LOCALIZATION OF SUSTAINABLE DEVELOPMENT GOALS

THE CASE OF THE MARMARA REGION

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LOCALIZATION OF SUSTAINABLE DEVELOPMENT GOALS

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ABBREVIATIONS

ECOSOC	United Nations Economic and Social Council
EU	European Union
GRI	Global Reporting Initiative
HLPF	High-Level Political Forum
MARUF	Marmara Urban Forum
MDGs	Millennium Development Goals
MMU	Marmara Municipalities Union
NUA	New Urban Agenda
OECD	Organization for Economic Co-operation and Development
SBB	Presidency of the Republic of Türkiye Presidency of Strategy and Budget
SDGs	Sustainable Development Goals
UCLG	United Cities and Local Governments
UN	United Nations
UNDP	United Nations Development Programme
UNGC	United Nations Global Compact
VLR	Voluntary Local Review
VNR	Voluntary National Review

Preface
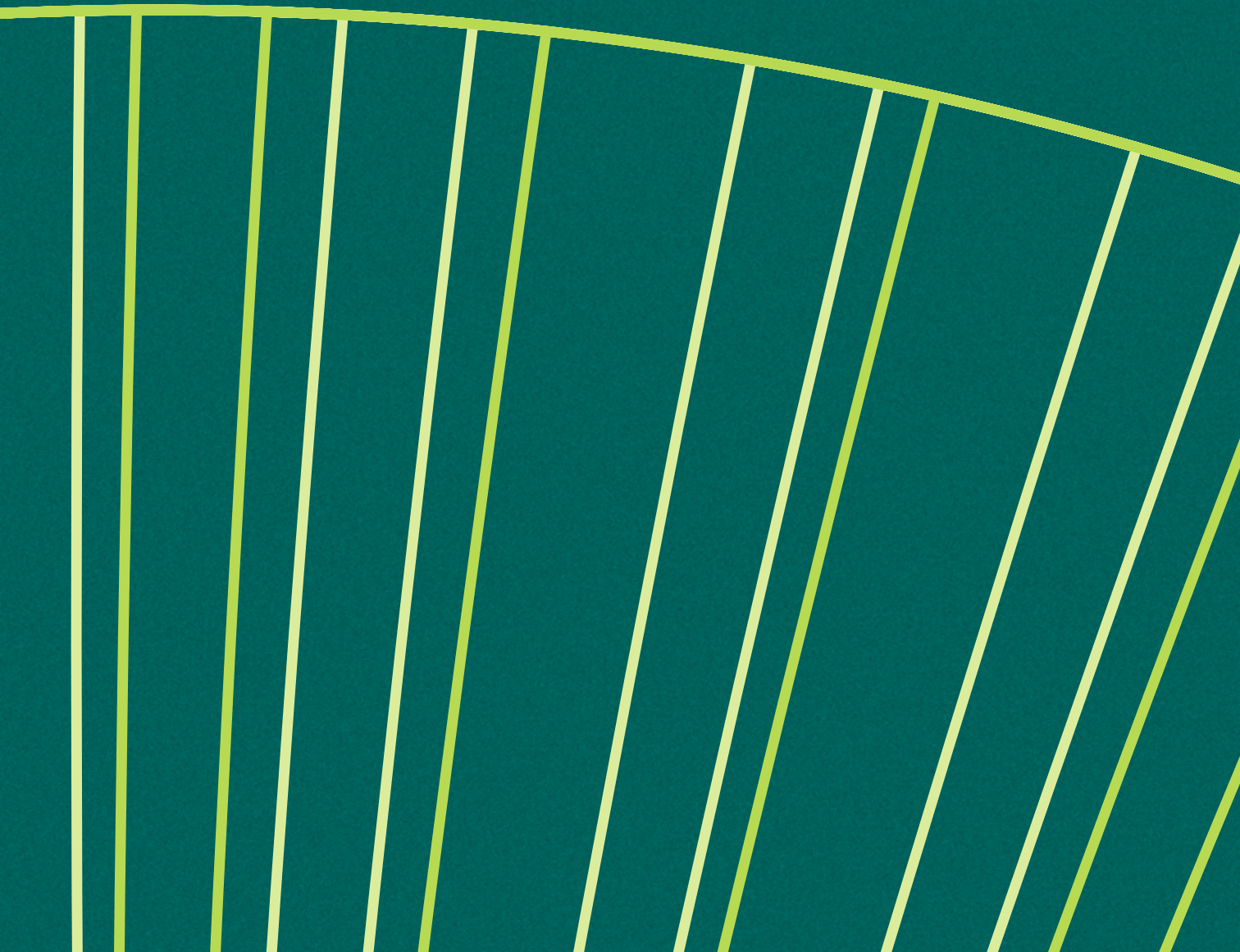
The environmental conditions that provide favorable circumstances for life to exist are changing. Our world is now warmer than it was before the Industrial Revolution due to the high greenhouse emissions caused by our current production and transportation systems, consumption-oriented life practices, and the consequent depletion of the ozone layer. This situation, which we call climate change, is no longer a phenomenon that we only read about in reports or a probability that is likely to affect us at some point in time. We observe the effects of climate change clearly in extreme weather events that occur at times and scales we do not expect. In addition, climate change is also creating changes in the ecosystem that we cannot easily observe on a daily basis, such as the melting of glaciers. We can now see very clearly that if we do not stop this trend, we will experience tragic environmental events that threaten the existence of all living species on Earth.

Meanwhile, there are some people around the world who are fighting their daily struggle for existence without having the opportunity to think about environmental crises. Moreover, the poverty, hunger, inequality of opportunity, social inequalities, and related discrimination and problems they struggle with are not new phenomena like the climate crisis. The COVID-19 pandemic has shown us that these inequalities cause multiple vulnerabilities, especially in times of crisis. A significant part of these problems is human-induced. That is exactly why the solution is in our hands. For years, individuals, organizations, and stakeholders at different scales have been working to solve these problems. Admittedly, some of these efforts are yielding results. For example, the ratio of the population at the poverty and hunger line to the general population has fallen considerably compared to previous years, literacy rates have increased, and more women can find a place in social and economic life. But putting aside the numerical figures, we know that these problems still persist, especially in some regions. Therefore, it is critical to increase our efforts to solve global problems, which are often interrelated, to approach them holistically, and to act together.

In order to tackle the problems, it is important to have a guide that will not only concretely define them and reveal their interrelatedness, but also guide our efforts. The 2030 Agenda for Sustainable Development adopted by the United Nations General Assembly in 2015 and the 17 Sustainable Development Goals within this Agenda offer us this guidance. The 193 member states of the United Nations have agreed that they will strive to realize these goals, which are based on "People", "Planet", "Prosperity", "Peace", and "Partnership", by 2030. On the other hand, we know that in order to realize this comprehensive set of goals, all actors in society need to take action. Local governments are one of the most important actors in this process. This is because most of the goals fall under the authority and responsibility of local governments. As the institutions closest to the local community, municipalities have the capacity to identify problems better and respond faster, and to inform and raise awareness of the local population about the Sustainable Development Goals. In addition, municipalities can bring together local stakeholders to jointly develop policies, actions, and practices to realize these goals.

As Marmara Municipalities Union, we are aware of the pioneering and critical role of municipalities in efforts towards creating environmentally sensitive societies and cities enabling people to have a fairer and better quality of life. In this regard, we are working to increase the awareness of municipalities, to improve their capacities, to share their sustainability-related work on national and international platforms, to guide them in this process and to bring them together to prepare the ground for producing solutions to common problems together.

In 2020, we created the position of Sustainable Development Goals Ambassador in order to carry out our work in a coordinated manner and to spread the culture of sustainability in our municipalities. We also established the Sustainable Development Goals Working Group to create the interdepartmental working and production ground required by the multi-dimensional structure of the Sustainable Development Goals. With our existing institutional structures that support us to carry out more systematic and interdisciplinary work, we encourage our municipalities to adopt the Global Goals and support them to work towards these goals. We know that many of our member municipalities have already taken action towards this goal.

With this in mind, we conducted a "Local Governments Sustainable Development Goals Activities Research" between May-June 2021 in order to reveal the level of awareness, institutional structures, policies and practices of municipalities in the Marmara Region regarding the Sustainable Development Goals and compiled the findings of the research in this report. Having been the first report on the local governments' activities for realizing Sustainable Development Goals in Türkiye, the report shows both municipalities and relevant stakeholders the current situation in the field and guides us all to develop policies and practices that will carry us further from where we are. I hope that the good practices we have identified within the scope of the research will inspire all organizations at the national and international levels.

I would like to thank the President of Marmara Municipalities Union Tahir Büyükakın and members of the Executive Board who provided all kinds of support during the preparation of this comprehensive work; Dr. Emre Kanaat, Mine İzmirli, Dr. Tuğçe Aslan, Dr. Zeliha Oçak, Özge Sivrikaya who conducted this research; the editor Burcuhan Şener; SDG Working Group who contributed to the field research and the preparation of the report, and the entire Marmara Municipalities Union team for their efforts.

Finally, I would like to emphasize that in order to save both the present and the future, we have to achieve change, act together and produce solutions. For this purpose, I hope that the report will guide all relevant stakeholders by presenting a holistic perspective on the role and work of local governments in the realization of the Sustainable Development Goals.

M. Cemil Arslan
Secretary General
Marmara Municipalities Union

Marmara Municipalities Union Sustainable Development Goals Activities
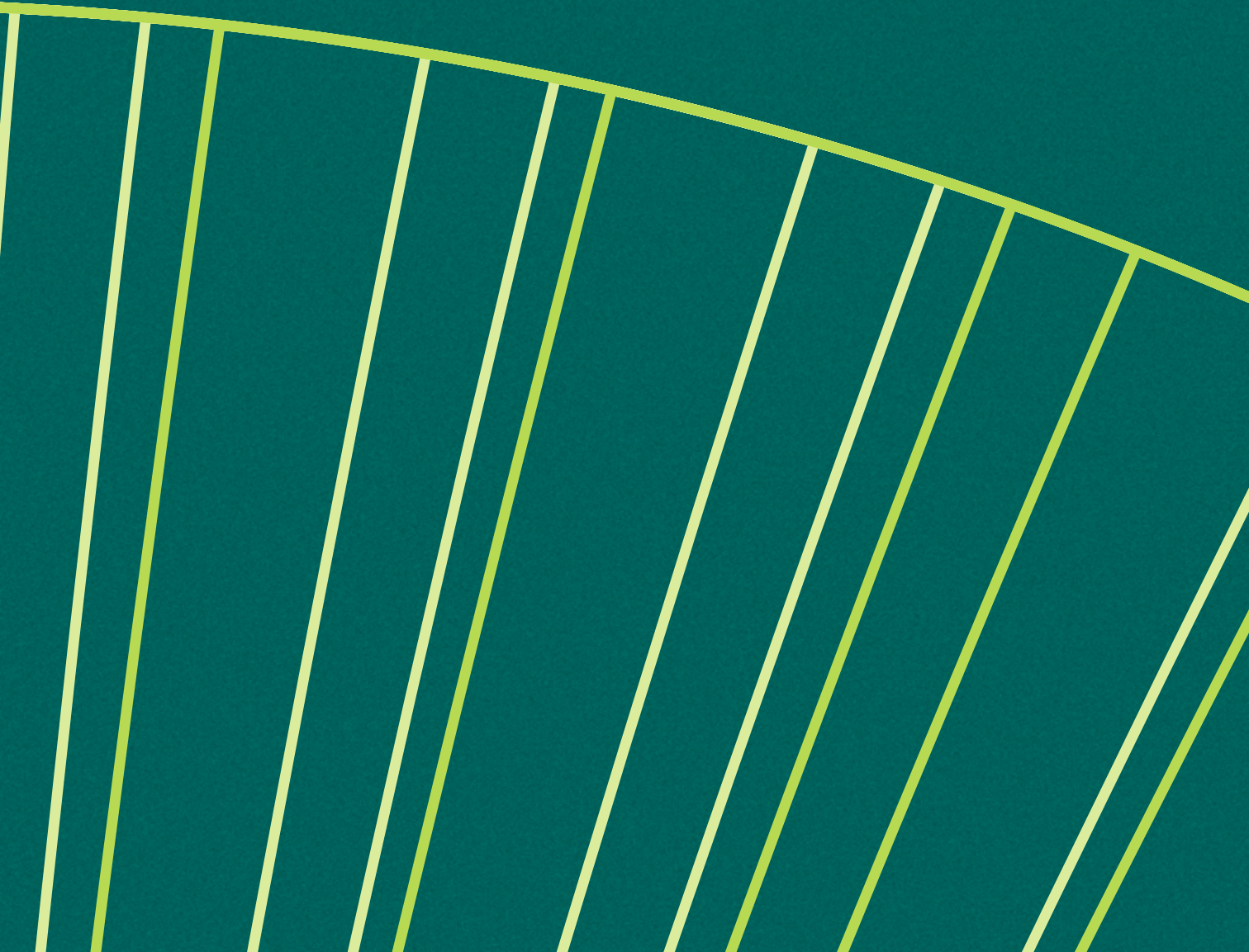
Marmara Municipalities Union (MMU) carries out activities to raise the awareness of local governments, to improve their institutional capacities, to monitor their work, to develop policy recommendations and to disseminate good practices on Sustainable Development Goals (SDGs), which were adopted by 193 member states, including Türkiye, at the United Nations General Assembly in 2015. In order to carry out these activities in a more systematic manner and to raise SDG awareness among local governments, MMU has become the first public institution to create an "SDG Ambassador" position within its own organization in Türkiye. It also established the "SDG Working Group", which includes at least one representative from each of its departments, in order to bring the perspectives and expertise of different departments to its SDG-related activities and to ensure interdepartmental coordination. The activities carried out by MMU under the coordination of SDG Ambassador and SDG Working Group are addressed under three main headings:

