Cruz et al. (2016), aiming to ensure the establishment of transparency parameters at the national level in municipalities, through the analysis of information on processes in local government, as well as the availability of websites, strengthens the case for citizens to contribute to local governance systems by monitoring and evaluating processes. In other words, announcing or publishing the planning processes in local governments in a transparent and open manner will increase the interaction with the stakeholders and local people in the areas where zoning plans are made and ensure their involvement in the process. Armstrong (2011) states that, it would be observed that with the information that society and communities have access to, citizens' participation in the processes is higher, their access to the necessary information increases, and participation increases as a result of transparency. According to Welch (2012), participation, which is related to how high transparency is, may have a one-way relationship with transparency because increased transparency may lead to increased participation, but it does not necessarily imply greater transparency in cases where there is increased participation; for example, in local governments or governance models, providing more information to citizens may facilitate the monitoring of the outputs of transactions and processes being carried out, but this is an indicator of transparency rather than an indicator of participation. Providing transparency for this one-way relationship in planning processes in local governments or making existing transparent planning processes more transparent will make it easier for citizens to submit comments, requests and suggestions about the process, but higher participation in the planning process will not lead to increased transparency.

Araujo and Tedejo-Romero (2016) argues that, as time has progressed, local governments have tried to adapt to changing dynamics and technology and have focused on transparency and accountability instead of traditional culture, and have increased citizens' trust in local governments and the processes carried out by providing citizens with easier access to the necessary information in order to create a more effective and efficient governance model. Thus, local governments, to the extent that they utilize technology in the production of zoning plans within the

planning process, have aimed to create a more transparent planning process with the developing technology and changing dynamics as time progresses, and in parallel with this, they have aimed to create a more transparent planning process against the stakeholders who have a say in the planning process and to ensure that citizens have more information about the process. According to Karaaslan (2007), with the development of some mass communication tools together with technology, local governments have considered the concept of participation in decision-making processes, and it is aimed that citizens contribute to the progress of the process by personally expressing their demands and requests regarding the processes, shaping the process and at the same time producing solutions for their demands and requests.

According to Bauhr and Harrison et al. (2012) and da Cruz et al. (2016), as policy initiatives in local governments, they aim to provide data to citizens and stakeholders in order to create benefits for them, to increase transparency, public and stakeholder participation in the processes and to create incentives in this direction, as well as to ensure the inclusion of citizens in governance processes, to demonstrate that governance processes are citizen-centered, to demonstrate a more trusting attitude of citizens towards governance systems, and policies related to transparency have been advocated as a method to further enhance the public values of local governments. Just like governance systems, if planning units, which are one of the most important organs of local governments, provide adequate and continuous information about the process with a citizen and stakeholder-oriented attitude at every stage of the planning process, it will enable the planning process to proceed more effectively and efficiently, and by involving stakeholders at every stage of the process, it will create an environment of trust between stakeholders and local governments and planning units that create zoning plans. Meijer (2012) states that transparency provides greater access to information and can be used to enhance participation in a complementary way, and can undermine each other when not used in a complementary way. Thus, a more transparent and accessible planning process can play a role in increasing public participation as it is scrutinized by the public, and when the information that is easier to access as a result of increased transparency is not used correctly, transparency and

participation can block each other or, if not kept under control, there is a possibility that there will be a constant stream of objections and suggestions to the planning process and the process may become protracted rather than problem solving.

According to Piotrowski and Ryzin (2007), there is a particular focus on transparency in local governments as it is a process that directly affects citizens, as stakeholders include elements such as ownership and use of land. Transparency is seen as an important phenomenon that needs to be emphasized in the planning process since it is directly related to the rights of citizens on issues such as the creation processes of zoning plans, ownership and the functions that the lands in the region will be used for, and it can shape the lives of citizens. Welch (2012) states that, as in the case of departments that need to interact more with citizens and stakeholders, the types of transparency co-participants and levels of participation may vary from department to department. Due to reasons such as the ownership of immovable properties, the social, economic and cultural dimensions of the citizens who will live in the planned area may be affected, zoning and planning units, which are one of the units that require the most interaction with citizens within local governments, should have a more open planning approach in terms of transparency. In this way, they are obliged to ensure that citizens play a role in shaping the process by involving citizens in the shaping of the process.

According to Mergel (2013), transparency ensures the participation and cooperation of stakeholders and the public in the governance process. Song and Lee (2016) states that social media and internet usage, which have become widespread with the developing technology, are one of the channels that local governments should use to achieve transparency and shape the transparency of local governments and the trust in governance to be brought to higher levels. In other words, local governments should use the necessary channels to achieve participation in every process of planning, utilize the opportunities provided by channels such as social media and the internet, which are the result of developing technology, as much as possible, and increase the trust of the public and stakeholders in the planning process and local governments by supporting the participation of stakeholders in the process through

these channels. Kim and Lee (2012) states that, Although the participants reported positive feedback on transparency in local governments through e-participation platforms provided by local governments, there is a positive correlation between the feedback received on transparency in local governments and the impact of stakeholders' involvement in decision-making processes. Mergel (2013) and Song and Lee (2016) defends that, one of the main objectives of the use of social media in local governments is not only to achieve transparency, but also to increase the participation of citizens and stakeholders in the process and a more coordinated cooperation with local governments. According to Kim and Lee (2012), stakeholders and participants have more information about the process with increased participation, local governments increase their transparency with e-participation platforms through channels such as social media and the internet, which they provide to citizens and stakeholders, and they achieve a participatory governance system with a reflexive communication in local governments. Alacaraz-Quiles et al. (2014) assumes that as participants' access to technology and the internet increases, citizens' demand for transparency in local governments also increases. In other words, with the advancement of time, the internet and technology, which are becoming more and more advanced and easier to access, citizens and stakeholders are becoming more informed about planning processes and processes related to local governance, and as a result, they are demanding a more transparent and accessible environment for planning processes and other processes in local governments.

Meijer (2012) states that, transparency, which is one of the factors that affect the performance of local governments and trust in local governments and directly affects the perception of the competence of local governments, also enables citizens and stakeholders to have more information about the processes and increases the trust in the processes carried out in local governments. In other words, participants who have more information about the planning units and the processes they carry out in local governments and who are more involved in the process, both enable local governments to experience a more effective and high-performing planning process,

and stakeholders and citizens have more trust in local governments and the units that carry out planning work in the face of a more transparent process they have seen.

According to Innes and Booher (2004), The main objectives of participation and transparency are to improve the process and the decisions taken as a result of involving participants and stakeholders in the process, to anticipate the demands and needs of participants and stakeholders in the process, and to reach almost all participants and stakeholders during planning. Thus, as local governments achieve transparency and participation in the planning process, local governments will be better informed about the demands and requests of stakeholders on planning issues, and will be better able to anticipate the demands and requests that may come in the next planning process. Likewise, if stakeholders and citizens are adequately informed about the planning process, citizens will be better informed about the planning process and will be able to more consistently find what they need. The aim of reaching out to all participants and stakeholders of the planning process is to see all the demands and requests that may come when they can be reached and to shape the progress of the process in line with these demands and requests.

Kim and Lee (2017) states that a positive association would be made between transparency in local governments and public participation in the processes, as well as a two-way communication and participatory governance during the participation of the public and stakeholders in the processes of transparent local governments. To put in different ways, it is thought that there may be a positive relationship between participation and transparency in the planning processes carried out in local governments, as well as in other processes, such as the establishment of an interactive communication network between planning units and citizens if the public can transparently access information about the process and access the necessary information about the whole process.



CHAPTER 4

PARAMETERS AFFECTING THE PLANNING PROCESS: COORDINATION AND SHARE OF INFORMATION WITHIN AND BETWEEN INSTITUTIONS

According to Worthington and Dollery (2000), in order for planning services to proceed efficiently, resource sharing and coordination at regional and local levels are require of transparent local governments. In other words, in order for planning processes in local governments to proceed in a healthier and more effective manner, there needs to be communication and coordination between all stakeholders of the planning process. This coordination can be internal or inter-institution.

Aristyatama (2019) states that, horizontal inter-agency coordination aims to increase supervision and control, but it also means working both within the organization and with organizations in the same region. Thus, coordination, which is defined as horizontal coordination, can be considered as a circulation of information within the planning unit during the drawing and approval stages of a plan, as well as maintaining the process by communicating with other institutions that may be affected by the process or whose opinions and suggestions may be utilized in the process. According to Momen (2019), vertical coordination refers to coordination between a unit and a branch or between an organization and its parent institutions, while horizontal coordination refers to coordination between branches or units within an organization. To give an example for the planning process, vertical coordination provides information sharing between the staff in the planning process and the director or the mayor's office in accordance with the vertical hierarchy regarding the actions to be taken in the planning process and ensures that the planning process proceeds more effectively by providing information sharing and coordination from top to bottom, while horizontal coordination can be defined as

providing information sharing both between the planning staff within the unit and between the unit carrying out the planning process and the units that need to be included in the planning process.

Arangoff and McGuire (2001) defends that, while internal coordination and cooperation are essential for governance to work, managers in local governments should also establish a network of communication and coordinate with both senior managers and municipal councils to achieve the goal or objective at hand. In the same way, planning units within local governments should also work in harmony with each other, i.e. between staff, to ensure that their performance improves, and the staff and managers of the unit should be in communication with other organs of local governments to act as a whole and create a more efficient planning process. For example, in the case of approval by the municipal council, which is one of the stages of the planning process, a plan should be presented and introduced to the members of the municipal council during the process, its purpose and scope should be communicated to ensure that the members of the council have an idea about the plan, and the planning unit should be in communication with the other organs of the organization after the plan is approved. Momen (2019) states that, when vertical coordination is examined, it appears as an organizational structure in line with a hierarchical order linked to responsibility and power from the bottom up, while horizontal coordination appears as participation and specialization within a communication network between units.

According to Municipal Handbook for Local Governments (2014), A more effective governance process can be achieved through a horizontal coordination within and between local governments and through various regulations and measures. At this point, horizontal coordination, which can be defined as internal governance systems of local governments and between local governments, requires cooperation and harmony with the relevant units or local governments in the governance process, and with this harmony, governance processes can be carried out in a more effective and efficient manner with lower error rates. For example, communicating with the provincial or district directorate of agriculture before the planning process to find out

whether there is a problem or opportunity related to agriculture in the process of preparing a zoning plan, and receiving their opinions and suggestions will shape the planning process, form the basis of the plan and affect the steps to be followed.

According to Karaaslan (2007), in the case of local governments, it is necessary to create a form of organization in such a way that internal units can be in harmony in case of assignment of duties and authorities and responsibilities. In order for planning units in local governments to be able to carry out both the preliminary preparation, execution of the planning process and post-planning implementations in a healthy way, there should be a horizontal coordination between the planning and zoning units within the local governments, and the units that have a close or distant relationship or duty related to the entire process should have the necessary and sufficient knowledge about the entire process and have a good command of the planning process. According to Peters (2000), regardless of the function served by the institution or organization, it is necessary to ensure effective information and power sharing and coordination in terms of the accuracy of decisions in order to ensure that the most appropriate and appropriate decision is taken in the execution of processes within the organization. Appropriately assigning duties, authorities and responsibilities to the units within the organization that can carry out the planning process and to other units that will be involved in the process before or after the planning process, revising the distribution of duties, authorities and responsibilities at every stage and revising them if necessary, providing an information flow system and showing ways of sharing information and working together within or between units, A zoning plan with a higher success rate will be revealed both in the preparation and analysis phase of the planning process by accessing information more easily and accurately in the preparation and analysis phase, and by contributing to the planning process within and between the units and by having multiple actors play a role in shaping the plan, and after the planning process, both in the parceling and construction phases, since information is obtained in the planning process, the applications can be carried out in a more harmonious manner with the zoning plans. Nurdin et al. (2014) states that, although the lack or incomplete definition of the

distribution of tasks within an institution indicates that there is no coordination within the institution, it is necessary to establish the necessary coordination to complete the tasks and transactions, and it is essential to ensure this coordination within and between institutions. horizontal and vertical coordination within and between institutions will ensure harmony within the institution and more effective achievement of inter-institutional goals. Within the planning processes in local governments, the lack of clarification of duties and authorities and the lack of adequate information sharing and communication between the units; the lack of information sharing and communication between institutions will negatively affect the efficiency and performance of the planning process, and the approval and declaration process of the emerging plan may prolong the approval and declaration process, and increase the possibility of stakeholders' demands and objections. As a result, a chaotic planning process may emerge due to the lack of a coordinated system within the planning process.

Basher (2023) defends that, One of the different solutions to increase and improve coordination is to ensure that the participants and stakeholders of the process have common goals and results to be achieved, as well as a common understanding and approach towards the solution and the achievement of the result, so that the desired coordination becomes more effective and the incompatibilities that may occur are eliminated. In order to achieve a more effective and high performance process management in the planning process in local governments, stakeholders and planning units should meet on a common ground, the goal to be achieved as a result of planning should be common and their approach to the planning process should be common. Zhao et al. (2023) states that, as there are multiple stakeholders in the coordination network, one institution should play a bridging role to ensure coordination with the others, otherwise it can create complexity in the authorities and roles of the stakeholders, resulting in an ineffective coordination network that can be more complex and less cooperative. To ensure a continuous and effective information sharing process with stakeholders and citizens in the planning process, local governments, as the institution that prepares the plan, should take the role of

information sharer in the coordination mechanism and take the lead and encourage a collaborative communication network, otherwise, it may cause confusion of information, authority and duties among stakeholder institutions and citizens, which may lead to a decrease rather than an increase in the efficiency and performance of the development plan creation process.

