



**2005**

TURKISH HEALTHY CITIES ASSOCIATION  
2020-2024 STRATEGIC PLAN

## **MISSION**

To maximize health in all policies among member municipalities within the framework of local government principles.

## **VISION**

To contribute to the development of capacities of cities by using the strategies for creating a sustainable urban environment that focuses on health.

## **PRINCIPLES**

- Reliable
- Uniting
- Facilitating
- Neutral
- Participative
- Innovative
- Human Oriented
- Transparent
- Sustainable
- Sensitive to Gender Equality
- Responsible

## **STRATEGIC PLANNING PROCESS AND PARTICIPATION**

Turkish Healthy Cities Association 2020-2024 Strategic Planning activities started with the establishment of the "Strategic Plan Development and Planning Team" based on the decision of the Presidency No. 81 dated 29.03.2019.

The Strategic Planning Team started the preparation process with the stakeholder analysis and continued with regular meetings with the stakeholders, various surveys, technical analyzes and the workshops. The Strategic Plan of the Turkish Healthy Cities Association for the 2020-2024 period is prepared with a participatory approach and is based on the Public Financial Management and Control Law numbered 5018 and the secondary and tertiary regulations prepared within the framework of this Law.

In order to increase the sense of belonging in the Strategic Plan of the Association and to develop a feasible strategy, with a participatory and pluralist approach and considering needs and requirements of the Association surveys were conducted with Council Members, Advisory Board Members, Member Mayors, Assembly Members, Coordinators, Staff, our external stakeholders such as the WHO European Healthy Cities Network, TMMOB (Union of Chambers of Turkish Engineers and Architects), NGOs, city councils, local government unions, universities and for academics, and a workshop was held with our Healthy City Coordinators to receive their support.

## **SITUATION ANALYSES**

An important step in the planning process is establishing the plan period targets, determining the strategies for the years 2020-2024 in the light of the activities carried out in the past, and defining the current status of the Association. The current situation of Turkish Healthy Cities Association has been evaluated taken into consideration its activities and stakeholders. As a result of all these evaluations,

strengths and weaknesses and opportunities-threats (SWOT) analysis was made with the stakeholders of the Association.

## **HISTORY OF THE ASSOCIATION**

Healthy Cities Movement is a project initiated by the World Health Organization in 1988 in order to determine the health indicators of cities and to find solutions to the factors that affect these indicators. Turkish Healthy Cities Association was founded as a local administration association with the initiative of 10 founding municipalities (Bursa, Yalova, Van, Kadıköy, Afyonkarahisar, Tepebaşı, Çankaya, Ürgüp, Ordu, Kırıkkale) with the aim of developing the Healthy Cities Movement in our country, and the decision of the Council of Ministers dated 2 December 2004 and numbered 2004/8226.

Healthy Cities Network today has turned into a powerful network of 1400 cities/municipalities in 5 regions. The European Network is active in 27 countries and 100 cities/municipalities in the European Region and Turkish Healthy Cities Association represents Turkey.

Turkish Healthy Cities Association has continued its activities on adopting the concept of “Healthy Cities”, which has been its aim since it’s the establishment. With the slogan of “Sustainable Development” and “Creating Sustainable Cities”, it brought together the member municipalities by organizing trainings, workshops, symposia, conferences, international congresses, competitions, award ceremonies and awareness activities on all urban and environmental issues that concern urban health. Knowledge and social awareness were sought to be created with the accumulations and results obtained through printed and visual publications.