- Raising Awareness
- Capacity Building
- Monitoring and Dissemination of Good Practices

Raising Awareness

MMU intensively carries out "awareness raising" activities, which is the first step for local actors to adopt the global agenda and shape their actions accordingly. In this context, a series of articles titled "Localization of Sustainable Development Goals" has been created in the Urban magazine published quarterly by MMU. In each issue of the Urban magazine, one SDG is covered and good practices for the relevant SDG are introduced. In addition, the 22nd issue of City & Society journal, another periodical of MMU, was prepared on the subject of "Sustainable Development Goals". In this issue, the concept of sustainable development is discussed in the context of culture, migration, social inequalities, governance, and environmental issues. Articles on SDG reporting at the local level, the state of cities in the sustainability paradigm, and practices fostering sustainable development at the urban and regional level are also included in the journal.

MMU aims to raise awareness by highlighting the SDG framework in its activities and encourages municipalities to link their projects to the SDGs. In this context, municipalities are expected to connect their projects to the SDGs in their applications for the Golden Ant Awards, where good practices of MMU's member municipalities are awarded.

The relevance of the projects to the SDGs is one of the criteria for the selection. In addition, thematic seminars and meetings addressing the SDGs are organized. The webinar series on "Sustainability of Water and Wastewater Management" organized by MMU in cooperation with the Danish Consulate General in Istanbul and the Union of Municipalities of Türkiye, and the webinar titled "Improving Urban Transport Systems within the Framework of SDGs" organized jointly with the International Association of Public Transport (UITP) are among the events organized in this context.

Finally, while creating the content of Marmara Urban Forum (MARUF), the first of which was organized by MMU in 2019 and the second in 2021, issues related to environmental, social, and economic sustainability within the SDG framework were discussed. In addition, sessions directly addressing the SDG framework were organized in the forum. For example, in the sessions titled "Localization of SDGs in light of the New Urban Agenda" organized at MARUF19 and "City's logbook: Voluntary Local Reviews of the SDG journey" organized at MARUF21, topics such as the New Urban Agenda (NUA), localization of SDGs, the relationship between local reporting and national reporting, the role of Voluntary Local Reviews (VLRs) in the localization SDGs, the challenges faced by municipalities preparing VLRs in this process and the work they have done to overcome these challenges were discussed.

Capacity Building

In order to support the capacity development of its member municipalities, MMU provides trainings that address the SDG framework holistically or thematically. One example of such capacity building efforts is the "Cities 2030: Sustainable Development Goals at the Local Level" training for member municipalities organized by MMU Local Government Academy in cooperation with UN SDSN Türkiye and Boğaziçi University Lifelong Learning Center (BÜYEM). While some of the MMU SDG trainings are open to all employees of MMU member municipalities, some of the thematic trainings are organized for the relevant representatives of municipalities. "Sustainable Leadership Program" organized in 2022 for senior executives of municipalities is one of the customized trainings. In addition, within the scope of the "Mentor Program", which aims to support knowledge and experience sharing among MMU member municipalities, bilateral national and international meetings are organized by matching municipalities working on SDG reporting and integration of SDGs into strategic plans and policies with municipalities that want to improve themselves on these issues.

Monitoring and Dissemination of Good Practices

MMU identifies the current situation in its member municipalities on SDGs, monitors their progress, and identifies good practices. "Local Governments SDG Activities Research" has been one of the studies conducted in this context. In addition, MMU provides content support to national and international reports in order to contribute to the national and international assessment and reporting on sustainable development and urban development issues and to ensure that its own work and the work of its member municipalities are included in relevant publications. Among the reports MMU contributes to are "Republic of Turkey: National Report on the Implementation of the New Urban Agenda"[1], "Towards the Localization of SDGs: Sustainable and Resilient Recovery Driven by Cities and Territories"[2], and "European Territories Localise the SDGs: Continuity and Change in times of COVID-19"[3] reports. On the one hand, MMU encourages its members to prepare reports on sustainable development, on the other hand, it supports municipalities that prepare reports and disseminates the reports prepared by municipalities.

1 - The Republic of Türkiye Ministry of Environment, Urbanization and Climate Change, *Türkiye Cumhuriyeti Yeni Kentsel Gündemin Uygulamasına İlişkin Ulusal Rapor (Republic of Turkey: National Report on the Implementation of the New Urban Agenda)* (Ankara, 2021), Accessed: 17 June 2022, https://webdosya.csb.gov.tr/db/habitat/haberler/bm-habitat--8230-54330-20210817155232.pdf

2 -UCLG, *Towards the Localization of SDGs: Sustainable and Resilient Recovery Driven by Cities and Territories (2021),* Accessed: 30 May 2022, https://gold.uclg.org/sites/default/files/hlpf_2021.pdf

3 - PLATFORMA, CEMR, *European Territories Localise the SDGs: Continuity and Change in Times of COVID-19* (2021), Accessed: 30 May 2022, https://platforma-dev.eu/wp-content/uploads/2021/06/European-Territories-Localise-the-SDGs-2021-EN.pdf

Executive Summary
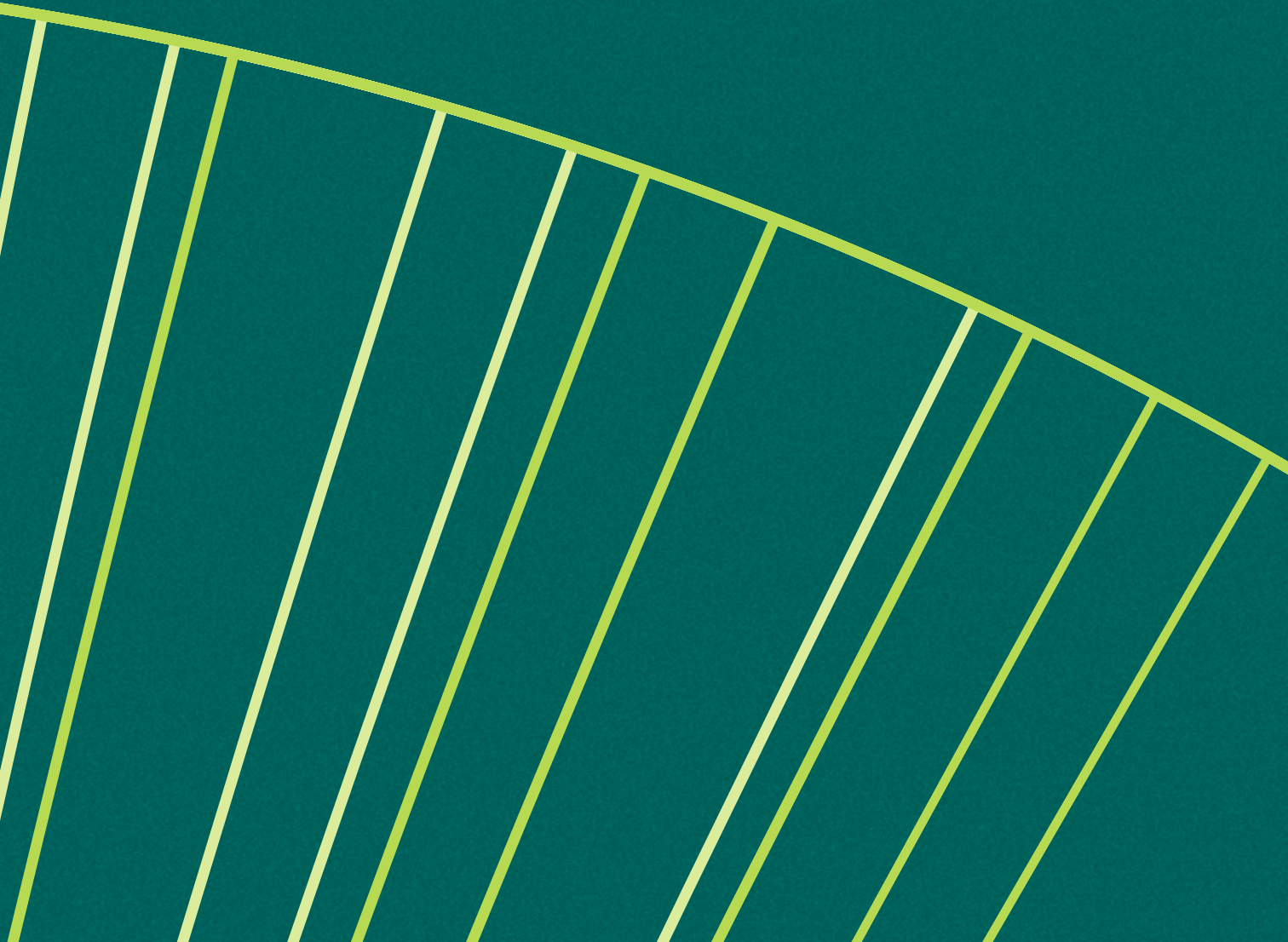
Started in 1972 with a focus on the environment and expanded its meaning to include problems of social inequality in the process that continued until 2015, the concept of "sustainable development" has been the subject of numerous international frameworks and action plans prepared by the United Nations (UN). The most recent plan adopted by the UN General Assembly is the "Transforming Our World: The 2030 Agenda for Sustainable Development"[4] dated September 25, 2015.

The document, referred to as the "2030 Agenda" or the "Global Agenda" for short, is a roadmap of common goals and targets, referred to as the "Sustainable Development Goals" (SDGs), set to tackle global challenges related to three key global issues (economic development, social justice, and environmental protection) over the 15-year period between 2016 and 2030.

4 - "Transforming Our World: 2030 Agenda for Sustainable Development", A/RES/70/1, UN General Assembly, Accessed: 1 May 2022, https://sdgs.un.org/sites/default/files/publications/21252030%20Agenda%20for%20Sustainable%20Development%20web.pdf

5 - OECD, *A Territorial Approach to Sustainable Development Goals: Synthesis Report* (Paris: OECD Urban Policy Reviews, OECD Publishing, 2020).

6 - Global Taskforce of Local and Regional Governments, UNDP, UN-Habitat, *Roadmap for Localizing the SDGs: Implementation and Monitoring at Subnational Level* (Barcelona, 2016), p.6, Accessed: 9 May 2022, https://www.uclg.org/sites/default/files/roadmap_for_localizing_the_sdgs_0.pdf

Although the SDGs, which are prepared to increase the interaction and effectiveness of social, environmental, and economic sustainability mechanisms, have been adopted by central governments, local governments, which are one of the closest public authorities to the public and have the authority to intervene in problem areas, are also among the key actors in the realization of these goals. "A Territorial Approach to Sustainable Development Goals: Synthesis Report" published by the Organization for Economic Co-operation and Development (OECD) in 2020 states that the realization of 105 of the 169 sub-goals depends on the inclusion of local and regional authorities in the process.[5] National sustainable development performance is positively and directly related to the level of sustainable development at the local level. The importance of local governments has also been recognized by the international community. The fact that the 11th SDG is directly related to "livable and sustainable cities and communities" is a concrete indicator of this recognition and high expectations from local governments.

While the SDGs are a global agenda, it is an agenda with a majority of goals and sub-goals that can only be realized through local participation. Local governments are connected to the global sustainability agenda through the concept of localization of SDGs, which has basically two dimensions. These two dimensions can be expressed as "the contribution of local governments to the realization of the SDGs through their actions with a bottom-up approach" and "the global goals offering a framework for the local development policies of cities".[6] Regardless of the basic approach, local governments approach the sustainability agenda with different levels of maturity and thematic priorities due to their local priorities.