According to Basher (2023), while timely and complete sharing of the necessary information about the process and effective communication can lead to effective coordination between local governments and stakeholders, the use of technology to create an effective coordination environment, regular meetings with stakeholders and institutions, a common data pool or data sharing can increase coordination by making it easier for institutions and stakeholders to share the information they have. Surowiecki (2005) states that, with the use of technology and the internet, the generation of knowledge and the sharing of knowledge within the organization is used for the better functioning of processes, and the sharing of knowledge both within the organization and with the stakeholders of the process ensures that the relevant stakeholders are included in the decision-making process and coordination and cooperation are achieved. In local governments, meetings can be organized with relevant institutions and organizations during the planning process, and regular and continuous data and information sharing and institutional coordination can be ensured to ensure faster and easier execution of the process. Likewise, by sharing the necessary information with citizens and other stakeholders in a timely and complete manner during the preparation of zoning plans, coordination with stakeholders can be ensured, an interactive planning system can be created against possible demands and suggestions, and an adaptive planning system can be established against external influences. Schutte and Barkhauzen (2015) defends that, an information-sharing system that enables interaction and communication between stakeholders in local governments encourages the formation of a common mind by providing stakeholders with access to the necessary information on the process, with the inclusion of technology in the system. According to Zhao et al. (2023), it would be assumed that local governments can play a facilitating role in coordination by acting as a bridge

between other institutions, thereby enhancing the reputation of local governments and creating incentives for information and data sharing in governance systems and further improving performance in coordination.

Basher (2023) defends that, while ensuring coordination, the system should be adaptive and pliable, resilient to changing conditions and changing needs, and have a high speed of adaptation to the opportunities and threats that may be encountered, the coordination systems targeted to be established should also be able to improve and develop themselves according to the dynamics that may change as time progresses, and feed themselves with feedback. While establishing a coordination system for the planning process, the planning process should also be adaptive to the opportunities and threats that may come along with other stakeholders and institutions, and the planning process should be flexible so that the process can continue by reshaping the planning process against opportunities and impacts. In this way, with a more coordinated system while the planning process is being carried out, the plan will revise itself in a reversible manner and a more effective plan will be revealed.

According to Basher (2023), A coordination system supported by adequate infrastructure and resources, technologically, equipment and financially supported staff and teams can work more effectively, whereas if coordination systems are not supported by the necessary resources, the adaptive coordination system may be inadequate or unable to improve itself. If supported with the necessary and sufficient resources, coordination can become more effective and efficient, renew itself against changing dynamics, needs and impacts, and the system will continue to operate. In other words, coordination and information sharing in local governments will need to be supported both in terms of labor and staff, equipment and technology, as well as financially, and the process can proceed more effectively if there are sufficient resources available when coordination is required. The resulting intra- and inter-institutional coordination, if supported, will enter an adaptive cycle and will be able to renew itself against external factors. Zhao et al. (2023), states that, coordination is more easily achieved through the effective sharing of resources and information in a

regional sense, and the impact of coordination within a region by local governments using their reputation and influence within the coordination network is spread over a wider network, which increases efficiency and performance and creates a positive impact on other institutions and organizations and provides incentives for coordination. In cases where planning systems within local governments can be involved in this situation, municipalities can lead other institutions within the local region and create a coordination network with regular and effective sharing of information and data, establish effective communication with other institutions with the coordination they provide, and in the light of the information and data shared, regional institutions and organizations are encouraged to participate effectively in the coordination network, resulting in a more effective and interactive, high performance, lower margin of error for plan in the planning process.

According to Municipal Handbook for Local Governments (2014), There is a need for communication at a high level of governance for coordination and joint decision-making between metropolitan and district local governments, and citizens and local governments need common services provided in coordination with local governments and metropolitan cities. According to Akbulut-Bailey (2015), coordination that facilitates information sharing between local governments and other institutions has a critical role for local governments. Likewise, as in other services, uninterrupted communication between metropolitan municipalities, which are the approval authority in master development plan and implementation development plan services, and district municipalities, which are responsible for preparing and approving implementation development plans, will not only speed up the preparation and approval of the planning process, but also reduce the rate of errors that can be made with a two-way communication system during the plan preparation process, resulting in a more efficient and effective planning process with a higher performance and efficient working system. Bryson (2004) states that, higher and more effective communication between institutions and between departments within the institution is required to facilitate communication between institutions and to ensure that information acquisition, approval, request and objection processes

related to the planning process can be carried out more easily and that the performance of the work and transactions related to the planning process is higher, and that information sharing within the employees within the institution is more effective.

Basher (2023) states that, failure to ensure full coordination in coordination systems or errors in the distribution of authority may lead to conflicts in duties, authorities and responsibilities. That is to say, mistakes in the distribution of duties, authorities and responsibilities, which should be made with care while aiming to establish coordination between the relevant planning units and other units in local governments, or incorrect establishment of coordination systems may lead to errors in the process or to the completion of the process in a longer period than the time it should be completed, as it will create conflicts of authority and duties or contradictions in responsibilities, instead of increasing performance and efficiency in the planning process and reducing the margin of error. For example, in local governments, while a planning unit has a project or study on a specific area, another unit may also have a study in the same way, and if communication and coordination between units is not ensured, one of the two projects may not be implemented, or the processes of the projects that will be implemented may take longer. Agranoff and Mcguire (2001) argues that, The establishment of an implementation system that includes channels of interaction and communication across multiple dimensions, is rich in resources and information, and involves reciprocal action, has the effect of enhancing coordination between institutions. According to Bryson (2004), an open and interactive, high-communication environment is crucial, with departments meeting frequently and communicating effectively with each other, encouraging a joint learning process and the sharing of knowledge in local governments. In this case, in local governments, effective and adequate communication between departments within the organization and between institutions, high information sharing among employees ensures faster and higher performance of planning processes, and in inter-institutional communication, by obtaining information about

the planning process in the hands of local governments, the process can be mastered more easily in terms of reporting, approving and conducting the objection process.

According to Zhao et al. (2023), The effective functioning of coordination systems in an institution can set an example for other institutions in the city through cooperation, and create incentives for other institutions to learn and implement the strategies, and after the learning phase, bring diversity to the coordination system with different approaches and improve the coordination system. Once a coordinated system established for planning processes in local governments has demonstrated its functioning and success, it can be taken as an example and tried to be implemented if it is appreciated by other institutions, and this situation enables other institutions to become more coordinated both within and between institutions, making their functioning more effective. Within this coordinated communication network, institutions can find the opportunity to develop their own coordination systems and to develop each other by supporting this coordination network. According to Huxlam (2003), cooperation and coordination, which involves the sharing of information and resources between units in order to achieve objectives that cannot be achieved separately from each other within the organization, is advantageous because it pursues common goals in order to achieve greater coordination. Coordination can create a mutual benefit for the departments within the organization on the grounds that creating a more effective and high-performance working environment for the planning process in local governments can positively affect both the working performance and the planning process with an interactive information sharing environment among the departments and units within the organization that unite on common goals and objectives. According to Linden (2002), establishing a mechanism within an accountable policy that increases the sharing of information and resources between units and staff in planning and processes can also create a link in the stages of determining and implementing strategies. Bryson (2004) states that, if the duties, authorities and responsibilities of planning unit staff and teams are shared, an open and accountable system is created through information sharing.

Agranoff and McGuire (2001) states that, If there is a lack of planning within an institution or organization, an aspect of the institution may be missing, but one of the reasons for this may be the lack of coordination and interaction between departments, in which case steps may need to be taken for restructuring to increase coordination between departments within the institution. If it is determined that the planning process in local governments is not functioning or is functioning less effectively, one of the first systems that local governments should check should be their own governance mechanisms. After determining the extent, adequacy and performance of the communication and coordination with the planning process of the units and departments within the local governments that are related to the planning process, they should find new communication networks, systems or channels that can increase coordination with higher performance and efficiency, in a way that can carry out the planning process more effectively. According to Clegg and Hardy (1996), While it should aim to improve coordination and relative distribution among institutions, governance should be based on the foundations of inter-institutional coordination and mutual adaptive qualities within the hierarchical coordination foundations. This shows that not only interdepartmental coordination and harmony is required within the organization regarding the planning process in local governments, but also coordination between institutions and in the hierarchical order should be ensured in order to achieve a more effective and high performance planning process.

According to Nurdin et al. (2014), achieving horizontal and vertical coordination will enable the bureaucratic procedural constraints between higher institutions and internal units to be overcome more quickly, will create a capability for cooperation and coordination between institutions, and will also improve the organizational and coordination skills of internal staff at the local level, enabling them to integrate into the coordinated system. Likewise, planning technical staff of local governments will get used to the system when they are able to provide information sharing and coordination between the units within the organization, and will use the communication network within the organization and between the institutions in an adaptive cycle in future planning studies. In this case, local governments will be

more experienced in the planning process, and the institutions in the vertical hierarchy will be able to finalize the work and transactions more quickly if they can be coordinated.





CHAPTER 5

MEASUREMENT OF THE PERFORMANCE AND EFFICIENCY: SURVEY TO FIVE MUNICIPALITIES IN ANKARA

The survey which consists of the economic, participation, transparency and coordination dynamics is to be applied to the Elmadağ, Yenimahalle, Çankaya, Altındağ and Ankara Metropolitan Municipalities' technical employees that participates in the process of planning. The result of the 18 questions in the survey will be examined in SPSS program and the implications will take place.

5.1 Statistical Evaluation:

Descriptive statistics for categorical variables in the study were reported with the help of frequency values, percentage values and bar graphs. Mean, median and standard deviation statistics were calculated for the single numerical variable in the study. The relationship between the factors whose effects on the planning process were investigated by the participants and the institutions and units were analyzed using the chi-square test.

IBM SPSS Statistics 28 (Chigago, USA) was used for statistical analysis. The significance level for the chi-square test was set at 95% and the results were statistically significant for p-values below 0.05.

5.2 Results: General Information

A total of 92 staff, 30 from Ankara Metropolitan Municipality, 27 from Yenimahalle Municipality, 13 from Çankaya Municipality and Altındağ Municipality and 9 from Elmadağ Municipality, participated in the study.

Table 1.1 Institution and Participation

Institution		
	N	%
Altındağ Municipality	13	14.1%
Ankara Metropolitan Municipality	30	32.6%
Çankaya Municipality	13	14.1%
Elmadağ Municipality	9	9.8%
Yenimahalle Municipality	27	29.3%

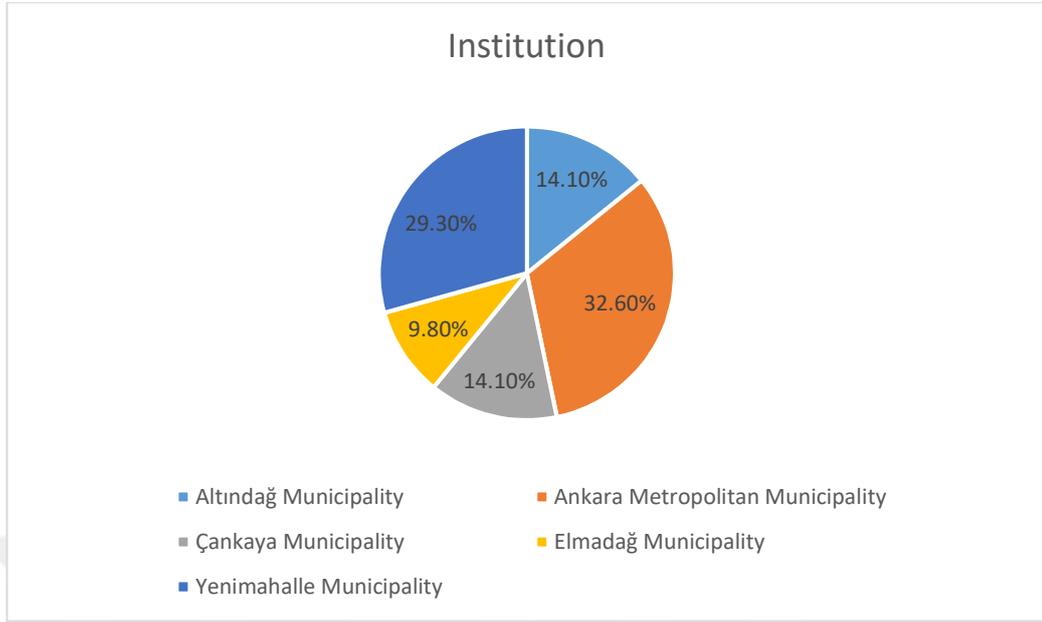


Figure 1.1 Participation among Municipalities

Almost half (51.1%) of the staff participating in the study work as urban planners, while this ratio is 59.8% with interns and graduate urban planners. When the 92 staff's tenure in the institutions where they work is analyzed, it is seen that the tenure of the employees varies between 1 year and 34 years, while the average tenure is 12.7 years and the median tenure is 12 years.