## **CORPORATE STRUCTURE**

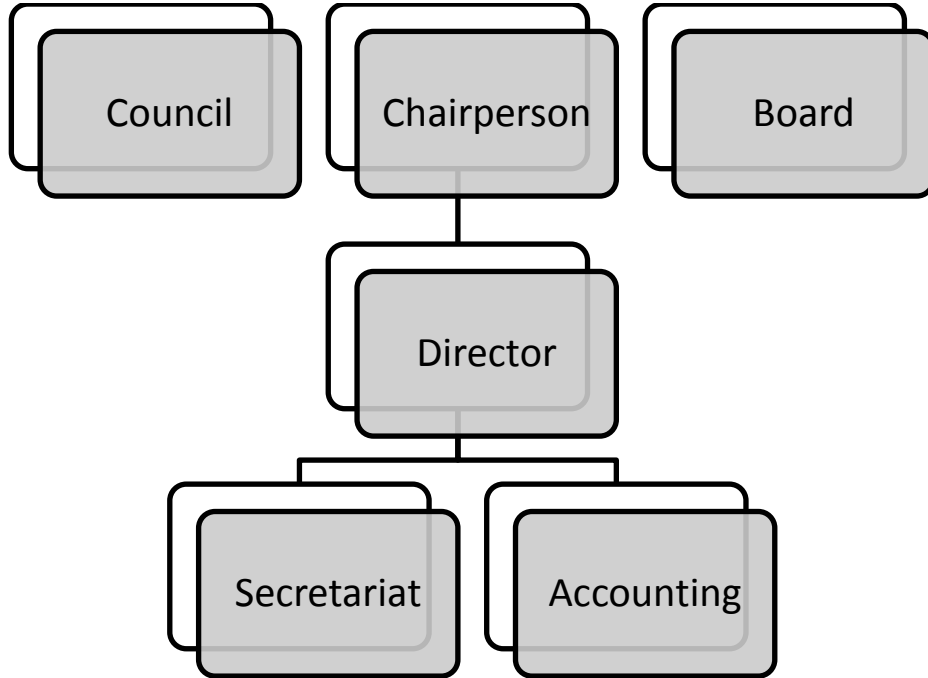
### **Responsibilities and Service Areas Against Member Municipalities**

The main topics that make up the areas of activity of our Association are:

- National and international representation
- Helping the development of dialogue and cooperation between the WHO European Healthy Cities Network and its member municipalities.
- Printed and visual publications
- Organizing education, seminars, panels, workshops, contests, award ceremonies, conferences and national and international congresses on municipalities and urban health issues
- Information and technical support meetings
- Consultancy to city health profile, city health development plan and urban carbon footprint inventory preparations
- Supporting or organizing scientific, sports, educational and cultural activities

## ORGANIZATIONAL STRUCTURE

The organization chart of our Association, which was established as per the article 20 of the Local Administrations Law No. 5355, is given below.



**Table 1: Organization Structure**

Turkish Healthy Cities Association's bodies consists of the Council, the Chairperson and the Board.

**THCA Council:** The mayors of the member municipalities are natural members of the Association. 1 council member from member municipalities with a population of up to 100,000, 2 council members from member municipalities with a population between 100,001-1,000,000, and 3 council members from member municipalities with a population of more than 1,000,001 are appointed as members of the council.

**THCA Board:** It is composed of mayors or council members elected by voting from among the member municipalities together with the Chairperson of the Association. It consists of 7 people including the Chairperson.

## HUMAN RESOURCES AND TECHNOLOGICAL INFRASTRUCTURE

### A) Human Resources

The General Framework of the Turkish Healthy Cities Association was determined with the "The Regulation on the Principles and Standards of Norm Staff", which was published in the Official Gazette dated 22 February 2007 and numbered 26442.

Within the scope of the Civil Servants Law No. 657, our Association has 1 permanent staff, 3 full-time contracted personnel employed within the scope of Article 49 of the Municipal Law No. 5393 and 4 civil servants assigned from Bursa Metropolitan Municipality within the scope of the Law No. 5355 on Local Administrative Associations.

## B) Technologic Infrastructure

Our Association constantly improves its technological infrastructure, keeps its website and social media accounts up-to-date and revises them as needed within the framework of technological developments in order to provide better service to member municipalities.