With the Local Governments SDG Activities Research, Marmara Municipalities Union (MMU) aimed to raise the awareness of its member municipalities on SDGs, determine the maturity level of their work, and reveal good practices in the field. The research was conducted in two phases between May and June 2021.

In the first phase of the research, an online survey was conducted to reveal the awareness and activities of municipalities on SDGs, and in the second phase, practices were collected to identify and disseminate good practices of municipalities on SDGs. Within the scope of the research, a link containing online survey questions and a good practice form were sent to 193 MMU member municipalities in an official letter.

A total of 106 municipalities completed the online survey, which constitutes the first part of the research. All metropolitan municipalities in the Marmara Region responded to the survey questions. The province with the highest participation in the survey was Istanbul with responses from 22 different municipalities.

With this research conducted in the field of sustainability activities in local governments, the opinions of the municipal employees were obtained through open-ended and selective questions and reported. The survey results, which constitute the first pillar of the research, are presented in detail in the first part of the report.

The survey results of the research were evaluated under three main headings. These titles are "SDG awareness level" which measures individual and institutional awareness in municipalities, "SDG activities" which includes municipalities' SDG-related activities, and "SDG governance" which measures how municipalities include SDGs in their governance processes. According to the research results:

41%

- **Among the municipalities that participated in the survey, approximately 41% of municipalities reported that most of their employees were aware of the SDGs.** This is more prevalent in provincial municipalities. Although the extent to which these municipalities use SDGs as a reference in their work varies, it is seen that the level of SDG awareness among their employees has reached a certain level.

37%

- **Approximately 37% of the surveyed municipalities, particularly metropolitan municipalities, have units or individuals responsible for the coordination of SDG-related activities.** This rate indicates that the human resources required for the sustainability of SDG activities have started to form and institutional structuring has begun.

- Although the survey results indicate that institutional structuring and awareness for sustainable development have reached a certain level, the fact that 52% of the municipalities surveyed stated that there is no work on SDGs or that progress is being made without coordination indicates that these municipalities' efforts to raise SDG awareness within the organization are not at a sufficient level. As a matter of fact, 46% of the municipalities stated that there is no efforts to raise awareness within their municipalities. It can be said that it is critical for municipalities in the Marmara Region to train a qualified workforce on sustainability and to start awareness raising activities in order for sustainability practices to become widespread.

25%

- **It was found that the representation rate of municipalities in national-level SDG work remained at around 25%.** Less than half of the municipalities reported contributing to the preparation of Voluntary National Reviews (VNRs). This points to the need to strengthen dialogue between national and local levels for national reporting and other activities.

- With regard to reporting, about 1% of the municipalities stated that they prepare a Voluntary Local Review (VLR), about 2% a Sustainability Report and about 1% an Integrated Report. This shows that very few municipalities focus on assessing the sustainability situation and monitoring progress.

14%

- The fact that **only around 14% of municipalities reported having a strategy, policy document, action plan, or roadmap adopted by the mayor or municipal council on the implementation and follow-up of the 2030 Agenda and SDGs** reveals that SDG-focused planning efforts are undertaken by a limited number of municipalities.

- Approximately 53% of municipalities indicated that they utilize SDGs in their strategic plans. In addition, 51% of municipalities stated that SDGs were used to determine the key performance indicators/targets in their strategic plans. Considering that these rates are more than half of the municipalities included in the survey, it can be said that it is relatively common for strategic planning processes to be related to SDGs.

- Municipalities which participated in the survey tend to mostly emphasize equality and inclusion activities in their strategic plans to realize local development. This is followed by investment attraction activities for the development of the region, development of sustainability-oriented cooperation, private sector cooperation, cooperation with academia, and finally international cooperation activities. The fact that equality and inclusion-oriented activities rank first indicates that municipalities in the Marmara Region prioritize social sustainability and prioritize the delivery of services to the public above all other issues.

- SDG 11: Sustainable Cities and Communities, SDG 3: Good Health and Well-Being, and SDG 4: Quality Education, which have sub-goals to support social justice and equality, were the most prioritized goals in strategic plans. SDG 10: Reduced Inequalities was the fourth most prioritized goal in the strategic plans of municipalities. This supports the conclusion that municipalities in the Marmara Region prioritize social sustainability.

 38%

- **It was revealed that 38% of the municipalities participated in the survey prioritize environmentally sensitive products, services, and activities in their procurement processes.** The rate of municipalities prioritizing life cycle activities is 18%, and the rate of municipalities prioritizing carbon management activities for the realization of SDGs is 20%. Although the data shows that municipalities have reached a certain level of environmentally sensitive procurement, there is room for improvement, especially in life cycle assessment and carbon management activities.

- According to the survey results, 64% of municipalities are in cooperation with public institutions, 52% with civil society organizations, 32% with private sector organizations, and 29% with international organizations. It is observed that cooperation with international organizations is particularly an area open to improvement in sustainability.

The second phase of the research aims to identify and disseminate municipalities' good practices related to the SDGs. For this purpose, a good practice form was prepared and sent to municipalities with an official letter to identify the projects that municipalities have implemented after 2015, the date of adoption of SDGs, and which can be considered good practices. A total of 37 municipalities filled in the forms with 147 different practices and submitted them to the research team. While 29 of the municipalities that filled out the form also answered the survey questions constituting the first part of the research, 8 of them sent only good practice forms. As in the survey, Istanbul was the province with the highest participation rate in this part of the research. In Istanbul, information on 48 practices was collected from 16 different municipalities, including the metropolitan municipality. The SDGs that stand out among the collected practices are SDG 11: Sustainable Cities and Communities, SDG 4: Quality Education, and SDG 3: Good Health and Well-Being. The fact that these three SDGs are also the SDGs that municipalities prioritized the most in their strategic plans according to the survey results in the first part of the research clearly shows that municipalities are particularly focused on these goals.

Although the majority of the projects reported in the research were carried out by municipalities on their own, there are also practices carried out with different stakeholders. Among these stakeholders, cooperation with central government institutions and academic institutions was the most common. While the stakeholders of most of the projects were institutions in Türkiye, it was revealed that only 15 projects cooperated with foreign stakeholders. The majority of the projects were financed entirely from the municipalities' own budgets. The institutions providing financial support to municipalities were development agencies, central government institutions, and international organizations, respectively. The fact that central government institutions come to the fore both as financial support providers and as stakeholders in the projects collected within the scope of the research is consistent with the high rate of cooperation with "central government institutions" in the survey.

The practices collected within the scope of the research were evaluated and scored by the research team according to 6 different criteria: "replicability", "scalability", "budget efficiency", "identification of performance indicators", "quality of content", and "quality of supporting references". Taking into account the scoring ranking and the diversity of municipalities to ensure wider representation, 15 good practices were selected to be included in the report. SDG 11: Sustainable Cities and Communities was the most relevant goal for these practices. This goal was followed by SDG 4: Quality Education, SDG 13: Climate Action, SDG 17: Partnerships for Goals. It was observed that 12 of the practices were implemented in a multi-stakeholder manner. The second part of the report provides detailed information on the content of these practices.

INTRODUCTION
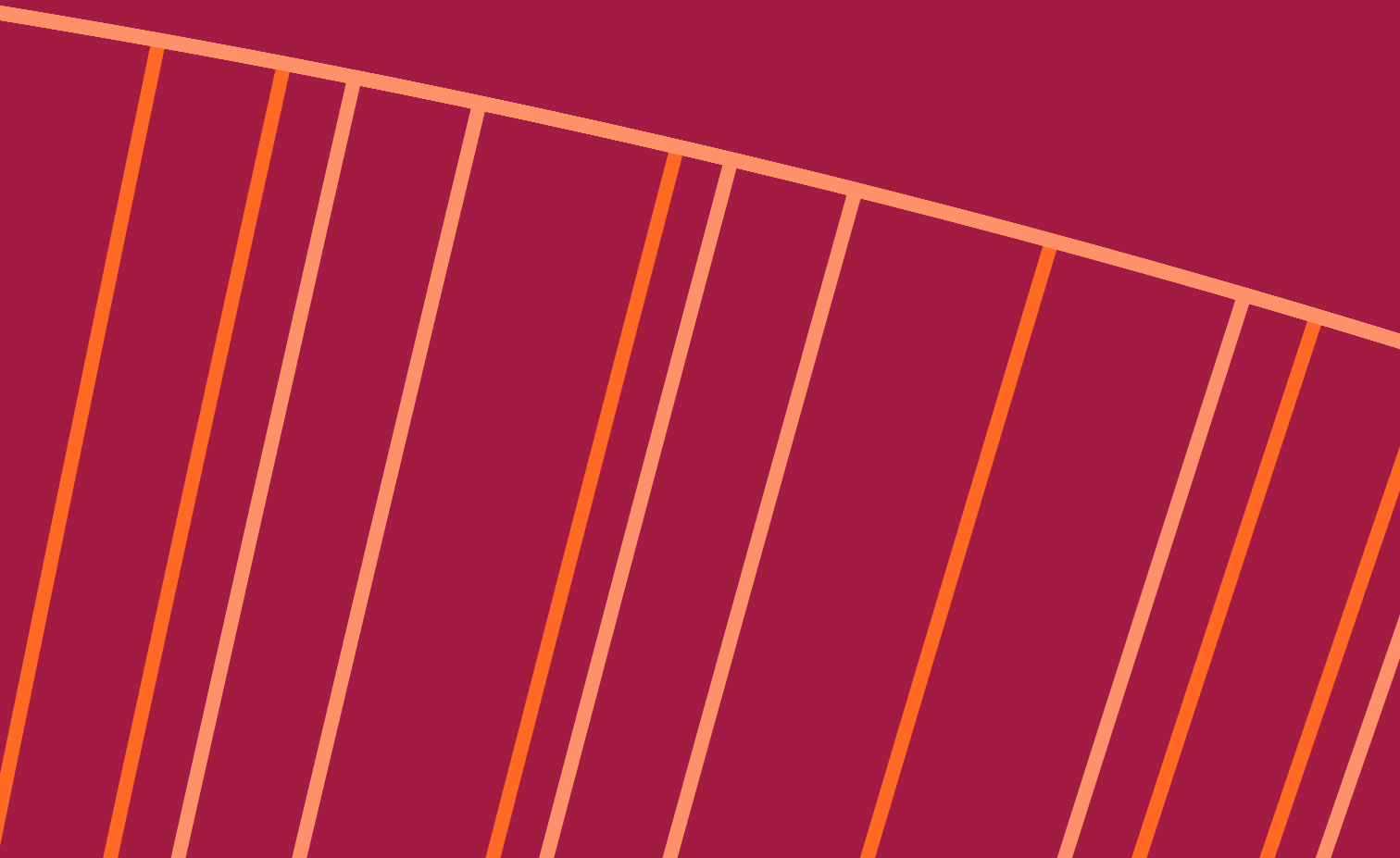
Sustainability is a concept that proposes strategies and implementation models to protect present and future generations against the economic, social, and environmental problems facing societies in the 21st century. Although the global discussion of the concept of sustainable development dates back to the United Nations (UN) Conference on the Human Environment held in Stockholm in 1972, the conceptualization and popularization of the phenomenon began with the "Report of the World Commission on Environment and Development: Our Common Future", also known as the Brundtland Report, published by the UN in 1987. The report emphasized the need to take action as soon as possible by abandoning old methods for the protection of the interests of future generations and the continuity of life, and put forward the assumption that development should proceed with an inclusive and participatory approach. It also underlined that there is no supranational authority that can solve common problems on its own, emphasized the need for international cooperation to solve these problems, and called for "joint efforts". [7]

In the years following the report, various meetings and conferences were organized under the leadership of the UN to mobilize this joint effort. One of the most notable of these conferences was the UN Conference on Environment and Development, also known as the "Earth Summit", held in Rio De Janeiro in 1992.[8] Underlining that social, environmental, and economic issues are in fact interrelated and that success in one of them depends on success in the other, the summit resulted in the "Agenda 21" framework document,[9] which was intended to guide international, national, and local actions. This document is one of the pioneers of action plans that define a set of goals and actions for sustainable development.