Table 2.1 Occupation Among Participants

Occupation		
	N	%
Computer Management	1	1.1%
Environmental Engineer	1	1.1%
Electricity Technician	1	1.1%
Survey Engineer	4	4.4%
Survey Technician	8	8.7%
Civil Engineer	1	1.1%
Construction Technician	1	1.1%
Business	1	1.1%
Geology Engineer	3	3.3%
Architect	12	13.0%
Architect (Intern)	1	1.1%
Landscape Architect	2	2.2%
City Planner	47	51.1%
City Planner (Intern)	7	7.6%
Technical Draftsman	1	1.1%
Msc. City Planner	1	1.1%

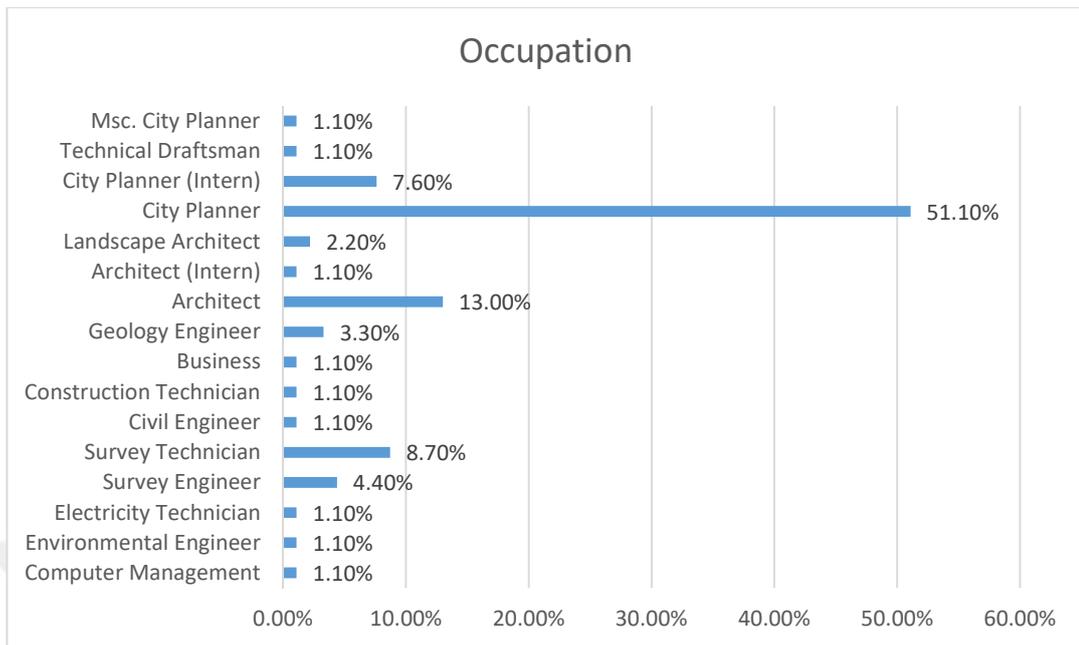


Figure 2.1 Rates of Occupation Distribution

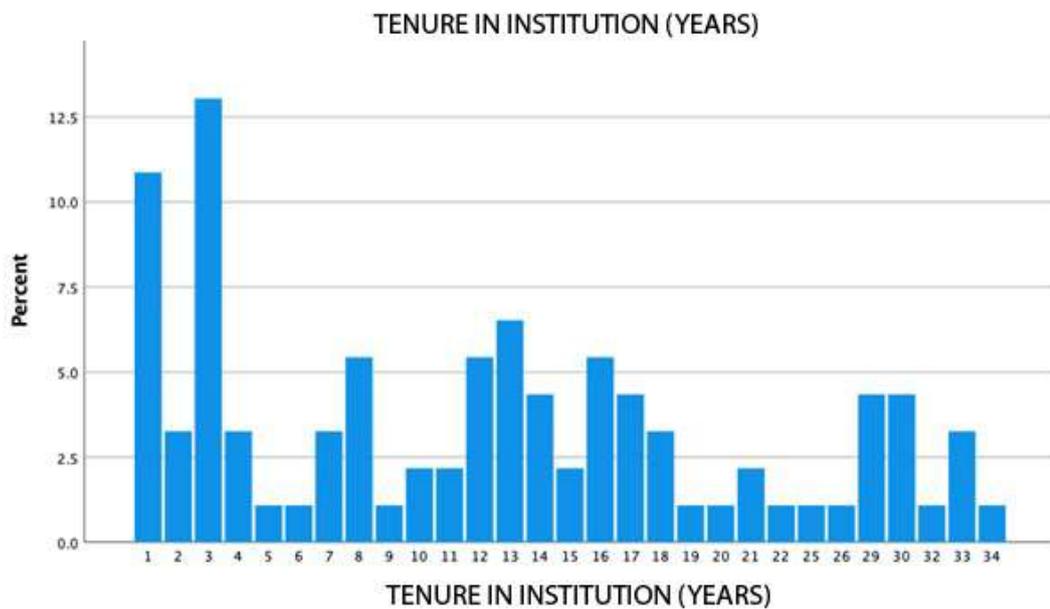


Figure 3.1 Tenure in Institution (Years)

5.3 General Responses

In this section, descriptive statistics are used to explain the knowledge levels of the 92 staff members in the study about planning processes and their views on the impact of budget, use of technology, public and stakeholder participation, transparency and coordination factors on planning processes and the adequacy of the use of these arguments in their institutions.

5.3.1 Level of Knowledge about the Planning Process

41 (44.6%) of the 92 staff from 5 different municipalities who participated in the study stated that they have full knowledge of all the details of the planning process, while this number increases to 65 with the staff who stated that they only have almost full knowledge. Accordingly, 71% of the 92 staff stated that they are quite knowledgeable about the planning process. This result shows that the majority of the municipal staff in the study are knowledgeable about the planning process.

Table 3.1 Distribution of Answers to Question: How much do you know about the planning process?

How much do you know about the planning process?		
	N	%
Low level of knowledge	12	13.0%
Medium level of knowledge	15	16.3%
High level of knowledge	24	26.1%
I know the whole process	41	44.6%

5.3.2 Economy/Budgeting

Table 4.1 Distribution of Answers to Question: Economy/Budget is a factor that directly affects the planning process.

Economy/Budget is a factor that directly affects the planning process.		
	N	%
Totally Disagree	6	6.5%
Disagree	10	10.9%
Neither agree nor disagree	20	21.7%
Agree	23	25.0%
Totally Agree	33	35.9%

Table 5.1 Distribution of Answers to Question: Our organization is adequate in terms of economy/budget for planning operations.

Our organization is adequate in terms of economy/budget for planning operations.			
		N	%
Totally Disagree		4	4.3%
Disagree		18	19.6%
Neither agree nor disagree		30	32.6%
Agree		25	27.2%
Totally Agree		14	15.2%
No Comment		1	1.1%

60.9% of the 92 municipal staff think that the budget is a factor that directly affects the planning process, while 17% disagree with this view. From these views, it can be inferred that municipal planning staff consider the budget important in planning. On the other hand, when these staff were asked about the adequacy of their organizations in terms of budget and appropriations for planning processes, 42.4% of the 92 staff in the study considered their organizations adequate in this respect, while 23.9% considered them inadequate. Almost 1 in 3 of the employees stated that they were neither adequate nor inadequate. These results may indicate various budgetary problems and inadequacies in municipalities in terms of planning.

5.3.3 Technology

Table 6.1 Distribution of Answers to Question: The use of technology in the organization (equipment, software, etc.) is a factor that directly affects the planning process.

The use of technology in the organization (equipment, software, etc.) is a factor that directly affects the planning process.		
	N	%
Disagree	1	1.1%
Neither agree nor disagree	10	10.9%
Agree	25	27.2%
Totally Agree	56	60.9%

Table 7.1 Distribution of Answers to Question: Our planning units in our organization are sufficient in terms of the use of technological facilities (equipment, software, etc.).

Our planning units in our organization are sufficient in terms of the use of technological facilities (equipment, software, etc.).		
	N	%
Totally Disagree	4	4.3%
Disagree	11	12.0%
Neither agree nor disagree	30	32.6%
Agree	27	29.3%
Totally Agree	20	21.7%

While 88.1% of the staff in the study think that the use of technology is a factor that directly affects the planning process, only 1% disagreed with this view, which may lead to the conclusion that technology is an important factor in planning among municipal staff, even more important than the budget. On the other hand, when asked about the adequacy of their organizations in terms of technological use in planning units, almost half of them consider their organizations adequate in this respect, while 16.3% consider them inadequate. Almost 1 in 3 (32.6%) of the employees found their organizations neither adequate nor inadequate in this respect. As a result of these opinions, it can be said that although the importance of technology is recognized, there are some deficiencies in the adequacy of the use of technology in planning processes in municipalities.

5.3.4 Participation of Stakeholders and Citizens

Table 8.1 The role of public and stakeholder participation in the planning process as a whole and in decision-making processes is a factor that directly affects the planning process.

The role of public and stakeholder participation in the planning process as a whole and in decision-making processes is a factor that directly affects the planning process.		
	N	%
Totally Disagree	3	3.3%
Disagree	4	4.3%
Neither agree nor disagree	19	20.7%
Agree	32	34.8%
Totally Agree	34	37.0%

Table 9.1 Distribution of Answers to Question: Our planning units in our organization are adequate in terms of public and stakeholder participation in the planning process as a whole and in decision-making processes. Stakeholders receive sufficient information throughout the planning process.

Our planning units in our organization are adequate in terms of public and stakeholder participation in the planning process as a whole and in decision-making processes. Stakeholders receive sufficient information throughout the planning process.		
	N	%
Totally Disagree	5	5.4%
Disagree	14	15.2%
Neither agree nor disagree	21	22.8%
Agree	28	30.4%
Totally Agree	24	26.1%

While 71.8% of the staff in the study think that the participation of the public and stakeholders is a factor that directly affects the role planning process, 7.6% of them disagree with this view. On the other hand, when these staff were asked about the adequacy of public and stakeholder participation in the planning processes of the local governments where they work, 56.5% of them found their institutions adequate, while 17.6% did not find their institutions adequate. On the other hand, 22.8% of 92 staff found their organizations neither sufficient nor insufficient in this respect.

5.3.5 Transparency

Table 10.1 Distribution of Answers to Question: Transparency is a factor that directly affects the planning process.

Transparency is a factor that directly affects the planning process.		
	N	%
Disagree	1	1.1%
Neither agree nor disagree	12	13.0%
Agree	29	31.5%
Totally Agree	49	53.3%

Table 11.1 Distribution of Answers to Question: Our planning units in our organization are adequate in terms of transparency.

Our planning units in our organization are adequate in terms of transparency.		
	N	%
Totally Disagree	1	1.1%
Disagree	4	4.3%
Neither agree nor disagree	20	21.7%
Agree	27	29.3%
Totally Agree	40	43.5%

While 84.8% of the participant staff stated that transparency is a factor that directly affects the planning process, only 1.1% disagreed with this idea. On the other hand, although 13% of the participants stated that they abstained from this judgment, it can be said from these results that the importance of transparency in planning is also accepted by the staff working in municipalities. Regarding the adequacy of the planning units of the organizations, 72.8% of the participants consider the planning units of their organizations as adequate in terms of transparency.

5.3.6 Share of Information

Table 12.1 Distribution of Answers to Question: Information sharing among staff within the planning unit is a factor that directly affects performance in the planning process.

Information sharing among staff within the planning unit is a factor that directly affects performance in the planning process.		
	N	%
Disagree	1	1.1%
Neither agree nor disagree	4	4.3%
Agree	16	17.4%
Totally Agree	71	77.2%

Table 13.1 Distribution of Answers to Question: Information sharing between staff in planning units in our organization is adequate.

Information sharing between staff in planning units in our organization is adequate.		
	N	%
Totally Disagree	4	4.3%
Disagree	7	7.6%
Neither agree nor disagree	12	13.0%
Agree	32	34.8%
Totally Agree	37	40.2%

94.6% of the 92 staff from 5 different municipalities think that information sharing between staff is a factor that directly affects performance during planning. When these staff were asked about the adequacy of information sharing between staff in the planning processes of the local governments where they work, 75% of them found their organizations adequate, while 11.9% did not find their organizations adequate. This result shows that there is a difference between the personal opinions of some of the staff in the institutions and the attitude of their institutions. On the other hand, 13% of the 92 staff found their institutions neither adequate nor inadequate in this respect.

5.3.7 Inter and Intra – Institutional Coordination

Table 14.1 Distribution of Answers to Question: Communication and coordination within planning units, within and between institutions is a factor that directly affects the planning process.

Communication and coordination within planning units, within and between institutions is a factor that directly affects the planning process.		
	N	%
Disagree	2	2.2%
Neither agree nor disagree	3	3.3%
Agree	20	21.7%
Totally Agree	67	72.8%

Table 15.1 Distribution of Answers to Question: Communication and coordination within the planning units in our institution, within our institution and between institutions is adequate.

Communication and coordination within the planning units in our institution, within our institution and between institutions is adequate.		
	N	%
Totally Disagree	4	4.3%
Disagree	6	6.5%
Neither agree nor disagree	23	25.0%
Agree	34	37.0%
Totally Agree	25	27.2%

A great majority of the staff participating in the study, 94.5%, think that communication and coordination within planning units, within and between institutions, and information sharing between staff is a factor that directly affects the planning process. When these staff are asked about the adequacy of coordination in the planning processes of the local governments they work for, 64.2% of them find their institutions adequate, while 10.8% do not find their institutions adequate. This result shows that there is a difference between the personal opinions of some of the staff in the institutions and the attitude of their institutions. On the other hand, 25% of the 92 staff found their organizations neither sufficient nor insufficient in this respect.

Table 16.1 Distribution of rankings the factors in order of importance, starting with the most important factor that in your opinion affects the planning process and its performance.

Please rank the factors in order of importance, starting with the most important factor that in your opinion affects the planning process and its performance.		
	N	%
1- Economy/Budgeting and Technology	7	7.6%
2- Transpatency/Participation		
3-Share of Information/ Coordination		

Table 17.1 (continued).

1- Economy/Budgeting and Technology	24	26.1%	
2- Transpatency/Participation			
3-Share of Information/ Coordination			
1- Economy/Budgeting and Technology	7	7.6%	
2- Transpatency/Participation			
3-Share of Information/ Coordination			
1- Economy/Budgeting and Technology	18	19.6%	
2- Transpatency/Participation			
3-Share of Information/ Coordination			
1- Economy/Budgeting and Technology	13	14.1%	
2- Transpatency/Participation			
3-Share of Information/ Coordination			
1- Economy/Budgeting and Technology	22	23.9%	
2- Transpatency/Participation			
3-Share of Information/ Coordination			
Missing	System	1	1.1%

Of the 92 municipal staff in the study, 26.1% think that Economy/ Budget and Technology are the most important factors affecting the planning process and performance, while participation and transparency are the least important. 23.9% think that information sharing and cooperation is the most important factor, while economy is the least important among these three options. 19.6% think that

participation is the most important factor, while economy is the least important factor. Overall, 38% of the 92 local government staff consider information sharing and coordination as the most important factor affecting the planning process and performance, while 33.7% consider economy and budget as the most important factors. Lastly, 27.2% of the staff think that participation and transparency are the most important factors.