Computer	6 PCs and monitors, 6 laptop computers, 2 Tablet Computers
Color Printer	2 pcs
Photo Camera	2 pcs
Fax Machine	1 pc
Photocopier	1 pc
Cable Telephone	4 pcs
Wireless Telephone	2 Pcs

**Table 2: THCA's Technologic Infrastructure**

### Stakeholder Analyses

Stakeholders are persons or institutions that are related to the activities of the Association, and are directly or indirectly, positively or negatively affected by the Association, or affect the activities of the Association. The stakeholders of the Association are determined as internal and external stakeholders.

Internal stakeholders; persons, groups or affiliated / related institutions within the organization affected by the Association or affecting the Association.

External stakeholders; persons, groups or institutions outside the institution that are affected by the Association or affect the Association.

A list of stakeholders has been prepared by the employees of the Association, primarily regarding the activities and responsibilities of the Association.

**Table 3: Stakeholder List**

Stakeholder Name	Internal	External	Beneficiary	Precedence
Member Mayors	+		+	Primary
Member Councilors	+		+	Primary
Healthy City Project Coordinators of Member Municipalities	+		+	Primary
Members of the Steering Committee	+		+	Primary
Relevant Ministries		+		Secondary
City Councils of Member Cities		+		Secondary
Universities at Member Cities		+		Secondary
Professional Organizations		+		Secondary
WHO European Healthy Cities Offices		+		Secondary
Other Local Administrations		+		Secondary

Stakeholder analysis consists of the sub-stages of "Identification and Prioritization of Stakeholders", "Evaluation of Stakeholders", "Getting the Opinions and Suggestions of the Stakeholders".

## **Identification and Prioritization of Stakeholders**

In the identification of the stakeholders of the Association, answers to the questions of those who use, influence, direct, influence the activities of the organization and those who are related to the activities are sought. In its prioritization, the power of the stakeholder to influence the activities of the institution and the degree of being affected by the activities of the institution were considered.

## **Stakeholder Evaluation**

Within the scope of this evaluation, the fields of activity of the institution and stakeholders were associated taken into consideration if they are directly benefiting, influencing and directing the activities of the Association.

## **SWOT Analysis**

One of the main methods used in internal analysis and environmental analysis is SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis. Systematic review of our Association was made with SWOT analysis. In this context, our strengths and weaknesses, and opportunities and threats that may arise outside of our Association have been identified.

In our Association, SWOT analysis was done at institutional level. The results of the analysis have been used to a great extent in the development of targets and strategies.

In the tables below, the highlights of SWOT analysis are given.

### **Strengths:**

- Being an active member of the World Health Organization European Healthy Cities Network
- Having administrative and financial autonomy
- Having a scientific advisory board
- Being an institution open to intersectoral cooperation
- Having a corporate structure and headquarters
- Being a contact point for international organizations
- Good corporate communication infrastructure
- Addressing local government issues through national and international congresses, conferences, workshops and trainings, as well as publications, research and competitions
- Sharing information and experience between municipalities
- Having Healthy Cities project coordinators in Member Municipalities

### **Weaknesses:**

- Continuation of the institutionalization process
- Lack of cooperation with relevant Ministries
- Lack of sanction power
- Institutional promotion is not enough

### **Opportunities:**

- International representation capability
- Being part of a network (WHO)
- Strong inter-municipal corporate and personal communication network
- The compatibility of studies with current urban health problems in the world
- Opportunities of members of different political parties to work together

- Offering joint projects and cooperation opportunities with different institutions and municipal unions

#### **Threats:**

- Lack of empowerment of Healthy Cities project coordinators by their institutions
- Member municipalities that cannot integrate into the work of the Association
- Member Municipalities leave membership due to financial difficulties
- The separation of municipalities from membership due to lack of information of new councilors after local elections
- Changes of Healthy Cities project coordinators after local elections
- Member municipalities not establishing Healthy Cities Project Offices

#### **GOALS**

##### **Structure and Priorities of the Strategic Plan**

Our Strategic Plan covering the years 2020-2024 is aimed to be structured on a simple, understandable and realistic basis as much as possible. In this regard, it has been our basic approach to focus on the priorities regarding the duties and responsibilities of our institution. As can be seen from the content of the plan, it is our priority to improve the quality of the services we provide to our member municipalities by benefiting from various collaborations and opportunities, especially our education services, to enable our internal and external communication and to transform them into a position that can meet all these needs with our corporate infrastructure.