After the Earth Summit, a series of summits were organized to discuss the problems addressed within the scope of sustainability.[10] Another historical event that took the issue of sustainable development in a holistic manner was the "Millennium Summit"[11] organized at the UN in 2000. As a result of the summit, the "Millennium Declaration"[12] was published, which included the Millennium Development Goals (MDGs), a set of goals prepared to achieve the goal of sustainable development, similar to the Agenda 21. In the period following the Summit, the MDGs, which include a total of 8 goals, 21 targets, and 60 indicators, have made significant progress on issues addressed under 8 headings such as extreme poverty and hunger, access to primary education, child mortality, gender equality, maternal health, infectious diseases, environmental sustainability and partnership for development. However, existing problems have not completely disappeared and the gains made in the process have varied from region to region. Based on the experiences gained during the MDG process, "Transforming Our World: the 2030 Agenda for Sustainable Development" [13] was prepared in 2015 as

7 - "Report of the World Commission on Environment and Development: Our Common Future", A/42/427, UN General Assembly, Accessed: 1 May 2022, https://sustainabledevelopment.un.org/content/documents/5987our-common-future.pdf

8 - "United Nations Conference on Environment and Development, Rio de Janeiro, Brazil, June 1992", UN, Accessed: 7 May 2022, https://www.un.org/en/conferences/environment/rio1992

9 - For Agenda 21 see, UN Conference on Environment and Development, Agenda 21, Rio Declaration, Forest Principles (New York: UN, 1992), Accessed: 7 May 2022, https://sustainabledevelopment.un.org/content/documents/Agenda21.pdf

10 - These include the 1994 Cairo Conference on Population and Development, the 1996 Copenhagen Conference on Social Development, and the 1995 Beijing Fourth World Conference on Women. See, Sadun Emrealp, *Türkiye Yerel Gündem 21 Programı, Yerel Gündem 21 Uygulamalarına Yönelik Kolaylaştırıcı Bilgiler Elkitabı (Turkey Local Agenda 21 Program, Facilitating Information Handbook for Local Agenda 21 Implementations)*, (İstanbul: IULA-EMME (UCLG-MEWA) Publishing, 2005), p.21.

11 - "Millennium Summit, 6-8 September 2000, New York", UN, Accessed: 7 May 2022, https://www.un.org/en/conferences/environment/newyork2000

12 - For Millennium Declaration see UN Millennium Summit, United Nations Millennium Declaration (New York: UN, Dept of Public Information, 2000), Accessed: 7 May 2022, https://www.un.org/en/development/desa/population/migration/generalassembly/docs/globalcompact/A_RES_55_2.pdf

13 - UN General Assembly, "Transforming Our World: the 2030 Agenda for Sustainable Development".

14 - For the first time in history, the goals set for sustainable development have been accepted by all UN members. The number of these countries is 193. See, Jeffrey D. Sachs et al., *Sustainable Development Report 2022: From Crisis to Sustainable Development: The SDGs as Roadmap to 2030 and Beyond* (Cambridge: Cambridge University Press, 2022), p.9, Accessed: 13 June 2022, https://irp.cdn-website.com/be6d1d56/files/uploaded/UNSDSN%20SDR22%20WEB%20V6%20290522.pdf

15 - Jeffrey D. Sachs et al., *Sustainable Development Report 2021* (Cambridge: Cambridge University Press, 2021), Accessed: 7 May 2022, https://s3.amazonaws.com/sustainabledevelopment.report/2021/2021-sustainable-development-report.pdf

16 - The Republic of Türkiye Ministry of Development, *Report on Turkey's Initial Steps Towards the Implementation of the 2030 Agenda for Sustainable Development* (Ankara: 2016), p.1, Accessed: 1 May 2022, http://www.surdurulebilirkalkinma.gov.tr/wp-content/uploads/2016/07/2030_Raporu.pdf

17 - To access the 11th Development Plan see, Presidency of The Republic of Türkiye Presidency of Strategy and Budget, *On Birinci Kalkınma Planı (Eleventh Development Plan)* (2019-2023) (2019), Accessed: 2 May 2022, https://www.sbb.gov.tr/wp-content/uploads/2022/07/On_Birinci_Kalkinma_Plani-2019-2023.pdf

a result of a 3-year consultation process with representatives of different institutions such as UN bodies, central governments of member states, civil society organizations, international organizations, academia, and private sector organizations and it was adopted by all UN member states at the UN General Assembly.[14]

The document, referred to as the "2030 Agenda" or the "Global Agenda" for short, is designed to tackle economic, social, and environmental challenges over the 15-year period between 2016 and 2030. The Agenda sets out the Sustainable Development Goals (SDGs), consisting of 17 goals and 169 sub-goals. With the SDGs aiming for a global transformation, the number of global goals has been increased and their scope has been expanded. However, according to the "2021 Sustainable Development Report", not only underdeveloped or developing countries but also developed countries are behind the SDGs.[15] Although these countries are closer to achieving the goals than others, it is obvious that all countries should increase their efforts to achieve these goals, considering that 2030 is 8 years away.

Türkiye put the concept of sustainable development on its agenda after the UN Earth Summit in Rio in 1992. In order to become one of the active and important actors in the global transformation process, Türkiye has included sustainability in its national development plans since the Seventh Five-Year Development Plan (1996-2000).[16] In the current 11th Development Plan prepared for the 2019-2023 period, the concept of sustainability is evaluated under various headings and the actions to be taken at the national level for the realization of the SDGs are addressed under a separate sub-heading.[17] In addition to incorporating the SDGs into its own development plan, Türkiye also identifies the current situation towards the goals and reports on the work carried out at the national level. In this context, it published Voluntary National Review (VNR) Reports in 2016 and 2019. Finally, with the Presidential Circular published in the Official Gazette dated July 19, 2022, the "National Sustainable Development Coordination Commission" consisting of the heads of relevant ministries and other official institutions was established to monitor SDG efforts at the national level and ensure coordination among institutions carrying out related work.[18] The work of the commission will be carried out under the coordination of Presidency of The Republic of Türkiye Presidency of Strategy and Budget.

In the international agendas and discussions, especially Agenda 21 and the following international agendas and discussions, it has been stated that a significant part of the current problems occurs at the local level. It has been emphasized that in addition to international institutions and central government institutions, local actors should participate in the process of seeking solutions to problems by developing partnerships

with national and international organizations and other local actors, be a part of the sustainable development process, and implement existing sustainable development agendas at the local level. These documents also place a special emphasis on local governments as one of the most important actors at the local level. For example, in Chapter 28 of Agenda 21, it is emphasized that the source of the problems and possible solutions addressed within the scope of the agenda are local, and that the participation of local governments in this process is critical; especially its role in raising awareness and mobilizing the public is underlined. In addition, in order to realize sustainable development at the local level, local governments were advised to develop their own agenda, called "Local Agenda 21", in dialogue with local people and other relevant organizations and to determine a strategy for this agenda.[19]

As emphasized in Agenda 21, the creation and implementation of Local Agenda 21 documents in cities under the leadership of local governments has brought inclusiveness and stakeholder management, the preparation of policy documents based on participation, coordination between global, national and local policies on the subject, and the creation of a coordinated working model with policy implementing units and non-governmental organizations.

The 2030 Agenda, which is more comprehensive than its predecessors, emphasizes the importance of the local by setting a city-specific goal, namely, SDG 11: Sustainable Cities and Communities. Local governments are seen as one of the most critical actors in the realization of this goal, which clearly recognizes the importance attributed to cities in the journey towards sustainability. On the other hand, in the reports of various institutions, particularly United Cities and Local Governments (UCLG), Organization for Economic Co-operation and Development (OECD), and UN agencies, it is emphasized that the role of local governments is not limited to working for the realization of this goal.[20] It is frequently stated that most of the sub-targets specified under the SDGs fall within the jurisdiction and responsibility of local governments.[21] According to the report titled "A Territorial Approach to Sustainable Development Goals: Synthesis Report" published by the OECD in 2020, 105 of the 169 sub-goals can be realized with the contribution of local and regional governments to the process.[22] In addition to the direct contribution stemming from authority and responsibility, local governments also contribute indirectly to the process of realizing the SDGs. In this regard, local governments conduct information activities to increase public awareness and ownership of the SDGs, and play an active role in the formation of collaborations to accelerate SDG implementation by bringing together individuals and organizations from many different sectors, from academia to the private sector and international organizations. [23]

18 - "Ulusal Sürdürülebilir Kalkınma Koordinasyon Kurulu" (National Sustainable Development Coordination Commission), Presidency of the Republic of Türkiye Information System of Regulations, 2022, Accessed: 22 July 2022, https://www.resmigazete.gov.tr/eskiler/2022/07/20220719-3.pdf

19 - UN Conference on Environment and Development, Agenda 21, Rio Declaration, Forest Principles.

20 - For some of these publications see, OECD, A Territorial *Approach to Sustainable Development Goals: Synthesis Report.* & Efraim Hernández et al., *SDG localization baseline: How local-level actors are driving change and advancing the achievement of the 2030 Agenda* (SEI: Stockholm Environment Institute, 2021) & Global Taskforce of Local and Regional Governments, UNDP, UN-Habitat, *Roadmap for Localizing the SDGs: Implementation and Monitoring at Subnational Level.*

21 - For an example, see, UCLG, *The Sustainable Development Goals: What Local Governments Need to Know* (2019), Accessed: 9 May 2022, https://www.uclg.org/sites/default/files/the_sdgs_what_localgov_need_to_know_0.pdf

22 - OECD, *A Territorial Approach to Sustainable Development Goals: Synthesis Report.*

23 - UCLG, *Towards the Localization of The SDGs: Local and Regional Governments' Report to the 2018 HLPF – 2nd Report* (2017), Accessed: 31 May 2022, https://www.uclg.org/sites/default/files/towards_the_localization_of_the_sdgs.pdf

24 - While this number was determined as 9 at the beginning of the project, it was increased to 23 with the Decree of the Council of Ministers published in the Official Gazette dated February 8, 1999 and numbered 23605.

25 - Sadun Emrealp, *Türkiye Yerel Gündem 21 Programı, Yerel Gündem 21 Uygulamalarına Yönelik Kolaylaştırıcı Bilgiler Elkitabı (Turkey Local Agenda 21 Program, Facilitating Information Handbook for Local Agenda 21 Implementations),* p.30.

26 - Presidency of The Republic of Türkiye Presidency of Strategy and Budget, *Türkiye Sürdürülebilir Kalkınma Amaçları 2. Ulusal Gözden Geçirme Raporu: "Ortak Hedefler İçin Sağlam Temeller" (Turkey's Sustainable Development Goals 2nd VNR: "Strong Grounds Towards Common Goals",* (Ankara: 2019), Accessed: 17 June 2022, https://www.sbb.gov.tr/wp-content/uploads/2020/03/Surdurulebilir-Kalkinma-Amaclari-Turkiye-2nci-Ulusal-Gozden-Gecirme-Raporu_TR-WEB.pdf

27 - The Republic of Türkiye Presidency of Strategy and Budget, *Eleventh Development Plan* (2019-2023), p. 209.

28 - The member municipalities of UNGC in Türkiye are Mezitli Municipality, Nilüfer Municipality and Şişli Municipality. See "Our Participants", UNGC, Accessed: 31 May 2022, https://www.unglobalcompact.org/what-is-gc/participants

Reflecting the emphasis on the local in different global action plans, national and international institutions have been working to involve local actors, particularly municipalities, in the process of realizing sustainable development. In Türkiye, the first efforts in this regard started after the Earth Summit in Rio, which Türkiye also attended. One of the most important of these efforts was the "Promotion and Development of Local Agenda 21 in Türkiye" Project, which was carried out between 1997 and 1999 with the support of the United Nations Development Programme (UNDP) and under the coordination of the International Union of Local Authorities Eastern Mediterranean and Middle East Regional Organization (IULA-EMME). The project, which aimed to promote Local Agenda 21 in Türkiye through various training and information activities, to disseminate the lessons learned during the project through publications, and to develop mechanisms that would contribute to the participatory planning process in cities, was implemented in 23 cities.[24] As a result of the success of the project, a second project titled "Implementation of Local Agenda 21 in Türkiye" was launched in 2000. As the number of project partners exceeded 50 with new sub-projects and participation, the project was restructured as the "Turkey Local Agenda 21 Program".[25] In Türkiye, efforts to recognize and include the local community and local governments as part of sustainable development continued during the 2030 Agenda period. The most concrete example of these efforts is the fact that local governments were consulted during the preparation process of Türkiye's 2nd VNR and their work was included in the final report.[26] Furthermore, Article 844 of Türkiye's 11th Development Plan has foreseen the establishment of a National Sustainable Development Commission, including local governments, under the coordination of Presidency of the Republic of Türkiye Presidency of Strategy and Budget.[27]

The awareness of local governments on sustainability has started to rise as global crises have become increasingly visible at the local level. As a result of this increased awareness, some local governments are trying to implement global agendas on their own initiative instead of a top-down approach with the support of national and international organizations. Examples of what can be considered a bottom-up process include municipalities' reporting on sustainable development, linking the Global Goals to their plans and policies, and their involvement in international networks related to the SDGs. For example, municipalities are also party to the "United Nations Global Compact" (UNGC), which was launched by the UN to promote the ideal of sustainable development in institutions, especially in the private sector, and to encourage these institutions to link their work and strategies with sustainable development. As of 2022, the number of municipalities party to the network is 92 and 3 of these local governments are from Türkiye[28]