In this study, the views of 92 staff from 5 different municipalities were collected on various factors that may have an impact on planning processes and the adequacy of their implementation in their organizations. As a result of the evaluation using descriptive statistics, it is concluded that the majority of the staff have knowledge about planning processes and consider budget, technology, transparency, participation, information sharing between institutions and units, communication and coordination as factors that have a direct impact on planning processes. When the adequacy of the institutions in these issues from the perspective of the staff is analyzed, it is seen that the level of awareness of the staff is below the level of awareness of the staff, but the majority of the staff find their institutions adequate in other factors except the use of technology. From these results, it is concluded that institutions should take some steps to increase the use of technological tools in planning process.

5.4 Responses by Institutions

In this section, the knowledge levels of the 93 staff in the study on planning processes and their views on the impact of budget, use of technology, public and stakeholder participation, transparency and coordination factors on planning processes and the adequacy of the use of these arguments in their organizations are analyzed according to the municipalities where they work.

5.4.1 Level of Knowledge on Planning Process

Table 18.1 Distribution of Answers to Question: How much do you know about the planning process?

How much do you know about the planning process?												
	Institution										Total	
	Altındağ Municipality		Ankara Metropolitan Municipality		Çankaya Municipality		Elmadağ Municipality		Yenimahalle Municipality		N	%
	N	%	N	%	N	%	N	%	N	%		
Low level of knowledge	2	15.4%	2	6.7%	1	7.7%	2	22.2%	5	18.5%	12	13.0%
Medium level of knowledge	2	15.4%	5	16.7%	0	0.0%	3	33.3%	5	18.5%	15	16.3%
High level of knowledge	3	23.1%	8	26.7%	5	38.5%	1	11.1%	7	25.9%	24	26.1%
I know the whole process	6	46.2%	15	50.0%	7	53.8%	3	33.3%	10	37.0%	41	44.6%
Total	13	100.0%	30	100.0%	13	100.0%	9	100.0%	27	100.0%	92	100.0%

When the knowledge levels of the 92 staff in the study about the planning processes are analyzed according to the institutions, it is seen that 92.3% of the staff from Çankaya Municipality have a high level of knowledge or know the whole process. After Çankaya Municipality, ABB was the second institution with 76.7% of the staff having a high level of knowledge about the planning process, while Elmadağ Municipality ranked last among the 5 municipalities with 44.4%. Although these results show that Çankaya Municipality staff are particularly knowledgeable about planning processes.



5.4.2 Economy/Budgeting

Table 19.1 Distribution of Answers to Question: Economy/Budget is a factor that directly affects the planning process.

Economy/Budget is a factor that directly affects the planning process.												
	Institution											Total
	Altındağ Municipality		Ankara Metropolitan Municipality		Çankaya Municipality		Elmadağ Municipality		Yenimahalle Municipality			
	N	%	N	%	N	%	N	%	N	%	N	%
Totally Disagree	1	7.7%	2	6.7%	0	0.0%	0	0.0%	3	11.1%	6	6.5%
Disagree	1	7.7%	3	10.0%	1	7.7%	1	11.1%	4	14.8%	10	10.9%
Neither agree nor disagree	2	15.4%	6	20.0%	4	30.8%	2	22.2%	6	22.2%	20	21.7%
Agree	4	30.8%	3	10.0%	3	23.1%	5	55.6%	8	29.6%	23	25.0%
Totally Agree	5	38.5%	16	53.3%	5	38.5%	1	11.1%	6	22.2%	33	35.9%
Total	13	100.0%	30	100.0%	13	100.0%	9	100.0%	27	100.0%	92	100.0%

According to the views of the 92 staff members in the study, the perception of budget/appropriation as a factor directly affecting the planning process was evaluated. According to the table, when the opinions of the staff in different municipalities are analyzed on this issue, it is seen that the staff of Elmadağ

Municipality think that the budget directly affects the planning process with the highest rate (66.7%). On the other hand, Yenimahalle Municipality has a higher rate of staff who think that the budget is not a factor that directly affects the planning process compared to other municipalities. The high rate in Elmadağ Municipality and the low rate in Yenimahalle Municipality indicate that the perceptions of how much the budget affects the planning process differ between municipalities.

Table 20.1 Distribution of Answers to Questions: Our organization is adequate in terms of economy/budget for planning operations.

Our organization is adequate in terms of economy/budget for planning operations												
	Institution										Total	
	Altındağ Municipality		Ankara Metropolitan Municipality		Çankaya Municipality		Elmadağ Municipality		Yenimahalle Municipality		N	%
	N	%	N	%	N	%	N	%	N	%		
Totally Disagree	0	0.0%	3	10.3%	0	0.0%	0	0.0%	1	3.7%	4	4.4%
Disagree	0	0.0%	5	17.2%	4	30.8%	6	66.7%	3	11.1%	18	19.8%
Neither agree nor disagree	1	7.7%	10	34.5%	3	23.1%	3	33.3%	13	48.1%	30	33.0%
Agree	7	53.8%	9	31.0%	4	30.8%	0	0.0%	5	18.5%	25	27.5%
Totally Agree	5	38.5%	2	6.9%	2	15.4%	0	0.0%	5	18.5%	14	15.4%
Total	13	100.0%	29	100.0%	13	100.0%	9	100.0%	27	100.0%	91	100.0%

While 92.3% of the staff of Altındağ Municipality found their organization adequate in terms of budget for planning processes, the staff of Elmadağ Municipality was the most inadequate in this regard (100%). The results obtained reveal that municipalities have different perceptions of budget/allocations within themselves. Whereas Altındağ Municipality staff found their institutions adequate at a high rate, it is observed that all Elmadağ Municipality staff found their institutions inadequate in this regard. This suggests that the impact of budget management on planning processes may vary across municipalities. A statistically significant relationship was found between institutions and opinions on budget adequacy ($p < 0.05$). This result shows that the views of different municipalities on budget adequacy are based on a statistically significant relationship and not just a coincidental difference.

5.4.3 Technology

Table 21.1 Distribution of Answers to Question: The use of technology in the organization (equipment, software, etc.) is a factor that directly affects the planning process.

The use of technology in the organization (equipment, software, etc.) is a factor that directly affects the planning process.												
	Institution										Total	
	Altındağ Municipality		Ankara Metropolitan Municipality		Çankaya Municipality		Elmadağ Municipality		Yenimahalle Municipality		N	%
	N	%	N	%	N	%	N	%	N	%		
Disagree	0	0.0%	0	0.0%	0	0.0%	1	11.1%	0	0.0%	1	1.1%
Neither agree nor disagree	0	0.0%	6	20.0%	0	0.0%	1	11.1%	3	11.1%	10	10.9%
Agree	4	30.8%	6	20.0%	5	38.5%	1	11.1%	9	33.3%	25	27.2%
Totally Agree	9	69.2%	18	60.0%	8	61.5%	6	66.7%	15	55.6%	56	60.9%
Total	13	100.0%	30	100.0%	13	100.0%	9	100.0%	27	100.0%	92	100.0%

While the staff of Altındağ and Çankaya Municipality have a definite view that technology is a factor that directly affects the planning process, the uncertainty and ambivalence of the staff of Ankara Metropolitan Municipality on this issue is also prominent. These results suggest that municipalities' perceptions of the use of technology on planning processes may differ.

Table 22.1 Distribution of Answers to Question: Our planning units in our organization are sufficient in terms of the use of technological facilities (equipment, software, etc.).

Our planning units in our organization are sufficient in terms of the use of technological facilities (equipment, software, etc.).												
	Institution										Total	
	Altındağ Municipality		Ankara Metropolitan Municipality		Çankaya Municipality		Elmadağ Municipality		Yenimahalle Municipality		N	%
	N	%	N	%	N	%	N	%	N	%		
Totally Disagree	0	0.0%	2	6.7%	1	7.7%	0	0.0%	1	3.7%	4	4.3%
Disagree	1	7.7%	3	10.0%	3	23.1%	2	22.2%	2	7.4%	11	12.0%
Neither agree nor disagree	0	0.0%	13	43.3%	2	15.4%	3	33.3%	12	44.4%	30	32.6%
Agree	3	23.1%	6	20.0%	7	53.8%	3	33.3%	8	29.6%	27	29.3%
Totally Agree	9	69.2%	6	20.0%	0	0.0%	1	11.1%	4	14.8%	20	21.7%
Total	13	100.0%	30	100.0%	13	100.0%	9	100.0%	27	100.0%	92	100.0%

While 92.3% of the Altındağ Municipality staff in the study consider the planning units in their organizations as adequate in terms of the use of technological facilities, 30.8% of the Çankaya Municipality staff find their organizations inadequate in terms of the use of technological facilities. These results show that the perceptions of the

staff in different municipalities about the technological infrastructure of the planning units in their organizations differ. Moreover, a statistically significant relationship was found and these results indicate that the perceptions of different municipalities should be taken into account when evaluating the impact of the use of technological facilities on the planning processes in municipalities ($p < 0.05$).

5.4.4 Participation of Stakeholders and Citizens

Table 23.1 Distribution of Answers to Question: The role of public and stakeholder participation in the planning process as a whole and in decision-making processes is a factor that directly affects the planning process.

The role of public and stakeholder participation in the planning process as a whole and in decision-making processes is a factor that directly affects the planning process.												
	Institution										Total	
	Altındağ Municipality		Ankara Metropolitan Municipality		Çankaya Municipality		Elmadağ Municipality		Yenimahalle Municipality		N	%
	N	%	N	%	N	%	N	%	N	%		
Totally Disagree	0	0.0%	2	6.7%	1	7.7%	0	0.0%	0	0.0%	3	3.3%
Disagree	0	0.0%	3	10.0%	0	0.0%	0	0.0%	1	3.7%	4	4.3%
Neither agree nor disagree	2	15.4%	6	20.0%	5	38.5%	0	0.0%	6	22.2%	19	20.7%
Agree	8	61.5%	4	13.3%	4	30.8%	6	66.7%	10	37.0%	32	34.8%
Totally Agree	3	23.1%	15	50.0%	3	23.1%	3	33.3%	10	37.0%	34	37.0%
Total	13	100.0%	30	100.0%	13	100.0%	9	100.0%	27	100.0%	92	100.0%

While all of the staff from Elmadağ Municipality who participated in the study think that the role of public and stakeholder participation in the whole planning process and decision-making processes directly affects the planning process, 84.6% of the staff from Altındağ Municipality support this idea. On the other hand, 16.7% of ABB staff disagreed with this idea and with this rate, it was the municipality with the highest rate of staff who did not support this idea among its staff (20%).



Table 24.1 Distribution of Answers to Question: Our planning units in our organization are adequate in terms of public and stakeholder participation in the planning process as a whole and in decision-making processes. Stakeholders receive sufficient information throughout the planning process.

Our planning units in our organization are adequate in terms of public and stakeholder participation in the planning process as a whole and in decision-making processes. Stakeholders receive sufficient information throughout the planning process.												
	Institution										Total	
	Altındağ Municipality		Ankara Metropolitan Municipality		Çankaya Municipality		Elmadağ Municipality		Yenimahalle Municipality		N	%
	N	%	N	%	N	%	N	%	N	%		
Totally Disagree	0	0.0%	3	10.0%	2	15.4%	0	0.0%	0	0.0%	5	5.4%
Disagree	0	0.0%	9	30.0%	1	7.7%	1	11.1%	3	11.1%	14	15.2%
Neither agree nor disagree	0	0.0%	9	30.0%	4	30.8%	2	22.2%	6	22.2%	21	22.8%
Agree	7	53.8%	4	13.3%	4	30.8%	4	44.4%	9	33.3%	28	30.4%
Totally Agree	6	46.2%	5	16.7%	2	15.4%	2	22.2%	9	33.3%	24	26.1%
Total	13	100.0%	30	100.0%	13	100.0%	9	100.0%	27	100.0%	92	100.0%

Based on the data in the table, it is seen that the planning units of different municipalities assess the level of participation of the public and stakeholders in planning processes. "Strongly disagree" and "Disagree" opinions are generally at low percentages. In particular, "Strongly disagree" is 10% in Ankara Metropolitan Municipality, 7.7% in Çankaya Municipality and 11.1% in Elmadağ Municipality, indicating that the lack of stakeholder participation in these municipalities can be emphasized. The view of "neither agree nor disagree" is seen with higher percentages in Altındağ Municipality and Yenimahalle Municipality, which may indicate that these municipalities think that stakeholder engagement may be insufficient in certain areas. On the other hand, "Agree" and "Strongly agree" received the highest percentages overall. Altındağ Municipality has the highest percentages for these two opinions with 53.8% and 46.2% respectively, which may be an indication that this municipality has a more positive stakeholder engagement in the planning process. The general trend in the table shows that stakeholder engagement is assessed variably across different municipalities and this difference is statistically significant ($p < 0.05$).

5.4.5 Transparency

Table 25.1. Distribution of Answers to Question: Transparency is a factor that directly affects the planning process.

Transparency is a factor that directly affects the planning process.												
	Institution										Total	
	Altındağ Municipality		Ankara Metropolitan Municipality		Çankaya Municipality		Elmadağ Municipality		Yenimahalle Municipality		N	%
	N	%	N	%	N	%	N	%	N	%		
Disagree	0	0.0%	1	3.3%	0	0.0%	0	0.0%	0	0.0%	1	1.1%
Neither agree nor disagree	2	15.4%	5	16.7%	1	7.7%	1	11.1%	3	11.1%	12	13.0%
Agree	2	15.4%	8	26.7%	5	38.5%	4	44.4%	10	37.0%	29	31.5%
Totally Agree	8	61.5%	16	53.3%	7	53.8%	4	44.4%	14	51.9%	49	53.3%
55	1	7.7%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	1.1%
Total	13	100.0%	30	100.0%	13	100.0%	9	100.0%	27	100.0%	92	100.0%

Among the municipal staff in the present study, the percentage of those who disagree with the view that transparency directly affects the planning process is low. However, the percentage of "neither agree nor disagree" is higher in Altındağ Municipality and Ankara Metropolitan Municipality. This may indicate that these municipalities may have the opinion that transparency is insufficient in certain areas.