With this approach, based on the mission statement of our plan, it is envisaged to create four basic strategic goals and targets under each goal to realize our vision. The objectives developed will enable us to achieve these objectives, and the objectives of all the projections of the plan will be made concrete.

Based on these issues, four strategic goals of our Association have been established:

##### **GOAL 1**

To ensure the spread of the WHO Healthy Cities Movement.

**Target 1:** To explain the Healthy Cities Movement on national and international platforms by strengthening communication among institutions.

**Target 2:** Ensuring that the printed and visual publications of the Association reach the society through social media and other communication channels.

**Target 3:** To explain the good practices and awareness studies of the cities of WHO European Healthy Cities network to our member municipalities and other local stakeholders through trainings, workshops and other meetings.

##### **Indicators:**

- To explain WHO Healthy Cities Movement and Healthy Cities Association activities in at least 1 national and 1 international congress every year.
- To explain the best practices in the WHO Healthy Cities Movement to our member municipalities by at least 1 organization of the Turkish Healthy Cities Association every year.
- To increase the number of followers by 50% by effectively sharing the work done by the Association on its website and social media accounts.

- To publish Kentli magazine regularly four times a year and to reach all relevant stakeholders

## **GOAL 2**

To provide support for member municipalities through national and international congresses, conferences, workshops, awareness studies and competitions, technical trainings and printed and visual publications, in the fields of urban health and urbanism, by researching examples of good practices.

**Target 1:** To support Member Municipalities to issue City Health Plan and City Health Development Plan

**Target 2:** To support Member Municipalities to take inventories on issues affecting urban life quality, especially the Zero Waste and Carbon Footprint titles.

**Target 3:** To prepare qualified awareness studies and publications that address the problems of Member Municipalities

**Target 4:** To organize training, workshops and symposiums directed to the demands of Member Municipalities

### **Indicators:**

- To encourage member municipalities to issue a City Health Profile and City Health Development Plan and to support them in all activities organized by the Association, and to increase the number of member municipalities that prepare a City Health Profile by 50%
- Encouraging member municipalities and supporting them to issue Zero Waste and Carbon Footprint inventories in all activities organized by the Association, and to increase the number of member municipalities preparing the Carbon Footprint inventories by 50%
- To organize at least 1 online survey per year for Member Municipalities and to create an annual work program for the problems
- To organize satisfaction surveys in the studies conducted for the member municipalities in order to make the activities carried out by the Association more effective and sustainable.

## **GOAL 3**

To increase service efficiency in domestic and international activities by strengthening the institutional capacity and ensuring its continuous development.

**Target 1:** To organize in-service trainings that emphasize the number of personnel and the efficiency and competence of the personnel in order to increase the efficiency of the service we provide to our Member Municipalities.

**Target 2:** To increase our external interaction within the scope of duties and responsibilities to our Member Municipalities.

**Target 3:** Collecting and analyzing and reporting the data needed by our member municipalities in national and international platforms.

- Enabling Association staff to participate in the WHO European Healthy Cities Network conferences and meetings every year and report the outputs
- To ensure that the personnel of the Association receives at least 1 training each year to increase service efficiency.
- To organize a joint project or training with the relevant public institutions and NGOs once a year as an Association



#### **GOAL 4**

To develop a strong and unifying communication network between Member Municipalities.

**Target 1:** To increase the rate of member municipalities participating in congresses, conferences, workshops and trainings

**Target 2:** Establishing a communication network between member municipalities

#### **Indicators:**

- To increase the rate of member municipalities participating in congresses, conferences, workshops and trainings organized by the Association by 20%
- To create a social media group to increase the exchange of information and interaction between the Association secretariat and the coordinators of the member municipalities, to ensure the effective use of the created social media group and to make improvements.
- To regularly share member municipal news related to our scope and purpose in order to increase the interaction between our members on the Association's website.