Another indicator that gives an idea about local governments' awareness and interest in sustainability is the reports they prepare. The sustainability efforts of organizations around the world are addressed in reports prepared in different formats. Nearly 50 local governments have prepared Sustainability Reports in the "Global Reporting Initiative" (GRI)[29] format, which is one of the most widely used among these formats.[30] In addition to sustainability reports prepared in the GRI format, local governments prepare Voluntary Local Reviews (VLRs) and share them with the public at several events including the High-Level Political Forum (HLPF) established in 2012 under the UN Economic and Social Council (ECOSOC). The first VLR was prepared by in 2016. As of 2021, 125 local governments have prepared VLRs.[31]

Although these data provide evidence that municipalities are becoming aware of sustainable development and are working towards this global endeavor, given that there are around 10,000 cities in the world,[32] it is still possible to say that few local governments are embracing this process. However, it should be emphasized that these clues provided by the data are insufficient to provide a complete picture of the level of awareness of local governments around the world towards the SDGs and their work towards this ideal. In order to identify the status and work of local governments around the world and monitor their progress, UCLG conducts a survey every year and presents its report at the HLPF.[33] These reports provide an important source of information on the work of local governments around the world on the SDGs. Considering that the participation of Turkish municipalities in this survey is not very high, it is seen that there is a need for a similar baseline study both in Türkiye in general and in the Marmara Region in particular.[34]

Marmara Municipalities Union (MMU) initiated the "Local Governments SDG Activities Research" among its member municipalities in May 2021, based on the need in the Marmara Region. The survey, which ended in June 2021, was conducted in MMU member metropolitan, provincial, district, and town municipalities in 12 provinces (Balıkesir, Bilecik, Bolu, Bursa, Çanakkale, Edirne, Istanbul, Kırklareli, Kocaeli, Sakarya, Tekirdağ and Yalova). [35] The first part of the two-part research includes an online survey to reveal the awareness levels of municipalities in the region, their SDG activities, and how they incorporate SDGs into the governance process. The second part of the research consists of SDG practices collected through the information form created to gather the practices of the municipalities that will support the SDGs. For the research, the link to access the online survey and the information form were sent to 193 MMU member municipalities with an official letter.

29 - For more information: on the GRI format, see, "About", GRI, Accessed: 31 May 2022, https://www.globalreporting.org/about-gri/

30 - GRI no longer publishes existing reports in its open database. This number is not current and is taken from an article published in 2018. For the article, see, Lunder Niemann, Thomas Hoppe, "Sustainability Reporting by Local Governments: a Magic Tool? Lessons on Use and Usefulness From European Pioneers", *Public Management Review,* 20:1 (2017): 201-223, p. 205, Accessed: 31 May 2022.

31 - For the VLR database see, "Voluntary Local Reviews", UN-Habitat, Accessed: 27 January 2022, https://unhabitat.org/topics/voluntary-local-reviews

32 - Cities in the world", OECD, Accessed: 1 January 2022, http://www.worldcitiestool.org

33 - For the reports prepared by UCLG, see, "Publications", UCLG, Accessed: 31 May 2022, https://www.uclg.org/en/resources/publications

34 - In the 5th report published in 2021, the number of survey responses from Türkiye is not given. However, only 19 organizations from the Middle East and North Asia region, including Türkiye, responded to the survey. Based on this data, it can be said that very few organizations from Türkiye responded to the survey. For the report, see, UCLG, *Towards the Localization of SDGs: Sustainable and Resilient Recovery Driven by Cities and Territories.*

35 - There are 11 provinces in the Marmara Region. These provinces are Balıkesir, Bilecik, Bursa, Çanakkale, Edirne, Istanbul, Kırklareli, Kocaeli, Sakarya, Tekirdağ, and Yalova. However, Bolu Municipality, which was among the MMU member municipalities at the time of the field research, was also included in this research.

The first chapter of the report titled "Local Governments on the Axis of Sustainable Development Goals" analyzes the results of the survey conducted as part of the research. A total of 106 municipalities participated in the survey aiming to identify the level of awareness, institutional capacity, governance and planning mechanisms and needs related to SDGs in municipalities. The survey questions were designed to measure 3 main issues, namely "SDG Awareness Level", "SDG Activities", and "SDG Governance" and the report analyzes the survey findings under these 3 main headings. In the second chapter titled "Good Practices of Local Governments on the Axis of Sustainable Development Goals", it is aimed to reveal and disseminate the good practices of municipalities to realize the SDGs. For this purpose, 147 good practices submitted by 37 municipalities were evaluated. In addition, a detailed description of 15 best practices, which were selected based on 6 criteria, namely "replicability", "scalability", "budget efficiency", "identification of performance indicators", "quality of content", and "quality of supporting references", and considering the representation of different municipalities, is provided. The report, which reveals the existing situation and areas of need in the field, aims to contribute to the formulation of strategies and roadmaps of local governments, central government institutions, local government associations, and other international, national, and local organizations working towards the localization of SDGs.

1
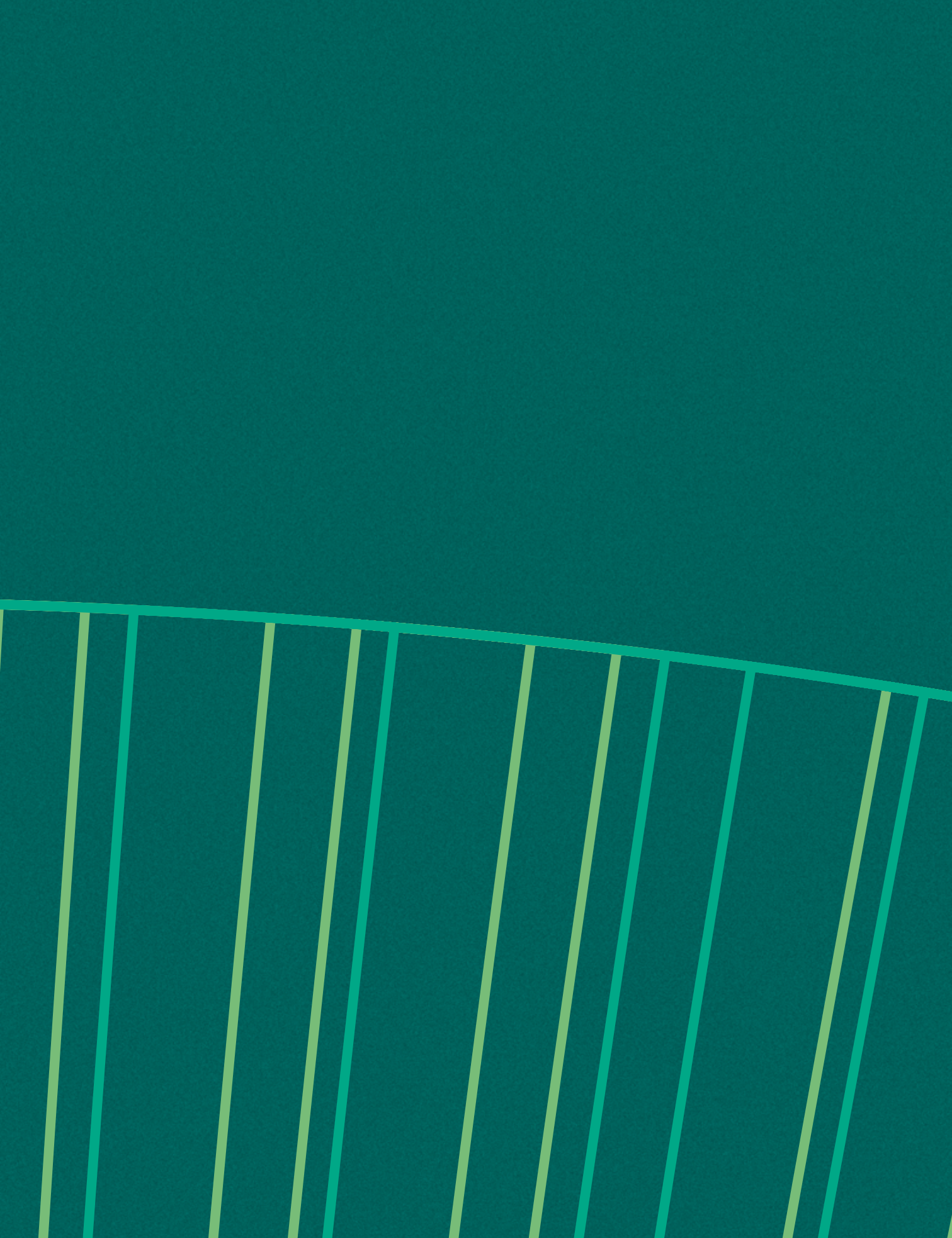
LOCAL GOVERNMENTS ON THE AXIS OF SUSTAINABLE DEVELOPMENT GOALS

1.1. Research Methodology

With the survey, which is the first leg of the Local Governments SDG Activities Research, MMU aimed to determine the current situation and needs of the municipalities in the Marmara Region regarding SDG awareness, SDG activities, and SDG governance. In this part of the research, the opinions of MMU member municipalities were obtained through open-ended and selective questions and reported. In order to contribute to UCLG's international monitoring mechanism, the survey questions of UCLG's annual survey on the localization of SDGs were also used in the preparation of the 17 questions that make up the survey. [36]

36 - For the questions of the survey conducted by UCLG in 2022, see, "Survey on the Role of Local and Regional Governments and Their Associations", UCLG, Accessed: 1 June 2022, https://www.survey.uclg.org/en/

The online survey link was sent to 193 MMU member municipalities via an official letter. A total of 106 municipalities completed the survey between May and June 2021 when the survey was open. In the case of multiple responses from the same municipality, the relevant persons were contacted and requested to agree on a single response and submit their joint response to the MMU. Therefore, the responses agreed upon by the relevant representatives from each municipality were taken into account for the analysis, while the other responses were excluded from the data set.

The level of authority of the municipality representatives who filled out the survey forms varies. In some municipalities, the questions were answered at the level of the deputy mayor, while in others they were completed by the mayoral advisor, head of unit, manager, chief, or expert staff.

Table 1: Distribution of Municipal Representatives Who Completed the Survey

Municipal Representatives Who Completed the Survey	
Title	Number of Municipalities
Deputy Mayor	5
Mayoral Advisor	1
Head of Unit, Manager or Chief	45
Expert Staff	50
Unknown	5

Similarly, the departments to which the municipal representatives who filled out the surveys are affiliated also vary across municipalities. The representatives who filled out the surveys mostly work in the Directorate of Strategy Development. This was followed by the Directorate of Financial Services. The Directorate of Editorial Affairs and the Directorate of Research and Projects come third. In addition to these directorates, representatives from the Directorates of Press and Publications, Research and Development, Human Resources, Public Works, Foreign Affairs, Culture and Social Services,

Support Services, Cleaning Services, Environmental Protection, Zero Waste, Zoning and Urbanization, Climate Change, as well as the Office of the Mayor, and various centers of municipalities also filled out the survey.

In the report, the survey questions of the research are evaluated under three categories. These categories are "SDG awareness level" questions that measure individual and institutional awareness in municipalities, "SDG activities" questions that include SDG-related activities of municipalities, and "SDG governance" questions that measure how municipalities incorporate SDGs into their governance processes. The findings of the research are presented under the headings of "SDG Awareness Level of Municipalities", "SDG Activities of Municipalities", and "SDG Governance of Municipalities" representing these categories.

Under the heading of "SDG Awareness Level of Municipalities", the awareness of municipal employees on SDGs, institutional structuring related to SDGs in the municipality, and awareness raising activities carried out within the municipality on SDGs are examined. In the "SDG Activities of Municipalities" section, concrete data and activities that will document the level of municipalities' sustainability and SDG engagement have been investigated. Strategic plans, reporting, coordination with the central government, and decentralization efforts are evaluated in this context. Finally, under the heading "SDG Governance of Municipalities", the collaborations established by municipalities to realize the SDGs are discussed.

1.2. Municipalities that Participated in the Field Research

The research area was selected as 12 provinces (Balıkesir, Bilecik, Bolu, Bursa, Çanakkale, Edirne, Istanbul, Kırklareli, Kocaeli, Sakarya, Tekirdağ and Yalova)[37] located in the Marmara Region.[38] In these provinces, out of all 193 MMU member municipalities which were sent the survey, 55% (106 municipalities) participated in the survey. While all MMU member metropolitan and provincial municipalities were represented in the survey, the municipalities that did not participate in the survey were among district and town municipalities. Almost all of the responding municipalities answered the majority of the questions.