On the other hand, "Agree" and "Strongly agree" views have the highest percentages in general. The total percentage of Çankaya Municipality staff on these views is 92.3%, which may indicate that Çankaya Municipality's staff attach great importance to transparency. Looking at the overall picture, it is understood that municipality staff generally consider transparency as an important factor in the planning process, although there are proportional differences.

Table 26.1 Distribution of Answers to Question: Our planning units in our organization are adequate in terms of transparency

Our planning units in our organization are adequate in terms of transparency.												
	Institution										Total	
	Altındağ Municipality		Ankara Metropolitan Municipality		Çankaya Municipality		Elmadağ Municipality		Yenimahalle Municipality		N	%
	N	%	N	%	N	%	N	%	N	%		
Totally Disagree	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	3.7%	1	1.1%
Disagree	0	0.0%	3	10.0%	1	7.7%	0	0.0%	0	0.0%	4	4.3%
Neither agree nor disagree	2	15.4%	10	33.3%	1	7.7%	2	22.2%	5	18.5%	20	21.7%
Agree	3	23.1%	9	30.0%	4	30.8%	3	33.3%	8	29.6%	27	29.3%
Totally Agree	8	61.5%	8	26.7%	7	53.8%	4	44.4%	13	48.1%	40	43.5%
Total	13	100.0%	30	100.0%	13	100.0%	9	100.0%	27	100.0%	92	100.0%

Most of the staff in the study find the planning units in their institutions sufficient in terms of transparency. However, 10% of ABB staff, 7.7% of Çankaya Municipality staff and 3.7% of Yenimahalle Municipality staff do not find their institutions sufficient in this sense. This result shows that some of the staff of these institutions, albeit a small number, think that their institutions are not transparent enough in planning processes. On the other hand, 15.4% of the staff of Altındağ Municipality and 18.5% of the staff of Elmadağ Municipality found the planning units of their organizations neither sufficient nor insufficient in terms of transparency. This situation shows that a group of staff working in these two municipalities do not find their organizations sufficient in terms of transparency in certain aspects. The general trend in the table indicates that the perceptions of transparency of planning units across municipalities are heterogeneous.

5.4.6 Share of Information

Table 27.1 Distribution of Answers to Question: Information sharing among staff within the planning unit is a factor that directly affects performance in the planning process

Information sharing among staff within the planning unit is a factor that directly affects performance in the planning process.												
	Institution										Total	
	Altındağ Municipality		Ankara Metropolitan Municipality		Çankaya Municipality		Elmadağ Municipality		Yenimahalle Municipality		N	%
	N	%	N	%	N	%	N	%	N	%		
Disagree	1	7.7%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	1.1%
Neither agree nor disagree	0	0.0%	4	13.3%	0	0.0%	0	0.0%	0	0.0%	4	4.3%
Agree	0	0.0%	4	13.3%	3	23.1%	3	33.3%	6	22.2%	16	17.4%
Totally Agree	12	92.3%	22	73.3%	10	76.9%	6	66.7%	21	77.8%	71	77.2%
Total	13	100.0%	30	100.0%	13	100.0%	9	100.0%	27	100.0%	92	100.0%

The results in the table show the views of the staff from 5 different municipalities on the impact of information sharing between staff on the planning process. According to the results, it can be said that the majority of the municipal staff consider information sharing as an important factor in planning processes. In particular, all of

the staff of Çankaya Municipality defend this view and this result may indicate that municipal staff intend to share information in planning processes. On the other hand, it is seen that some of the staff of Altındağ Municipality and Ankara Metropolitan Municipality, who participated in the study, share the opposite opinion of the general opinion seen in five municipalities. As a result, there is a widespread belief among municipalities that information sharing is an effective factor in planning.

Table 28.1 Distribution of Answers to Question: Information sharing between staff in planning units in our organization is adequate

Information sharing between staff in planning units in our organization is adequate.												
	Institution										Total	
	Altındağ Municipality		Ankara Metropolitan Municipality		Çankaya Municipality		Elmadağ Municipality		Yenimahalle Municipality		N	%
	N	%	N	%	N	%	N	%	N	%		
Totally Disagree	0	0.0%	2	6.7%	1	7.7%	1	11.1%	0	0.0%	4	4.3%
Disagree	0	0.0%	5	16.7%	0	0.0%	0	0.0%	2	7.4%	7	7.6%
Neither agree nor disagree	0	0.0%	6	20.0%	0	0.0%	2	22.2%	4	14.8%	12	13.0%
Agree	2	15.4%	9	30.0%	7	53.8%	3	33.3%	11	40.7%	32	34.8%
Totally Agree	11	84.6%	8	26.7%	5	38.5%	3	33.3%	10	37.0%	37	40.2%
Total	13	100.0%	30	100.0%	13	100.0%	9	100.0%	27	100.0%	92	100.0%

When the staff in the study were asked to evaluate the level of information sharing among the staff in the planning units of their organizations, it was observed that the staff of Altındağ Municipality found the level of information sharing to be sufficient. In Çankaya Municipality and Yenimahalle Municipality, the satisfaction rate is 92.3% and 77.7% respectively. Despite these results, it has been observed that there are staff in these two municipalities who do not find information sharing sufficient. The municipality with the highest number of staff who found their organization inadequate in this sense was ABB. This may indicate that there is room for improvement in information sharing among the staff of ABB. The general trend in the table shows that although there are differences between institutions.

5.4.7 Inter and Intra - Institutional Coordination

Table 29.1 Distribution of Answers to Question: Communication and coordination within planning units, within and between institutions is a factor that directly affects the planning process.

Communication and coordination within planning units, within and between institutions is a factor that directly affects the planning process.												
	Institution										Total	
	Altındağ Municipality		Ankara Metropolitan Municipality		Çankaya Municipality		Elmadağ Municipality		Yenimahalle Municipality		N	%
	N	%	N	%	N	%	N	%	N	%		
Disagree	0	0.0%	2	6.7%	0	0.0%	0	0.0%	0	0.0%	2	2.2%
Neither agree nor disagree	0	0.0%	2	6.7%	0	0.0%	0	0.0%	1	3.7%	3	3.3%
Agree	3	23.1%	7	23.3%	4	30.8%	1	11.1%	5	18.5%	20	21.7%
Totally Agree	10	76.9%	19	63.3%	9	69.2%	8	88.9%	21	77.8%	67	72.8%
Total	13	100.0%	30	100.0%	13	100.0%	9	100.0%	27	100.0%	92	100.0%

When the attitudes of the municipal staff on the impact of communication and coordination within the planning units, within the organization and between the organizations on the planning process are measured, it is seen that the general opinion among the municipalities is that communication and coordination is a factor that directly affects the planning process. All of the staff from Altındağ, Çankaya

and Elmadağ Municipalities agree with this view and this result suggests that communication and coordination in the planning process may be good in these institutions. Likewise, it was found that the majority of the staff in Ankara Metropolitan Municipality and Yenimahalle Municipalities hold this view. These results indicate that there is a high awareness of the impact of communication and coordination on the planning process in the planning units of municipalities.

Table 30.1 Distribution of Answers to Question: Communication and coordination within the planning units in our institution, within our institution and between institutions is adequate.

Communication and coordination within the planning units in our institution, within our institution and between institutions is adequate.												
	Institution										Total	
	Altındağ Municipality		Ankara Metropolitan Municipality		Çankaya Municipality		Elmadağ Municipality		Yenimahalle Municipality		N	%
	N	%	N	%	N	%	N	%	N	%		
Totally Disagree	0	0.0%	3	10.0%	0	0.0%	1	11.1%	0	0.0%	4	4.3%
Disagree	0	0.0%	4	13.3%	2	15.4%	0	0.0%	0	0.0%	6	6.5%
Neither agree nor disagree	1	7.7%	10	33.3%	2	15.4%	2	22.2%	8	29.6%	23	25.0%
Agree	2	15.4%	10	33.3%	8	61.5%	5	55.6%	9	33.3%	34	37.0%
Totally Agree	10	76.9%	3	10.0%	1	7.7%	1	11.1%	10	37.0%	25	27.2%
Total	13	100.0%	30	100.0%	13	100.0%	9	100.0%	27	100.0%	92	100.0%

When the staff in the study were asked to evaluate the communication and coordination within the planning units of their institutions, it was observed that 92.3% of the staff of Altındağ Municipality found their institutions quite sufficient in this regard. This result may lead to the conclusion that Altındağ Municipality has the most adequate communication and coordination among the 5 municipalities in the study. Except for Ankara Metropolitan Municipality, more than half of the employees in the other three municipalities see their institutions as adequate. In ABB, on the other hand, 23.3% of the employees stated that they did not find their institutions adequate, and 33.3% of the employees neither agreed nor disagreed with this statement, indicating that communication and coordination in the municipality is inadequate in certain aspects. This result shows that Ankara Metropolitan Municipality's inter-institutional communication and coordination has room for improvement. The general trend in the table shows that there are differences between municipalities in terms of communication and coordination of planning units and these differences are statistically significant. ($p < 0.05$)

Table 31.1 Distribution of Answers to Question: Please rank the factors in order of importance, starting with the most important factor that in your opinion affects the planning process and its performance.

Please rank the factors in order of importance, starting with the most important factor that in your opinion affects the planning process and its performance.												
	Institution										Total	
	Altındağ Municipality		Ankara Metropolitan Municipality		Çankaya Municipality		Elmadağ Municipality		Yenimahalle Municipality		N	%
	N	%	N	%	N	%	N	%	N	%		
1- Economy/Budgeting and Technology 2- Transpatency/Participation 3-Share of Information/Coordination	0	0.0%	4	13.8%	1	7.7%	0	0.0%	2	7.4%	7	7.7%
1- Economy/Budgeting and Technology 2- Transpatency/Participation 3-Share of Information/Coordination	5	38.5%	10	34.5%	0	0.0%	2	22.2%	7	25.9%	24	26.4%
1- Economy/Budgeting and Technology 2- Transpatency/Participation 3-Share of Information/Coordination	0	0.0%	1	3.4%	1	7.7%	1	11.1%	4	14.8%	7	7.7%

Table 32.1 (continued).

1- Economy/Budgeting and Technology	2	15.4%	7	24.1%	4	30.8%	0	0.0%	5	18.5%	18	19.8%
2- Transpatency/Participation												
3-Share of Information/Coordination												
1- Economy/Budgeting and Technology	1	7.7%	1	3.4%	6	46.2%	2	22.2%	3	11.1%	13	14.3%
2- Transpatency/Participation												
3-Share of Information/Coordination												
1- Economy/Budgeting and Technology	5	38.5%	6	20.7%	1	7.7%	4	44.4%	6	22.2%	22	24.2%
2- Transpatency/Participation												
3-Share of Information/Coordination												
Total	13	100.0%	29	100.0%	13	100.0%	9	100.0%	27	100.0%	91	100.0%

According to the staff of Çankaya Municipality, Elmadağ Municipality and Altındağ Municipality, the most important factor affecting the planning process is information sharing/cooperation/coordination, while especially according to the staff of Ankara Metropolitan Municipality, economy/budget and technology are the most important factors affecting the planning process. Yenimahalle Municipality staff did not show a clear tendency unlike the other municipality staff and showed a close distribution in the importance ranking of the factors. When the table is analyzed in general, it is seen that there are differences between the organizations in terms of the importance

ranking of the factors affecting the planning process and these differences are found to be statistically significant ($p < 0.05$).

In percentage terms, the most important parameter for Elmadağ Municipality was information sharing and coordination with 42.59%, economy/budget and technology with 29.53%, and participation/transparency with 27.78%. Among Çankaya Municipality staff, the most important parameter was information sharing and coordination with 38.96%, participation/transparency with 32.47%, and economy/budget and technology with 28.57%. Among Altındağ Municipality staff, the most important parameter was information sharing and coordination with 39.5%, economy/budget and technology with 33.33%, and participation/transparency with 27.17%. Within Yenimahalle Municipality, the most important parameter was information sharing and coordination with 35.38%, transparency/participation with 33.12%, and economy/budget and technology with 32.5%. Ankara Metropolitan Municipality staff attach the highest importance to information sharing and coordination with 34.48%, economy/budget and technology with 33.91%, and transparency and participation with 31.61%. Although it is not statistically accurate due to the fact that the number of participants in terms of percentages is not the same between the municipalities, it is seen that the staff of Elmadağ Municipality give more importance to information sharing and coordination in terms of percentages, and give almost equal importance to economy and participation, with economy and technology being more prioritized, while in Çankaya Municipality, it can be interpreted that economy and technological elements are much more in the background when the percentage differences are considered. Similarly, when the staff of Altındağ Municipality are examined, it is seen that the transparency and participation parameter is much more in the background, and when the priorities of Yenimahalle Municipality and Ankara Metropolitan Municipality staff are examined, it can be said that there is a homogeneous distribution of prioritization, with information sharing and coordination being at the forefront. When the total results of all institutions are analyzed, it is seen that the most important parameter for technical staff working in planning units is information sharing and coordination

with 36.83%, followed by economy/budget and technology with 31.86% and participation/transparency with 31.31%. The conclusion to be drawn from this is that the staff involved in the planning process are primarily coordinating with each other, that planning processes can be carried out more effectively and with high performance by helping and communicating with each other, and then the budget allocated to their units, the economic situation of the planning units, and the software and hardware equipment used in the organization in accordance with today's conditions in a more up-to-date manner to follow the technology will enable the staff working in the planning units to do their jobs easier and faster. When the other parameters related to transparency and participation, which have the lowest priority, are compared, it can be said that the staff working in planning units think about participation and transparency parameters after solving their own working environment and internal coordination.

5.4.8 Examining the Relation Between Institutions: Kruskal-Wallis and Mann-Whitney U Tests

After determining whether there is statistical significance on the basis of institutions, the answers given by the 92 participants in the study were compared according to the institution they work for and their professions, and it was examined whether the answers given differed according to institutions or professions. Since the data collected from the participants did not meet the normality assumption, nonparametric tests were used in these comparisons and the significance level of 0.05 was taken into account.