Graph 1: Participation of MMU Member
Municipalities in the Survey
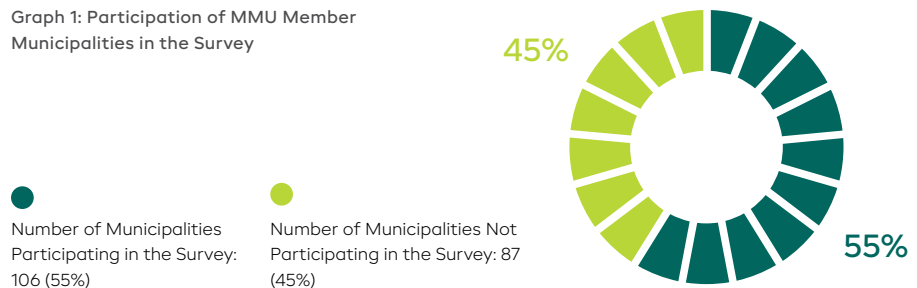
45%

55%

● Number of Municipalities
Participating in the Survey:
106 (55%)

● Number of Municipalities Not
Participating in the Survey: 87
(45%)

Map 1: Participation of MMU Member Municipalities in the Survey

BLACK SEA

SEA OF MARMARA

AEGEAN SEA

Marmara Region Border

Metropolitan Municipalities

Provincial Municipalities

District Municipalities

Town Municipalities

Municipalities Not Participating in the Survey

Municipalities Which Are Not Members of MMU
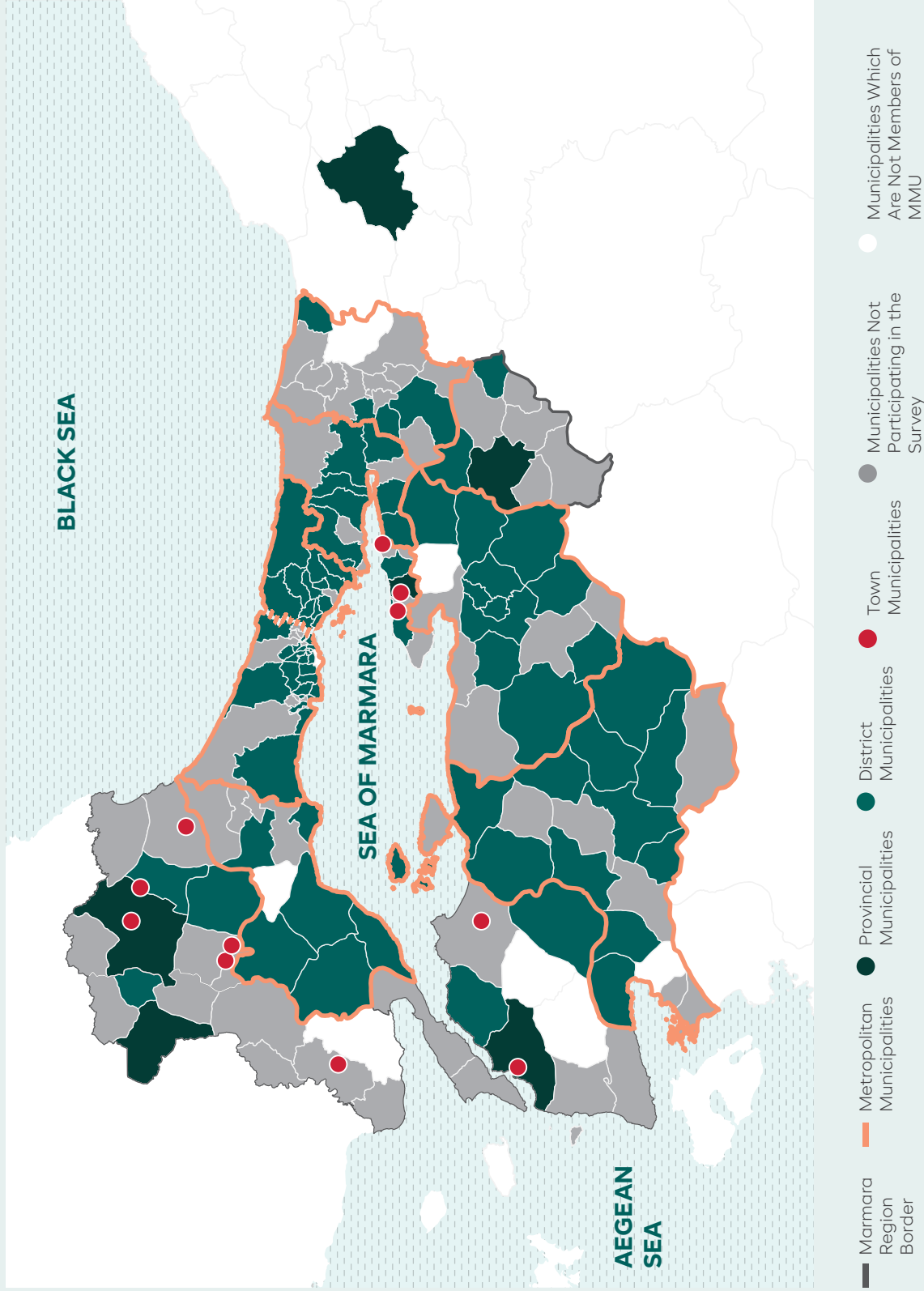
Metropolitan Municipalities

- Balıkesir Metropolitan Municipality
- Bursa Metropolitan Municipality
- Istanbul Metropolitan Municipality
- Kocaeli Metropolitan Municipality
- Sakarya Metropolitan Municipality
- Tekirdağ Metropolitan Municipality

Provincial Municipalities

- Bilecik Municipality
- Bolu Municipality
- Çanakkale Municipality
- Edirne Municipality
- Kırklareli Municipality
- Yalova Municipality

District Municipalities

- Adalar Municipality
- Altıeylül Municipality
- Arnavutköy Municipality
- Ataşehir Municipality
- Avcılar Municipality
- Bağcılar Municipality
- Bahçelievler Municipality
- Balya Municipality

- Bandırma Municipality
- Başakşehir Municipality
- Bayrampaşa Municipality
- Beşiktaş Municipality
- Beykoz Municipality
- Beylikdüzü Municipality
- Beyoğlu Municipality
- Bigadiç Municipality
- Büyükçekmece Municipality
- Büyükorhan Municipality
- Çayırova Municipality
- Çekmeköy Municipality
- Çiftlikköy Municipality
- Çınarcık Municipality
- Derince Municipality
- Dursunbey Municipality
- Edremit Municipality
- Ergene Municipality
- Esenler Municipality
- Esenyurt Municipality
- Gönen Municipality
- Kestel Municipality
- Fatih Municipality
- Gaziosmanpaşa Municipality
- Gebze Municipality
- Geyve Municipality
- Gölcük Municipality
- Güngören Municipality
- Gürsu Municipality
- Havran Municipality

- Hayrabolu Municipality
- Inegöl Municipality
- Izmit Municipality
- Iznik Municipality
- Kadıköy Municipality (Istanbul)
- Kartepe Municipality
- Keles Municipality
- Kepsut Municipality
- Körfez Municipality
- Küçükçekmece Municipality
- Lapseki Municipality
- Lüleburgaz Municipality
- Malkara Municipality
- Maltepe Municipality
- Marmara Adalar Municipality
- Marmara Ereğlisi Municipality
- Mustafakemalpaşa Municipality
- Nilüfer Municipality
- Osmaneli Municipality
- Pendik Municipality
- Pınarhisar Municipality
- Sancaktepe Municipality
- Sapanca Municipality
- Sarıyer Municipality
- Şarköy Municipality
- Savaştepe Municipality
- Serdivan Municipality
- Şile Municipality
- Silivri Municipality
- Şişli Municipality

- Süleymanpaşa Municipality
- Süloğlu Municipality
- Sultanbeyli Municipality
- Sultangazi Municipality
- Susurluk Municipality
- Karamürsel Municipality
- Osmangazi Municipality
- Tuzla Municipality
- Ümraniye Municipality
- Üsküdar Municipality
- Yenice Municipality
- Yenipazar Municipality
- Yenişehir Municipality
- Yıldırım Municipality
- Zeytinburnu Municipality

Town Municipalities

- Alpullu Municipality
- Büyükmandıra Municipality
- Çakıllı Municipality
- Esetçe Municipality
- Kepez Municipality
- Gümüşçay Municipality
- Kadıköy Municipality (Yalova)
- Kavaklı Municipality
- Kaytazdere Municipality
- Üsküp Municipality
- Teşvikiye Municipality

1.3. Research Findings

1.3.1 SDG Awareness Level of Municipalities

The SDGs are a roadmap that aim to realize social, environmental, and economic transformation to create a more livable and sustainable world on a global scale. Before this transformation process can begin, individual and institutional awareness of the SDGs must be raised. Institutions with a high level of awareness are ready for transformation, renewal, and implementing practices that will ensure this transformation. On the part of local governments, creating a qualified workforce, determining areas of authority and responsibility at the institutional scale and between units, creating the necessary institutional structures, and informing employees about the SDGs constitute the most prioritized and fundamental steps for all services and activities to contribute to the localization of the SDGs. In this section, in order to evaluate the institutional awareness of municipalities in the Marmara Region on SDGs, responses to questions on SDG awareness levels of municipal employees, institutional structuring of municipalities on SDGs and awareness activities carried out within the municipality are analyzed.

1.3.1.1 Level of SDG Awareness of Municipal Employees

The municipalities participating in the research were asked the question "Which of the following statements best describes the level of awareness of the employees in your municipality on SDGs?" to determine the level of individual awareness of employees on SDGs. A total of 104 municipalities responded to this question. When the answers are evaluated, it is seen that the level of awareness of municipal employees on SDGs is open for improvement. Approximately 9% of the municipalities responding to the survey stated that they did not know the level of SDG awareness of their municipal employees, while 50% stated that very few of their employees had SDG awareness. The rate of municipalities that state that the level of awareness among municipal employees is high is approximately 13%. These municipalities also stated that they use SDGs as an important reference in their strategies. Around 22% of municipalities stated that while most of their employees are aware of the SDGs, they are not aware of the relevance of the SDGs for municipal services. 6% of municipalities stated that most of their employees are aware of the SDGs and refer to them in their work, while emphasizing that they have not yet been implemented at the strategic level. As individual and institutional awareness of the SDGs increases, the likelihood of SDGs being considered and implemented at the strategic level will increase, and in turn, municipalities will be able to develop their capacity at the individual and institutional level in line with the SDGs.

8.65%

5.77%

13.46%

22.12%

50%
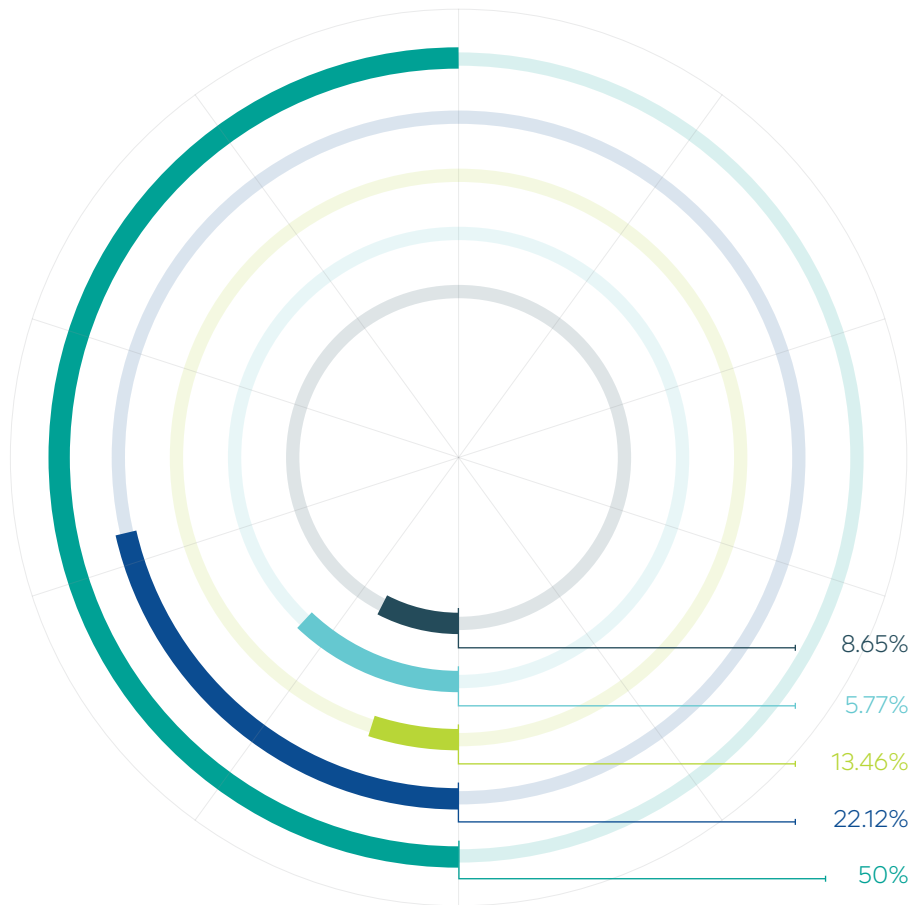
Graph 2: SDG Awareness Level of Municipal Employees

n= 104
n: The number of municipalities
that responded

● Very few people working in our municipality have knowledge about SDGs.

● The majority of people working in our municipality have heard of the SDGs but are not aware of their relevance to municipal services.

● SDGs are well known in our municipality and used as an important reference in our strategies.

● The majority of employees in our municipality are aware of and refer to the SDGs but they are not used as an important reference in our strategies.

● Don't know

When the data is analyzed by municipality categories, it is seen that metropolitan, district, and town municipalities tend to respond with "Very few people working in our municipality have knowledge about SDGs." Provincial municipalities, on the other hand, mostly stated that SDGs are well known in their municipalities and used as an important reference in their strategies. One of the least common responses across all municipal categories was "The majority of employees in our municipality are aware of and refer to the SDGs, but they are not used as an important reference in our strategies."

Graph 3: SDG Awareness Level of Municipal Employees by Municipal Categories

Metropolitan Municipality n=6	50%	33.33%	16.67%	
Provincial Municipality n=6	33.33%	16.67%	50%	
District Municipality n=82	52.44%	6.09% 23.17% 7.32%	10.98%	
Town Municipality n=10	40%	10% 10% 30%	10%	
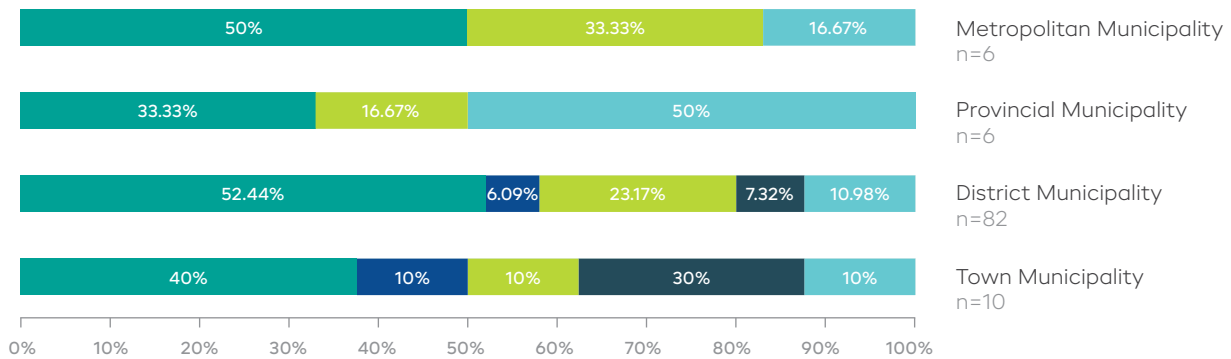
● Very few people working in our municipality have knowledge about SDGs.

● The majority of employees in our municipality are aware of and refer to the SDGs but they are not used as an important reference in our strategies.

● The majority of people working in our municipality have heard of the SDGs but are not aware of their relevance to municipal services.

● SDGs are well known in our municipality and used as an important reference in our strategies.

● Don't know

n= 104
n: The number of municipalities that responded

1.3.1.2 Coordination of SDG Activities in Municipalities

104 municipalities responded to the question "Which unit or persons are responsible for the coordination of SDG-related activities in your municipality?", which was asked to examine the position of SDGs in municipalities and institutional awareness in this area. When the answers of the participating municipalities are evaluated, in consistency with the previous question, it is seen that approximately 52% of the municipali-

ties do not have a responsible/coordinating employee for SDGs or that SDG activities are carried out by different units in a disorganized and uncoordinated manner. Therefore, it is observed that SDG integration in the institutional structures of municipalities is an area open for improvement.

Approximately 26% of municipalities state that SDG activities are carried out by a specific unit within the municipality that has been assigned responsibility. Of this percentage, 6% state that coordination of SDG activities is carried out by an SDG team that ensures inter-unit coordination, while 20% state that it is provided at the level of a specific service unit. Approximately 6% of municipalities provide SDG activities at the top management level. 5% of municipalities selected the "other" option. Of those who chose this option, three of them gave the name of the unit responsible for SDGs,[39] while the other municipalities stated that some units carry out SDG-related activities even if there is no specifically assigned unit.

39 - These units are the Office of Mayor, the Head of Research and Projects, and the Local Development and EU Relations Coordination Center under the Directorate of Social Aid Affairs.

Graph 4: Units/Persons Responsible for the Coordination of the SDGs in Municipalities

There is no responsible unit or person. Several or all units deal with the SDGs in a disorganized and unco-ordinated manner.	51.92%
A specific service unit, chiefship, directorate, or department (e.g. foreign affairs unit, sustainability office, environmental protection and control department, strategy development directorate, etc.) is responsible for coordination.	20.19%
There is an SDG team / working group / task force / coordination officer that coordinates across units.	5.77%
Coordination is at the senior management level of the municipality (e.g. Mayor's Office, General Secretariat, etc.).	5.77%
Don't know	11.54%
Other	4.81%

n= 104
n: The number of municipalities that responded

Provincial, district, and town municipalities mostly stated that there is no unit or person responsible for SDG coordination in their municipalities, and that one or a few units carry out SDGs-related activities without coordination with each other. Metropolitan municipalities, on the other hand, tend to carry out SDG-related activities under the coordination of a specific service unit, chiefship, directorate, or department. Only district municipalities reported having an SDG team or coordination officer that ensures inter-unit coordination. One of the least common choices across all categories of municipalities was the one that emphasized that coordination is at the senior management level.

Graph 5: Units/Persons Responsible for the Coordination of the SDGs in Municipalities by Municipal Categories

	Metropolitan Municipality n=6
50% 16.67% 33.33%	

Provincial Municipality n=6
16.67% 16.67% 66.67%

District Municipality n=82
20.73% 9.76% 7.32% 3.66% 4.88% 53.66%

Town Municipality n=10
10% 40% 10% 40%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
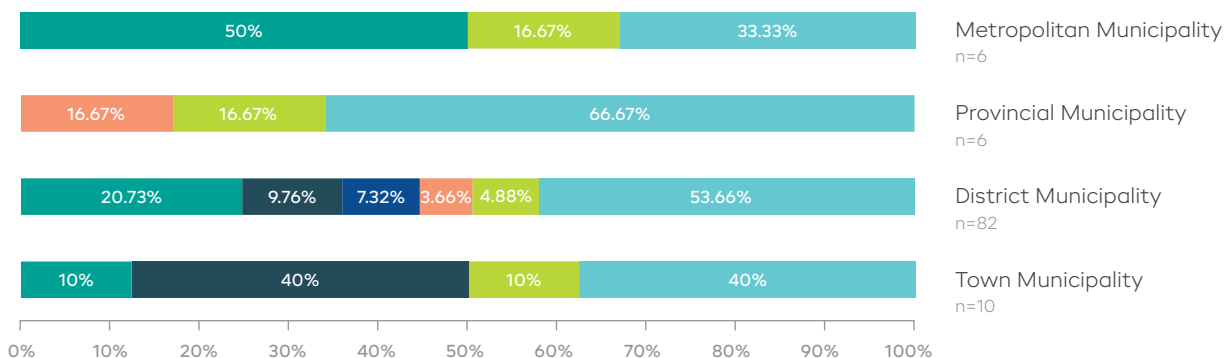
● A specific service unit, chiefship, directorate, or department (e.g. external relations unit, sustainability office, environmental protection and control department, strategy development directorate, etc.) is responsible for coordination.

● There is an SDG team / working group / task force / coordination officer that coordinates across units.

● Coordination is at the senior management level of the municipality (e.g. Mayor's Office, General Secretariat, etc.).

● There is no responsible unit or person. Several or all units deal with the SDGs in a disorganized and uncoordinated manner.

● Other   ● Don't know

n= 104
n: The number of municipalities that responded

When the units responsible for SDG activities in municipalities and the functions of these units in the institutional structure are evaluated with an open-ended question, it is seen that relatively few municipalities answered this question, supporting the

findings of the previous question. 43 municipalities responded to the question on which units carry out SDG-related activities. 9 of these municipalities were excluded from the analysis as they answered "none", "does not exist", "don't know", or "will be established". Of the 34 municipalities that provided the names of specialists and units, 20 stated that SDG activities and coordination are carried out by the Strategy Development Department, Directorate, Chief or Service. 13 municipalities stated that SDG activities are carried out by different units such as Foreign Affairs Directorate, Research and Project Directorate, Research and Development Directorate, Directorate of Editorial Affairs, Zero Waste Directorate, Public Works Directorate, Internal Audit Department, and the Office of the Mayor. In most of the municipalities that responded to the question, SDG activities and coordination are under the responsibility of one unit, while in 2 municipalities, more than one unit carries out the related activities. 1 municipality did not specify the unit but wrote the name of the expert staff responsible for SDGs. When the institutional charts of the municipalities are evaluated, it is observed that the organizational chart of each municipality and the functions of the relevant units are different.

1.3.1.3 Awareness Raising Activities for Municipal Employees

One of the practices that can reveal the level of institutional and individual awareness is the SDG awareness raising activities conducted by municipalities for their own employees. Within the scope of the survey, 104 municipalities responded to the question about SDG awareness raising activities for municipal employees. The responses to this question support the finding regarding the current SDG awareness levels of municipal employees and the need for improvement in the integration of SDGs into the institutional structure of municipalities. While 46% of the responses indicate that there are no awareness raising activities for municipal employees, around 12% of the municipalities stated that they do not know anything about this issue. The rate of municipalities stating that awareness raising activities for municipal employees are specific to one or a few units is 25%. The rate of municipalities stating that awareness raising activities are conducted for all units is approximately 12%. The rate of municipalities stating that awareness raising activities are very advanced and effectively implemented for all units is only 1%. Therefore, there is a great need for SDG-based awareness raising activities in municipalities. Awareness raising efforts should be seen as a critical means for SDG-based capacity development at both individual and institutional levels.

Graph 6: Awareness Raising Activities for Municipal Employees on the SDGs

12.5%

3.85%

0.96%

11.54%

25%

46.15%

n= 104
n: The number of municipalities that responded
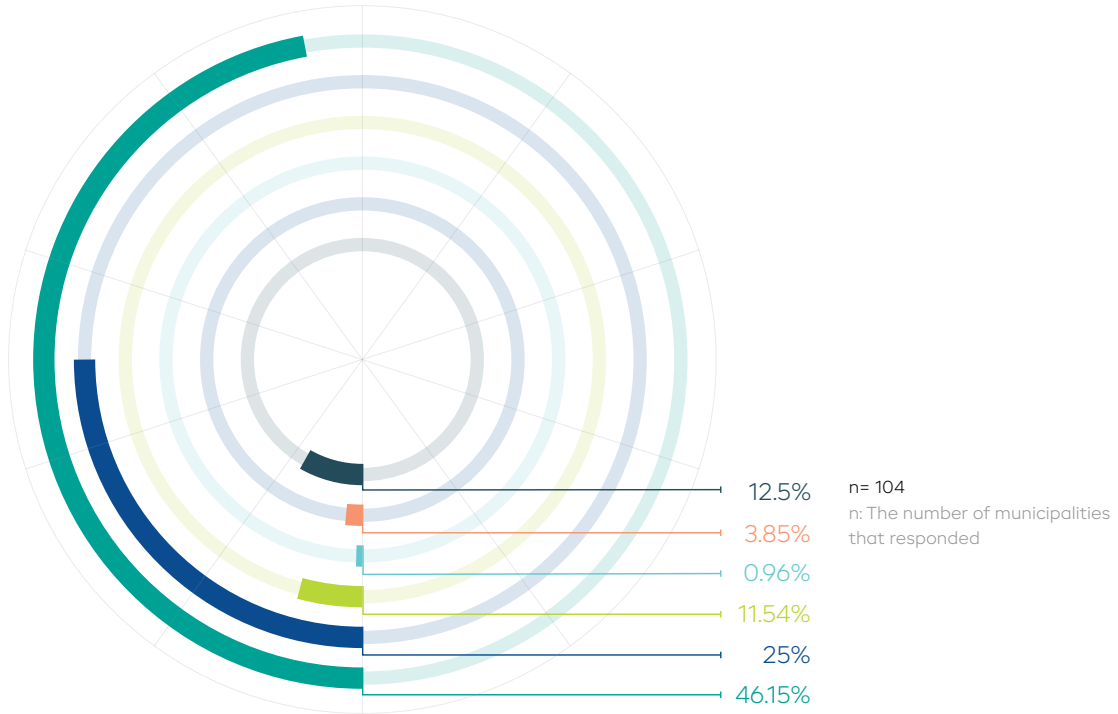
● There are no awareness raising activities.