The non-parametric Kruskal Wallis-H test was used to examine whether the responses of the municipal staff to the questions posed to them showed a significant difference according to the municipalities in which they work. According to the table below, the answers given by the participants to the titles of budget adequacy, use of technological facilities, participation of the public and stakeholders in planning processes, information sharing between units and finally coordination between units

regarding the planning processes of the institutions show a statistically significant difference according to the municipalities they work in ($p < 0.05$).



Table 33.1 Distribution Kruskal-Wallis p-values

	Kruskal-Wallis	Ser.Der	P Value
How much do you know about the planning process?	4.347	4	.361
Economy/Budget is a factor that directly affects the planning process.	4.174	4	.383
Our organization is adequate in terms of economy/budget for planning operations	21.165	4	<.001
The use of technology in the organization (equipment, software, etc.) is a factor that directly affects the planning process.	1.236	4	.872
Our planning units in our organization are sufficient in terms of the use of technological facilities (equipment, software, etc.).	14.671	4	.005
The role of public and stakeholder participation in the planning process as a whole and in decision-making processes is a factor that directly affects the planning process.	2.554	4	.635
Our planning units in our organization are adequate in terms of public and stakeholder participation in the planning process as a whole and in decision-making processes. Stakeholders receive sufficient information throughout the planning process.	17.862	4	.001
Transparency is a factor that directly affects the planning process.	1.608	4	.807
Our planning units in our organization are adequate in terms of transparency.	7.751	4	.101
Information sharing among staff within the planning unit is a factor that directly affects performance in the planning process.	2.206	4	.698
Information sharing between staff in planning units in our organization is adequate.	15.263	4	.004
Communication and coordination within planning units, within and between institutions is a factor that directly affects the planning process.	3.649	4	.456
Communication and coordination within the planning units in our institution, within our institution and between institutions is adequate.	22.317	4	<.001

After this process, complementary comparison techniques were used to determine which municipalities were responsible for the significant difference determined after Kruskal Wallis-H. Since there is no special test technique used for this purpose, Mann Whitney-U, which is preferred for pairwise comparisons, was applied. According to the results of the analysis, it was observed that the personnel of Altındağ Municipality found their institutions to be the most adequate in terms of the budget for planning processes, and in this respect, they exhibited a statistically significant difference from the personnel of Elmadağ, Çankaya, Yenimahalle and Ankara Metropolitan Municipality. There is also a statistically significant difference between Elmadağ Municipality personnel and Çankaya, Yenimahalle and ABB personnel in terms of budget adequacy for planning processes. When the rank averages are examined, it is seen that the employees of Elmadağ Municipality find their institutions more adequate than the employees of Çankaya Municipality, but they find their institutions less adequate compared to the personnel of the other two municipalities.

It was determined that the staff of Altındağ Municipality considered the use of technology in the planning units of their institutions to be adequate and showed a statistically significant difference from the staff of all other municipalities in this regard.

The staff of Altındağ Municipality considered their institutions more adequate in terms of public and stakeholder participation in planning processes than the staff of Çankaya and Ankara Metropolitan Municipalities, and this difference in opinion was found to be statistically significant. In addition, Yenimahalle Municipality staff perceived their municipality as more adequate than Ankara Metropolitan Municipality staff on the same issue, and this difference was statistically significant.

It has been determined that the staff of Altındağ Municipality consider the information sharing and coordination between the planning units in their organizations to be adequate and that they show a statistically significant difference from the staff of all other municipalities in this regard.

Table 34.1 Distribution of P Values Comparison of Institutions: Mann-Whitney U Test

	Elmadag Çankaya	Elmadag Altındağ	Elmadag Yenimahalle	Elmadag ABB	Çankaya Altındağ	Çankaya Yenimahalle	Çankaya ABB	Altındağ Yenimahalle	Altındağ ABB	Yenimahalle ABB
How much do you know about the planning process?	.110	.401	.582	.145	.435	.138	.593	.607	.649	.201
Economy/Budget is a factor that directly affects the planning process.	.529	.461	.636	.276	.979	.228	.733	.246	.681	.073
Our organization is adequate in terms of economy/budget for planning operations	.033	<.001	.004	.036	.017	.833	.602	.005	<.001	.409
The use of technology in the organization (equipment, software, etc.) is a factor that directly affects the planning process.	.875	.654	.852	.908	.686	.553	.585	.317	.356	1.000
Our planning units in our organization are sufficient in terms of the use of technological facilities (equipment, software, etc.).	.831	.006	.743	.903	<.001	.584	.710	.001	.002	.774
The role of public and stakeholder participation in the planning process as a whole and in decision-making processes is a factor that directly affects the planning process.	.087	.346	.516	.709	.249	.207	.337	.865	.834	.980

Table 35.1 (continued).

Our planning units in our organization are adequate in terms of public and stakeholder participation in the planning process as a whole and in decision-making processes. Stakeholders receive sufficient information throughout the planning process.	.331	.072	.731	.072	.006	.126	.439	.096	<.001	.005
Transparency is a factor that directly affects the planning process.	.656	.318	.746	.898	.470	.847	.715	.326	.264	.812
Our planning units in our organization are adequate in terms of transparency.	.689	.459	.922	.191	.707	.695	.066	.419	.023	.058
Information sharing among staff within the planning unit is a factor that directly affects performance in the planning process.	.604	.179	.511	.899	.347	.952	.653	.325	.219	.524
Information sharing between staff in planning units in our organization is adequate.	.428	.010	.615	.570	.016	.640	.106	.004	<.001	.108
Communication and coordination within planning units, within and between institutions is a factor that directly affects the planning process.	.291	.485	.457	.134	.665	.618	.540	1.000	.298	.189
Communication and coordination within the planning units in our institution, within our institution and between institutions is adequate.	1.000	.004	.262	.311	.001	.163	.226	.021	<.001	.004

As a result, it has been determined that the staff of Altındağ Municipality consider their municipality to be adequate in terms of planning processes and that they exhibit a statistically significant behavior in terms of the criteria listed above.

To summarize, this study was conducted to examine the views of 92 different municipal staff on planning processes. According to the findings, it was determined that Çankaya Municipality staff had a high level of knowledge, but there was no statistically significant difference compared to other municipalities. The effects of municipal staff on planning processes in terms of participation, budget management, use of technology, transparency, information sharing and communication were evaluated.

It was found that Elmadağ Municipality staff found the processes within the municipality inadequate in budget management and Ankara Metropolitan Municipality staff found the processes within the municipality inadequate in terms of participation, communication and coordination. However, in general, it was observed that the majority of the municipality staff believe that factors such as budget, technology and transparency affect the planning processes. In addition, Altındağ Municipality was found to be the leader in terms of staff's perception of planning units as adequate, while Çankaya Municipality achieved high satisfaction in terms of communication and coordination.

As a result, it was observed that perceptions of planning processes differed between different municipalities and there were statistically significant differences in some municipalities. This study has helped to identify municipalities' strengths and areas for improvement in their planning processes. However, in the statistical evaluation of these results, it should be noted that there are significant differences in staffing levels between municipalities and therefore the statistical power of the tests conducted is low.

5.5 Responses by Occupation

In this section, the knowledge levels of the 92 staff members in the study on planning processes and their views on the impact of budget, use of technology, public and stakeholder participation, transparency and coordination factors on planning processes and the adequacy of the use of these arguments in their institutions are examined according to occupational groups. In this analysis, the staff were divided into two groups as urban planners and others. The professions of the participants who wrote trainee urban planner and graduate urban planner as their professions were accepted as urban planners.

5.5.1 Level of Knowledge about the Planning Process

Table 36.1 Distribution of Answers to Question: How much do you know about the planning process?

How much do you know about the planning process?							
		Occupation				Total	
		Other		Urban Planner			
		N	%	N	%		
	Low level of knowledge	7	17.1%	5	9.8%	12	13.0%
	Medium level of knowledge	14	34.1%	1	2.0%	15	16.3%
	High level of knowledge	11	26.8%	13	25.5%	24	26.1%
	I know the whole process	9	22.0%	32	62.7%	41	44.6%
Total		41	100.0%	51	100.0%	92	100.0%

When the knowledge level of the staff participating in the study about the planning processes is analyzed according to their professions, it is seen that 88.2% of the staff working as urban planners have at least high level of knowledge, while 51.2% of the staff from other occupational groups have low and medium level of knowledge. The general distribution in the table shows that urban planners are more knowledgeable about planning processes than other occupational groups and this difference is statistically significant ($p < 0.05$).

5.5.2 Economy/Budgeting

Table 37.1 Distribution of Answers to Question: Economy/Budgeting is a factor that directly affects the planning process.

Economy/Budgeting is a factor that directly affects the planning process.									
		Occupation				Total			
		Other		Urban Planner		N		%	
		N	%	N	%				
	Totally disagree	4	9.8%	2	3.9%	6	6.5%		
	Disagree	5	12.2%	5	9.8%	10	10.9%		
	Neither agree nor disagree	12	29.3%	8	15.7%	20	21.7%		
	Agree	12	29.3%	11	21.6%	23	25.0%		
	Totally agree	8	19.5%	25	49.0%	33	35.9%		
Total		41	100.0%	51	100.0%	92	100.0%		

When the answers given by the 92 staff in the study regarding the impact of the budget on the planning process are analyzed by occupational groups, almost half of the urban planners strongly agree that the budget is a factor that directly affects the planning process, while this rate reaches 71% with those who agree. With this result, it can be inferred that urban planners consider the budget as an important factor in the planning process. On the other hand, about half of the staff from other professional groups find the budget an important factor, while 29.3% of them are skeptical about this judgment. Throughout the table, it can be concluded that city planners mostly consider the budget as an important factor. ($p>0.05$).

Table 38.1 Distribution of Answers to Question: Our organization is adequate in terms of economy/budgeting for planning operations.

Our organization is adequate in terms of economy/budgeting for planning operations.									
		Occupation				Total			
		Other		Urban Planner		N		%	
		N	%	N	%				
	Totally disagree	2	5.0%	2	3.9%	4	4.4%		
	Disagree	6	15.0%	12	23.5%	18	19.8%		
	Neither agree nor disagree	12	30.0%	18	35.3%	30	33.0%		
	Agree	14	35.0%	11	21.6%	25	27.5%		
	Totally agree	6	15.0%	8	15.7%	14	15.4%		
Total		40	100.0%	51	100.0%	91	100.0%		

When the budgetary adequacy of the institutions in planning works is evaluated by professional groups, it is concluded that although most of the urban planners find the budget important, this awareness is not fully realized in their institutions. While only 37.3% of urban planners find their institutions adequate, the rest of them find their institutions inadequate either completely or at certain points. On the other hand, similar results are obtained for other professional groups. While half of the staff working in other occupational groups consider their institutions adequate in terms of budget, the other half states that they find their institutions inadequate in this regard. The general tendency in the table is that both occupational groups find their institutions inadequate in terms of budgeting ($p>0.05$).

5.5.3 Technology

Table 39.1 Distribution of Answers to Question: The use of technology in the organization (equipment, software, etc.) is a factor that directly affects the planning process.

The use of technology in the organization (equipment, software, etc.) is a factor that directly affects the planning process.									
		Occupation				Total			
		Other		Urban Planner		N		%	
		N	%	N	%				
	Disagree	0	0.0%	1	2.0%	1	1.1%		
	Neither agree nor disagree	5	12.2%	5	9.8%	10	10.9%		
	Agree	13	31.7%	12	23.5%	25	27.2%		
	Totally agree	23	56.1%	33	64.7%	56	60.9%		
Total		41	100.0%	51	100.0%	92	100.0%		

When the answers given by the 92 staff in the study regarding the impact of the use of technology on the planning process are analyzed according to occupational groups, a significant majority of both urban planners and other occupational groups think that the use of technology has a direct impact on the planning process ($p>0.05$).

Table 40.1 Distribution of Answers to Question: Our planning units in our organization are sufficient in terms of the use of technological facilities (equipment, software, etc.).

Our planning units in our organization are sufficient in terms of the use of technological facilities (equipment, software, etc.).									
		Occupation				Total			
		Other		Urban Planner		N		%	
		N	%	N	%				
	Totally disagree	1	2.4%	3	5.9%	4	4.3%		
	Disagree	3	7.3%	8	15.7%	11	12.0%		
	Neither agree nor disagree	14	34.1%	16	31.4%	30	32.6%		
	Agree	13	31.7%	14	27.5%	27	29.3%		
	Totally agree	10	24.4%	10	19.6%	20	21.7%		
Total		41	100.0%	51	100.0%	92	100.0%		

While 47.1% of the urban planners find the use of technological facilities in the planning units of their institutions sufficient, 31.4% of them expressed dissatisfaction at certain points. On the other hand, 21.6% of the city planners found the planning units in their institutions inadequate in terms of the use of technological facilities. On the other hand, 56.1% of the staff from other professional groups who participated in the study found their institutions adequate, while 34.1% found them adequate at certain stages and inadequate at certain stages. Throughout the table, it

is seen that the staff from other professional groups have a more optimistic view of the adequacy of the use of technology than the city planners ($p>0.05$).

5.5.4 Participation of Stakeholders and Citizens

Table 41.1 Distribution of Answers to Question: The role of public and stakeholder participation in the planning process as a whole and in decision-making processes is a factor that directly affects the planning process.

The role of public and stakeholder participation in the planning process as a whole and in decision-making processes is a factor that directly affects the planning process.									
		Occupation				Total			
		Other		Urban Planner		N		%	
		N	%	N	%				
	Totally disagree	0	0.0%	3	5.9%	3	3.3%		
	Disagree	1	2.4%	3	5.9%	4	4.3%		
	Neither agree nor disagree	7	17.1%	12	23.5%	19	20.7%		
	Agree	19	46.3%	13	25.5%	32	34.8%		
	Totally agree	14	34.1%	20	39.2%	34	37.0%		
Total		41	100.0%	51	100.0%	92	100.0%		

When the responses of the 92 staff in the study regarding the impact of the role of public and stakeholder participation on the planning process are analyzed according to occupational groups, a significant majority of both urban planners (64.7%) and other occupational groups (80.4%) think that the role of public and stakeholder participation has a direct impact on the planning process. Looking at the table in

general, although there are staff who do not fully agree with this view for both occupational groups, participation is predominantly seen as a factor that has an impact on the planning process ($p>0.05$).

Table 42.1 Distribution of Answers to Question: Our planning units in our organization are adequate in terms of public and stakeholder participation in the planning process as a whole and in decision-making processes. Stakeholders receive sufficient information throughout the planning process.

		Occupation				Total	
		Other		Urban Planner			
		N	%	N	%	N	%
	Totally disagree	1	2.4%	4	7.8%	5	5.4%
	Disagree	5	12.2%	9	17.6%	14	15.2%
	Neither agree nor disagree	8	19.5%	13	25.5%	21	22.8%
	Agree	13	31.7%	15	29.4%	28	30.4%
	Totally agree	14	34.1%	10	19.6%	24	26.1%
Total		41	100.0%	51	100.0%	92	100.0%

While 49% of the City Planners find the planning units in their institutions adequate in terms of public and stakeholder participation in the planning process as a whole and in the decision-making process, 25.5% find them inadequate at certain points. When the opinions of the staff from other professional groups participating in the study are analyzed, 65.8% of them find their institutions adequate, while 34.2% find them inadequate at certain points or completely inadequate. Throughout the table, it

is seen that the staff from other professional groups have a more positive attitude towards the adequacy of the participation of the public and stakeholders than urban planners ($p>0.05$).

5.5.5 Transparency

Table 43.1. Distribution of Answers to Question: Transparency is a factor that directly affects the planning process.

Transparency is a factor that directly affects the planning process.							
		Occupation				Total	
		Other		Urban Planner		N	%
		N	%	N	%		
	Disagree	0	0.0%	1	2.0%	1	1.1%
	Neither agree nor disagree	5	12.2%	7	13.7%	12	13.0%
	Agree	13	31.7%	16	31.4%	29	31.5%
	Totally agree	22	53.7%	27	52.9%	49	53.3%
	55	1	2.4%	0	0.0%	1	1.1%
Total		41	100.0%	51	100.0%	92	100.0%

The table above reflects the views of 92 employees clustered under 2 professional groups on the impact of transparency on the planning process. The general tendency in the table is that the majority of both urban planners and other professional groups consider transparency as a factor that directly affects the planning process ($p>0.05$).

Table 44.1 Distribution of Answers to Question: Our planning units in our organization are adequate in terms of transparency.

Our planning units in our organization are adequate in terms of transparency.									
		Occupation				Total			
		Other		Urban Planner		N		%	
		N	%	N	%				
	Totally disagree	1	2.4%	0	0.0%	1	1.1%		
	Disagree	2	4.9%	2	3.9%	4	4.3%		
	Neither agree nor disagree	8	19.5%	12	23.5%	20	21.7%		
	Agree	12	29.3%	15	29.4%	27	29.3%		
	Totally agree	18	43.9%	22	43.1%	40	43.5%		
Total		41	100.0%	51	100.0%	92	100.0%		

When the adequacy of the planning units of the local governments in terms of transparency was evaluated, 72.5% of the city planners found the planning units adequate in terms of transparency, while the rate of the staff from other professional groups who had this opinion was found to be 73.2%. Although there are staff from both occupational groups who disagree with this idea, the general attitude is that both occupational groups find the planning units in their institutions sufficient in terms of transparency ($p>0.05$).

5.5.6 Share of Information

Table 45.1 Distribution of Answers to Question: Information sharing among staff within the planning unit is a factor that directly affects performance in the planning process.

Information sharing among staff within the planning unit is a factor that directly affects performance in the planning process.									
		Occupation				Total			
		Other		Urban Planner		N		%	
		N	%	N	%				
	Disagree	1	2.4%	0	0.0%	1	1.1%		
	Neither agree nor disagree	1	2.4%	3	5.9%	4	4.3%		
	Agree	7	17.1%	9	17.6%	16	17.4%		
	Totally agree	32	78.0%	39	76.5%	71	77.2%		
Total		41	100.0%	51	100.0%	92	100.0%		

According to the results obtained when the opinions of a total of 92 employees from two different occupational groups categorized as Other and Urban Planners on the effect of information sharing between staff on the planning process are examined, the general tendency shows that a great majority of both occupational groups adopt the view that information sharing between staff is a factor that directly affects performance in the planning process. While 76.5% of the city planners and 78% of the staff from other professional groups who participated in the study adopted this view, it was observed that there was only one staff who disagreed with this view. As a result, both professional groups generally think that this factor has a direct impact on the planning process.

Table 46.1 Distribution of Answers to Question: Information sharing between staff in planning units in our organization is adequate.

Information sharing between staff in planning units in our organization is adequate.									
		Occupation				Total			
		Other		Urban Planner		N		%	
		N	%	N	%				
	Totally disagree	1	2.4%	3	5.9%	4	4.3%		
	Disagree	2	4.9%	5	9.8%	7	7.6%		
	Neither agree nor disagree	5	12.2%	7	13.7%	12	13.0%		
	Agree	17	41.5%	15	29.4%	32	34.8%		
	Totally agree	16	39.0%	21	41.2%	37	40.2%		
Total		41	100.0%	51	100.0%	92	100.0%		

When the opinions of City Planners and the staff from other working groups on the adequacy of information sharing among the staff in the planning units of their institutions are examined, it is seen that the general attitude of both occupational groups is that they find their institutions adequate according to the results obtained. While 70.6% of the urban planners consider the information sharing in their institutions sufficient, this rate rises to 80.5% in other occupational groups. Although there are staff in both professional groups who find their institutions inadequate, the predominant attitude is that the information sharing between the staff is sufficient.

5.5.7 Inter and Intra – Institutional Coordination

Table 47.1 Distribution of Answers to Question: Communication and coordination within planning units, within and between institutions is a factor that directly affects the planning process.

Communication and coordination within planning units, within and between institutions is a factor that directly affects the planning process.									
		Occupation				Total			
		Other		Urban Planner		N		%	
		N	%	N	%				
	Disagree	0	0.0%	2	3.9%	2	2.2%		
	Neither agree nor disagree	1	2.4%	2	3.9%	3	3.3%		
	Agree	10	24.4%	10	19.6%	20	21.7%		
	Totally agree	30	73.2%	37	72.5%	67	72.8%		
Total		41	100.0%	51	100.0%	92	100.0%		

According to the results obtained when the opinions of a total of 92 employees from two different occupational groups on the effect of communication and coordination within and between institutions on the planning process are analyzed, the general tendency shows that a great majority of both occupational groups adopt the view that information sharing between staff is a factor that directly affects performance in the planning process. While 92.1% of the urban planners and 97.5% of the staff from the other occupational group who participated in the study adopted this view, it was observed that only two urban planner staff disagreed with this view. As a result, both occupational groups generally think that this factor has a direct impact on the planning process ($p > 0.05$)

Table 48.1 Distribution of Answers to Question: Communication and coordination within the planning units in our institution, within our institution and between institutions is adequate.

		Occupation				Total	
		Other		Urban Planner			
		N	%	N	%	N	%
	Totally disagree	1	2.4%	3	5.9%	4	4.3%
	Disagree	2	4.9%	4	7.8%	6	6.5%
	Neither agree nor disagree	9	22.0%	14	27.5%	23	25.0%
	Agree	14	34.1%	20	39.2%	34	37.0%
	Totally agree	15	36.6%	10	19.6%	25	27.2%
Total		41	100.0%	51	100.0%	92	100.0%

When the sum of the agree and strongly agree opinions on the adequacy of in-house communication and coordination is analyzed, a general positive tendency is observed between City Planners and other occupational groups. 64.7% of the individuals in the Urban Planners and 73.2% of the individuals in the other occupational groups think that in-house communication and coordination is sufficient. In both occupational groups, the proportion of individuals with a positive opinion on this issue is quite high. There is no statistically significant difference between the two

groups. These results show that in-house communication is provided effectively and employees are generally satisfied with the performance in this regard.

Table 49.1 Distribution of Answers to Question: Please rank the factors in order of importance, starting with the most important factor that in your opinion affects the planning process and its performance.

Please rank the factors in order of importance, starting with the most important factor that in your opinion affects the planning process and its performance.							
		Occupation				Total	
		Other		Urban Planner			
		N	%	N	%	N	%
	1-Economy/Budgeting and Technology	3	7.5%	4	7.8%	7	7.7%
	2- Participation/Transparency						
	3-Share of Information/Coordination						
	1-Economy/Budgeting and Technology	9	22.5%	15	29.4%	24	26.4%
	2- Participation/Transparency						
	3-Share of Information/Coordination						

Table 50.1 (continued).

1-Economy/Budgeting and Technology	4	10.0%	3	5.9%	7	7.7%
2- Participation/Transparency						
3-Share of Information/Coordination						
1-Economy/Budgeting and Technology	9	22.5%	9	17.6%	18	19.8%
2- Participation/Transparency						
3-Share of Information/Coordination						
1-Economy/Budgeting and Technology	4	10.0%	9	17.6%	13	14.3%
2- Participation/Transparency						
3-Share of Information/Coordination						
1-Economy/Budgeting and Technology	11	27.5%	11	21.6%	22	24.2%
2- Participation/Transparency						
3-Share of Information/Coordination						
Total	40	100.0%	51	100.0%	91	100.0%

39.2% of urban planners see information sharing, cooperation and coordination, 37.2% see economic/budget and technological factors, and 22.5% see participation as the most important factor affecting the planning process. On the other hand, 37.5% of the staff from other occupational groups consider information sharing, cooperation and coordination, 32.5% participation and transparency, and 30% economy/budget and technological factors as the most important factors affecting the planning process. As a result, although it can be said that information sharing, cooperation and coordination is seen as the most important factor in both occupational groups, it can be said that there is not a significant excess of staff who defend this idea for both occupational groups. ($p>0.05$).

When asked to rank the importance of the factors affecting the planning process according to occupational groups, a comparison was made between urban planners and other occupational groups and the parameters were ranked in 3 groups. The most important parameter affecting the planning process for urban planners is information sharing and coordination with 37.27%, followed by economy/budget and technology with 33.63%, and finally transparency and participation with 29.10%. Similarly, the most important parameter affecting the planning process among other professional groups is information sharing and coordination with 37.04%. At this point, city planners pointed to economy/budget and technology as the second most important factor, while other professional groups found transparency and participation more important with 34.26%. At the last point, other professional groups think that economy/budget and technology have the least impact on the planning process with 28.70%. While the occupational groups have in common the coordination and information sharing within the unit, between the units, and cooperation among the planning staff, the urban planners have prioritized transparency and participation by finding it more important that the economy and the equipment they use are in accordance with the technology and that they follow the current conditions, while the urban planners have prioritized transparency and participation. The point that distinguishes the views of the professional groups here is that while other

professional groups prioritize transparency and participation after information sharing and coordination, urban planners prioritize economy/budget and technology.

5.5.8 Examining the Relation Between Occupations: Mann-Whitney U Test

The non-parametric Mann Whitney U test was used to examine whether the answers given by the municipal personnel participating in the study to the questions posed to them show a significant difference according to their professions. In this comparison, the occupational groups were considered as city planners and other. According to the table below, the level of knowledge about the planning processes and the responses about the budget being a criterion that has a direct impact on the planning process show a statistically significant difference according to the occupational groups of the participants. ($p < 0.05$). When the rank mean values calculated for these criteria according to the occupational groups are analyzed, it is seen that city and regional planners have a higher level of knowledge about planning processes compared to other occupational groups and they think that the budget is a factor that directly affects the planning process.

Table 51.1 Distribution of P-Values for Mann-Whitney u Test

	P Value
How much do you know about the planning process?	<.001
Economy/Budget is a factor that directly affects the planning process.	.007
Our organization is adequate in terms of economy/budget for planning operations	.349
The use of technology in the organization (equipment, software, etc.) is a factor that directly affects the planning process.	.477
Our planning units in our organization are sufficient in terms of the use of technological facilities (equipment, software, etc.).	.237
The role of public and stakeholder participation in the planning process as a whole and in decision-making processes is a factor that directly affects the planning process.	.494
Our planning units in our organization are adequate in terms of public and stakeholder participation in the planning process as a whole and in decision-making processes. Stakeholders receive sufficient information throughout the planning process.	.057
Transparency is a factor that directly affects the planning process.	.596
Our planning units in our organization are adequate in terms of transparency.	.990
Information sharing among staff within the planning unit is a factor that directly affects performance in the planning process.	.859
Information sharing between staff in planning units in our organization is adequate.	.647
Communication and coordination within planning units, within and between institutions is a factor that directly affects the planning process.	.820
Communication and coordination within the planning units in our institution, within our institution and between institutions is adequate.	.076

5.5.9 Implications from Survey:

This study examined the views of 92 staff from different professional groups on planning processes. Urban planners have the highest level of knowledge with 88.2%, while 51.2% of other professional groups have medium and low level of knowledge. Regarding the impact of the budget, 71% of urban planners believe that it has a direct impact, while this rate is 51.5% in other groups. Both groups believe that the use of technology affects planning. Both urban planners and other groups believe that public and stakeholder participation has an impact on planning. While 49% of urban planners find their own institutions sufficient for participation, this rate is 65.8% in other professional groups. Both groups have similar views on the impact of transparency.

Both groups think that information sharing among staff affects the planning process. While 70.6% of urban planners find their institutions sufficient in this regard, this rate is 80.5% in other groups. There is a general consensus that intra- and inter-institutional communication and coordination affect planning. While 92.1% of urban planners and 97.5% of other groups agree with this idea, there is no statistical difference. Both urban planners and other groups think that internal communication is sufficient (64.7% and 73.2%). As a result, it can be concluded that both professional groups have similar views on the planning process and that these factors are generally effective.

CHAPTER 6

CONCLUSION

In this thesis, an analysis of the factors that are thought to affect the planning process in local governments and an experiment with a questionnaire method on the extent to which these factors affect the planning process in local governments and how this affects the planning process from the perspective of planning units in local governments. Measuring the effectiveness and performance of the planning process in municipalities, which are obliged to produce, approve and implement zoning plans, can ensure that the planning process is carried out more effectively and more efficiently with the measures taken after the determinations.

The first factor affecting the efficiency and performance of the planning process in local governments is economy/budget and technology. Under the sub-heading of economy and budget, it can be characterized as the budget allocated for material purchases and expenditures that need to be made in order to carry out the work and transactions in planning units. The more adequate and faster the planning units are in terms of budget, the faster and more effective the planning processes can be, and the faster and more efficient the planning processes can be, and the faster and more effective the planning processes can be. Following the literature review conducted in the thesis study, inferences were made according to the surveys conducted on the planning units of the municipalities in the Ankara sample. According to the general results of the questionnaires, approximately 60% of the staff of the planning units think that the economy and budget directly affect the performance and efficiency of the planning process, 22.5% of them are undecided, and approximately 17.5% of them think that they do not. When the technology sub-heading is analyzed, it is thought that supporting the planning units within the institutions in terms of software and hardware will create a faster and more effective working environment in the

planning process with the ease of technology and increase the performance of the planning process. According to the planning unit staff in the municipalities identified in the survey, the rate of those who think that technology directly affects the efficiency and performance of the planning process is approximately 87%, while the rate of those who are undecided is approximately 22%, and the rate of those who think that it does not affect the planning process is only 1%. This shows the importance that planning unit staff attach to technology, software and hardware facilities.

Another factor that is considered to affect the efficiency and performance of the planning process in local government planning units is participation and transparency. While transparency is a system structured on sharing the stages of the planning process in a way that participants, the public and stakeholders can see, participation can be characterized as involving the public and stakeholders in the process and playing a role in shaping the planning process. When the link between transparency and participation is analyzed, it is seen that while increasing transparency and the desired level of transparency leads to an increase in participation, increasing participation does not have the same positive effect on transparency. According to the results of the questionnaire applied to 92 participants from five municipalities, the rate of staff who think that transparency directly affects the efficiency and performance of the planning process is approximately 85%, while the rate of those who are undecided is approximately 14%, and the number of those who think that it does not affect the efficiency and performance of the planning process is only approximately 1%. According to the staff in the planning units of municipalities, the rate of those who think that participation, which is another parameter, directly affects the efficiency and performance of the planning process is approximately 72%, while the rate of those who are undecided is approximately 21%, and the rate of those who think that it does not affect the efficiency and performance of the planning process is approximately 7%.

In this thesis, the last factor that is considered to affect the effectiveness and performance of the planning process in local governments is coordination and

information sharing within and between institutions, the dimensions in which coordination and information sharing affect the planning process and the relationship between them are examined in the literature, and then an evaluation is made on the basis of the rate of information sharing and coordination affecting the planning process according to the planning staff and the situation in their own institutions through a survey applied to the planning staff of the five municipalities. From the perspective of information sharing, according to the results of the survey administered to the staff of the planning units of the five local government bodies, 95% of the staff and institutions think that information sharing directly affects the efficiency and performance of the planning process, while only 4% are undecided and only 1% think that it does not. This demonstrates the importance of information sharing within planning units, within the organization and between organizations. From the perspective of intra- and inter-institutional coordination, according to the results of the questionnaire administered to 92 staff working in the five local government bodies, the rate of those who think that coordination directly affects the efficiency and performance of the planning process is 64%, while the rate of those who are undecided is 25%, and the rate of those who think that it does not affect the efficiency and performance of the planning process is about 11%.Key Findings and

6.1 Discussion of the Study

The results of the survey applied to 92 staff working in the planning units of Ankara Metropolitan Municipality, Altındağ Municipality, Çankaya Municipality, Elmadağ Municipality and Yenimahalle Municipality on the factors affecting the efficiency and performance of the planning process in local governments were analyzed on the basis of 92 staff according to the general results; in addition, results on the basis of institutions and results according to professions were analyzed separately and compared with each other. In the last part of the questionnaire study, the factors that were presented as main topics in the thesis study and that were thought to affect the efficiency and performance of the planning process were presented to the

participants as headings and they were asked to rank these parameters as the most important, important and less important considering the planning process. According to these rankings, it is possible for the staff of planning units to determine which parameter is the most critical for the planning process, which parameters are more in the background, and areas of intervention can be created by comparing their level of adequacy.

When the general survey results are analyzed, the most important factor affecting the efficiency and performance of the planning process is information sharing and coordination with 36.83%, followed by economy and technology with 31.86%, and participation and transparency with 31.31%. In this context, it is seen that the most critical parameter regarding the planning process is information sharing and coordination as a common opinion of the planning unit staff working in five different municipalities.

In the case of an institution-based assessment, the most emphasized factor affecting the planning process by all municipalities is information sharing and coordination. Ankara Metropolitan Municipality with 31.48%, Altındağ Municipality with 39.5%, Çankaya Municipality with 38.96%, Elmadağ Municipality with 42.59% and Yenimahalle Municipality with 35.38%. In support of this, approximately 43% of Ankara Metropolitan Municipality staff think that there is a lack of information sharing and coordination, while 33% of Elmadağ Municipality staff think that there is a lack of information sharing and coordination.

Secondly, when the most important factors affecting the planning process are analyzed, we see differences. According to the general survey results, economy/budget and technology are seen as the most important secondary factors, while Ankara Metropolitan Municipality, Altındağ Municipality and Elmadağ Municipality see economy/budget and technology as the most important secondary factors, Çankaya and Yenimahalle Municipalities see transparency and participation as the most important secondary factors. At this point, in support of this, approximately 63% of the staff of Ankara Metropolitan Municipality see their units

as neither adequate nor inadequate or completely inadequate in terms of economic means, and all of the staff of Elmadağ Municipality see their units as neither adequate nor inadequate or completely inadequate in terms of economic means. Finally, while the least important parameter was participation and transparency in the overall results, it was the second most important factor for Çankaya Municipality and Yenimahalle Municipality staff. In support of this, around 70% of Ankara Metropolitan Municipality staff and 68% of Çankaya Municipality staff saw a lack of stakeholder and public participation in the planning units. Likewise, around 43% of Ankara Metropolitan Municipality staff felt that there was a lack of transparency, while the other municipalities did not feel that there was a lack in this regard. Following the application of these analyses, the Kruskal-Wallis test was applied to examine whether there was a statistically significant difference between the municipalities, and when the results of this test were analyzed in general, it was found that the personnel of Altındağ Municipality perceived their institutions more adequate in terms of information sharing and cooperation, economy and budget compared to the personnel of other municipalities. Regarding the adequacy of the budget related to planning procedures, there is a statistically significant difference between the personnel of Çankaya, Yenimahalle, and ABB and the personnel of Elmadağ Municipality. Based on the rank averages, it was observed that Elmadağ Municipality employees felt their institutions were more adequate than those of Çankaya Municipality, but not as adequate as those of the personnel of the other two municipalities.

When an occupational assessment is considered, occupational groups are divided into urban planners and other occupational groups, and their responses are analyzed according to the survey results. From the perspective of occupational groups, if a comparison is made with the general results, while urban planners and other occupational groups are seen as the most important factor affecting the efficiency and performance of the planning process with 37.27% and 37.04%, respectively, in line with the general results, it is seen that there are differences between occupational groups in the most important secondary parameters.

While economy/budget and technology are seen as the most important factors affecting the efficiency and performance of the planning process in the general results, in line with this, the urban planners occupational group ranked economy and technology as the second most important parameter with 33.63%, while the other occupational groups ranked it as the last priority parameter with 28.70%. In line with the general results, the urban planners occupational group ranked transparency and participation at the bottom and thought that transparency and participation affect the performance and effectiveness of the planning process with 29.10%. Here again, contrary to the general results, the other professional groups considered transparency and participation as the second most important factor and considered transparency and participation as the second most important parameter with 34.26%.

6.2 Limitations and Further Researches

In this thesis, there are several limitations in the surveys conducted to the planning units in local governments. First of all, in this survey, which was physically applied to the staff working in the planning units in the five municipalities, it is seen that the participation is low due to the number of staff in some municipalities. While some municipalities have more staff in their planning units in terms of population and size, others have lower staffing levels. Another limitation, also on the scale of participation, was that in some institutions not all staff in the planning units were available. They were on leave, busy or out in the field, which meant that full participation could not be achieved, but in terms of the total number, there was still sufficient participation.

With regard to further researches, in order to measure the effectiveness and performance of the planning process in local governments, the Ankara sample was used and a sample of five municipalities was formed. In the context of this thesis study, the determination of which factors affect the planning process in local governments, which factors play a more critical role, and in which parameters the relevant institution is sufficient and in which parameters there are deficiencies in the

planning process can be improved with the actions and measures to be taken by seeing the deficiencies of the planning units, and the way can be paved for improvement by moving to higher levels regarding the parameters in which it is sufficient. In this context, with this thesis study, all local governments in Ankara can be analyzed in terms of planning and the scale of the study can be extended to all local governments in Turkey, and applications can be made in various countries and regions regardless of the country. In addition, conducting this analysis of planning units in local governments on a regular basis and keeping it up to date can pave the way for a positive competition among municipalities. Furthermore, following this thesis, new approach models can be developed for planning processes in planning units in local governments, municipalities' planning units can be given a performance report card, their shortcomings and potentials can be documented, and municipalities can find themselves in a new competitive environment with this service.



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APPENDICES

A. Survey

Genel Sorular

1) Mesleğiniz / Biriminiz

2) Ne kadar süredir görev yapıyorsunuz?

3) Planlama Süreci hakkında ne kadar bilgi sahibisiniz?

- a) Bilgim yok
- b) Çok az biliyorum
- c) Biliyorum
- d) Bütün süreçleri biliyorum

Planlama Sürecine Dair Sorular

4) Bütçe/ödenek planlama sürecini doğrudan etkileyen bir etkidir.

- a) Kesinlikle katılmıyorum
- b) Katılmıyorum
- c) Ne katılıyorum ne katılmıyorum

d) Katılıyorum

e) Kesinlikle katılıyorum

5) Kurumumuz, planlama işlemlerine ilişkin bütçe/ödenek konusunda yeterlidir.

a) Kesinlikle katılmıyorum

b) Katılmıyorum

c) Ne katılıyorum ne katılmıyorum

d) Katılıyorum

e) Kesinlikle katılıyorum

6) Teknolojinin kurumda kullanılması (ekipman, yazılım vs.) planlama sürecini doğrudan etkileyen bir etkidir.

a) Kesinlikle katılmıyorum

b) Katılmıyorum

c) Ne katılıyorum ne katılmıyorum

d) Katılıyorum

e) Kesinlikle katılıyorum

7) Kurumumuzdaki planlama birimlerimiz teknolojik imkanların kullanımı (ekipman, yazılım vs.) açısından yeterlidir.

a) Kesinlikle katılmıyorum

b) Katılmıyorum

c) Ne katılıyorum ne katılmıyorum

d) Katılıyorum

e) Kesinlikle katılıyorum

8) Planlama sürecinin bütününde ve karar verme süreçlerinde, halkın ve paydaşların katılımının rolü, planlama sürecini doğrudan etkileyen bir etkidir.

a) Kesinlikle katılmıyorum

b) Katılmıyorum

c) Ne katılıyorum ne katılmıyorum

d) Katılıyorum

e) Kesinlikle katılıyorum

9) Kurumumuzdaki planlama birimlerimiz, planlama sürecinin bütününde ve karar verme süreçlerinde, halkın ve paydaşların katılımı açısından yeterlidir. Paydaşlar, planlama sürecinin tamamında yeterli bilgi almaktadır.

a) Kesinlikle katılmıyorum

b) Katılmıyorum

c) Ne katılıyorum ne katılmıyorum

d) Katılıyorum

e) Kesinlikle katılıyorum

10) Şeffaflık, planlama sürecini doğrudan etkileyen bir etkidir.

a) Kesinlikle katılmıyorum

b) Katılmıyorum

c) Ne katılıyorum ne katılmıyorum

d) Katılıyorum

e) Kesinlikle katılıyorum

11) Kurumumuzdaki planlama birimlerimiz, şeffaflık konusunda yeterlidir.

a) Kesinlikle katılmıyorum

b) Katılmıyorum

c) Ne katılıyorum ne katılmıyorum

d) Katılıyorum

e) Kesinlikle katılıyorum

12) Planlama birimi içerisinde personeller arası bilgi paylaşımı, planlama sürecinde performansı doğrudan etkileyen bir etkidir.

a) Kesinlikle katılmıyorum

b) Katılmıyorum

c) Ne katılıyorum ne katılmıyorum

d) Katılıyorum

e) Kesinlikle katılıyorum

13) Kurumumuzdaki planlama birimlerimizde, personeller arasında bilgi paylaşımı yeterli düzeydedir.

a) Kesinlikle katılmıyorum

b) Katılmıyorum

c) Ne katılıyorum ne katılmıyorum

d) Katılıyorum

e) Kesinlikle katılıyorum

14) Planlama birimleri içerisinde, kurum içerisinde ve kurumlar arası iletişim ve koordinasyon, planlama sürecini doğrudan etkileyen bir etkidir.

a) Kesinlikle katılmıyorum

b) Katılmıyorum

c) Ne katılıyorum ne katılmıyorum

d) Katılıyorum

e) Kesinlikle katılıyorum

15) Kurumumuzdaki planlama birimleri içerisinde, Kurumumuz içerisinde ve kurumlar arası iletişim ve koordinasyon yeterli düzeydedir.

a) Kesinlikle katılmıyorum

b) Katılmıyorum

c) Ne katılıyorum ne katılmıyorum

d) Katılıyorum

e) Kesinlikle katılıyorum

16) Lütfen, size göre planlama sürecini ve performansını etkileyen en önemli etkenden başlayarak, etkenleri önem derecesine göre sıralayınız.

- a) Ekonomi/Yıllık Bütçe ve Teknoloji
- b) Katılımcılık/Şeffaflık
- c) Bilgi Paylaşımı/Yardımlaşma/Koordinasyon