● Some activities (trainings, workshops, etc.) are conducted for one or a few units.

● Some awareness raising activities are conducted for all units.

● Our awareness raising activities are advanced and effectively implemented for all units.

● Other   ● Don't know

While the majority of provincial, district, and town municipalities stated that there are no awareness raising activities in their municipalities, metropolitan municipalities stated that special trainings are organized for one or a few units. The option "Our awareness raising activities are advanced and effectively implemented for all units." was selected by only one district municipality.

Metropolitan Municipality
n=6

| 50% | 33.33% | 16.67% |

Provincial Municipality
n=5

| 20% | 20% | 40% | 20% |

District Municipality
n=83

| 13.25% | 25.30% | 4.82% | 44.58% | 1.20% | 10.84% |

Town Municipality
n=10

| 10% | 10% | 70% | 10% |

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

n= 104
n: The number of municipalities that responded

- Some activities (trainings, workshops, etc.) are conducted for one or a few units.
- There are no awareness raising activities.
- Our awareness raising activities are advanced and effectively implemented for all units.
- Some awareness raising activities are conducted for all units.
- Other
- Don't know

As a complement to the questions asked to assess the current level of awareness on SDGs at the individual and institutional level in municipalities, municipalities that stated that they are engaged in activities to increase their employees' awareness on SDGs were asked what kind of activities they conduct in this field. Thus, while determining the proportional level of awareness raising activities as mentioned above, this question also examined what kind of activities municipalities have carried out to address these statements. Among the 32 municipalities that responded to this question, 7 of them stated that they did not have any activities or that the activities were still in the draft stage, so the responses of the remaining 25 municipalities were taken into consideration. According to the responses, organizing trainings and seminars on SDGs is seen as the highest priority awareness raising activity of municipalities. While some of these trainings are directly on SDGs, others are on SDG-related topics such as "responsible consumption", "energy consumption", or "women's employment".

Municipalities also carried out activities to raise SDG awareness among their employees in the strategic plan preparation process. The activities mentioned in this context include referring to the SDGs in the strategic plan, emphasizing to the units that the SDGs should be taken into account when determining the goals and targets in the preparation process of the plan, conducting SDG research in the field and adding the

research to the strategic plan. Other activities mentioned include organizing works-hops on SDGs within the municipality, participating in workshops and meetings organi-zed by international organizations such as UCLG and the International Center for Local Democracy, and announcing such events to municipal employees. Additionally, one municipality reported raising awareness among its employees by participating in proje-ct calls and competitions organized by ministries and municipal associations.[40] Another municipality emphasized that the SDGs were approved by the municipal council, thus officializing the municipality's commitment to the Global Goals. Finally, informing emp-loyees through different means, such as e-brochures or announcements on the corpo-rate website, were also among the awareness activities mentioned by municipalities.

1.3.2 SDG Activities of Municipalities

SDG activities, which can be seen as the next step following a certain level of aware-ness and institutional structuring for realizing the SDGs as discussed in the previous se-ction, are addressed in this section. In this context, it is examined whether municipalities have a policy document, an action plan, an institutional declaration that they will work towards SDGs or an SDG report, and what kind of mechanisms and tools they prioriti-ze to realize the SDGs. We also focused on the strategic plans of municipalities, which guide their 5-year actions and can therefore be seen as the main political document. In this context, the activities that municipalities prioritize and the resources they use for local development in their strategic plans have been revealed. In addition, the relations-hip between the SDGs and the targets/indicators in the strategic plan and which SDGs municipalities prioritize in their strategic plans are discussed.

For the SDGs to be realized, institutions at different levels need to work in coordination. In this section of the report, findings on the answers to questions related to the level of national-local dialogue affecting the realization of the SDGs are presented.

Municipalities prepare different types of reports on SDGs to identify the current situati-on, monitor progress, and share their activities and strategies with internal and external stakeholders. Finally, this section includes findings on the preparations of Voluntary Local Review Report, Sustainability Report, and Integrated Report of municipalities in Marmara Region.

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1.3.2.1 Activities of Municipalities Towards the 2030 Agenda

The question "Which of the following actions have you taken as a municipality regarding the implementation and follow-up of the United Nations 2030 Agenda for Sustainable Development and/or SDGs?" which was asked to evaluate municipalities' SDG-related activities, was responded by 102 municipalities. Of the municipalities that answered the question, 5% stated that they have a national and/or international declaration document (Basque Declaration, Sustainable Urban Development Protocol, etc.) adopted by the mayor or municipal council. Around 14% of municipalities stated that they have concrete commitments such as strategies, policy documents, action plans, or roadmaps adopted by the mayor or municipal council. Approximately 3% of municipalities prepared reports (sustainability reports, integrated reports, etc.) on localization of SDGs within their municipal boundaries and shared their concrete targets and activities with stakeholders and the public, even if they are not commitments. Approximately 58% of the municipalities stated that they do not have practices at the level mentioned above, while 24% used the expression "don't know".

41 - In this question, municipalities were allowed to choose more than one option.

Graph 8: Activities of Municipalities on the Implementation and Follow-up of the United Nations 2030 Sustainable Development Agenda and/or the SDGs[41]

There is a strategy, policy document, action plan, or roadmap adopted by the Mayor or Municipal Council (concrete commitment).

There is a national or international declaration adopted by the Mayor or Municipal Council (e.g. Basque Declaration, Sustainable Urban Development Protocol, etc.).

There is a report prepared for localization of SDGs in the municipality (Voluntary Local Review Report or sustainability report addressed to central government, The Grand National Assembly of Türkiye, stakeholders, public for other purposes, etc.).

We have not taken any of these actions.

Don't know

23.53%
57.84%
2.94%
4.9%
13.73%

n= 102
n: The number of municipalities that responded

As a complementary sub-question to this question, municipalities were asked in an open-ended manner which document they had adopted and the date of this document. One of the 12 municipalities that responded to the question was excluded from the analysis as it chose the "none" option. Of the remaining 11 municipalities, 6 mentioned their strategic plans as the document. 4 municipalities referred to plans covering the period between 2020-2024. In addition to strategic plans, references were made to national and international documents such as the Cities for Climate Protocol, Paris Declaration, Sustainable Urban Development Protocol, and the Covenant of Mayors. Finally, one municipality stated that a council decision on SDGs was approved in 2018.

In addition to the question asked to reveal the type of activities carried out by municipalities to realize the SDGs, an attempt was made to reveal what kind of mechanisms and tools are prioritized for the realization of the SDGs. Among the options presented to municipalities, it was found that the vast majority of municipalities (approximately 45%) prioritize the participation of stakeholders in decision-making processes in their municipality for the realization of SDGs. The next most preferred approach by approximately 44% of the municipalities is prioritizing entrepreneurship, innovation, and technological development. While 38% of municipalities prioritize environmentally sensitive

42 - In this question, municipalities were allowed to choose more than one option.

Graph 9: Tools Utilized by Municipalities to Implement the SDGs[42]

- Environmentally sensitive products, services and activities are prioritized in procurement processes in our municipality for the realization of SDGs.
- The participation of stakeholders in decision-making processes in our municipality for the realization of SDGs is prioritized.
- Entrepreneurship, innovation, and technological development are prioritized in our municipality for the realization of the SDGs.
- Life cycle assessment activities are prioritized in our municipality for the realization of SDGs.
- Carbon management activities are prioritized in our municipality for the realization of SDGs.

20%
18%
44%
45%
38%
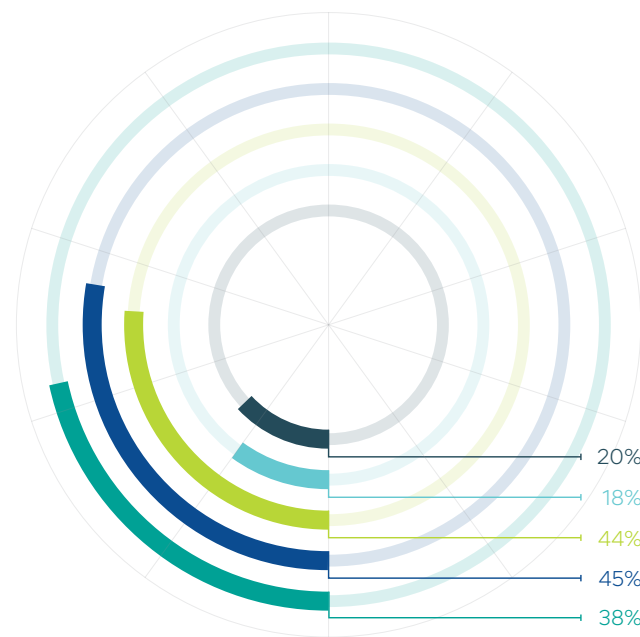
n= 99
n: The number of municipalities that responded

products, services and activities in procurement processes for SDG realization, the rate of municipalities prioritizing life cycle activities is 18%. Meanwhile, the rate of municipalities prioritizing carbon management activities for the realization of the SDGs is 20%.

1.3.2.2 SDGs in the Strategic Plans of Municipalities

43 - "Kamu İdarelerinde Stratejik Planlamaya İlişkin Usul ve Esaslar Hakkında Yönetmelik" (Regulation on Procedures and Principles Regarding Strategic Planning in Public Administrations), Presidency of the Republic of Türkiye Information System of Regulations, 2018, Accessed: 3 June 2022, https://www.resmigazete.gov.tr/eskiler/2018/02/20180226.pdf

44 - "5393 Belediye Kanunu" (Municipal Law No. 5393), Presidency of the Republic of Türkiye Information System of Regulations, 2005, Accessed: 10 March 2022, https://www.mevzuat.gov.tr/MevzuatMetin/1.5.5393-20150404.pdf

45 - 99 municipalities responded to this question. This number includes municipalities that have not prepared a strategic plan for the 2020-2024 period. Since the question was directed to municipalities that have prepared a strategic plan, the responses of municipalities that have not prepared such a plan were not included in the analysis.

As stated in the regulation on strategic planning in public administrations, strategic plan in municipalities refers to "a plan that includes the medium and long-term objectives, basic principles and policies, goals and priorities, performance indicators, methods to be followed to achieve these, and resource allocation of public administrations".[43] In Türkiye, the Law No. 5393 on Municipalities[44] enacted in 2005 introduced the obligation for municipalities with a population over 50,000 to make strategic plans. These plans can also be seen as a road map that shapes the actions of municipalities on the road to local development.

In the survey, before directly determining the place of SDGs in strategic plans, the general tendencies regarding the activities included in the strategic plans of municipalities on "local development", which can feed many objectives within the scope of SDGs, were tried to be determined. For this purpose, municipalities were given 6 judgment statements and asked to evaluate the extent to which they agree with these statements on a 5-point likert scale.[45] Accordingly, it is seen that "inclusiveness and equality" is the issue that municipalities attach the most importance to in the programs and activities in their strategic plans in relation to local development. This response is in line with the SDGs' motto of "leaving no one behind".

There is also a high tendency for strategic plans to emphasize "investment attraction" activities for regional development and promotion. This was followed by the statement "We have the competence and capacity to develop a holistic local development vision and strategy at the scale of the region served." The tendency of municipalities to "strengthen local sustainable development-oriented cooperation among stakeholders" in the strategic plan comes fourth. The findings of the research show that the tendency of municipalities to carry out cooperation activities for local development in their strategic plans is lower than other tendencies. At this point, the tendency to cooperate with academia came first, followed by the tendency to cooperate with the private sector. Finally, it is stated that the issue that municipalities tend to give the least importance in their strategic planning activities is international cooperation.

Graph 10: Activities that Municipalities Prioritize in their Strategic Plans [46]

Please indicate the degree to which you agree or disagree with the following statements.

In the plans, programs, and activities in our Strategic Plan, inclusiveness and equality have been given importance.
4.23%

Our strategic plan emphasizes investment attraction activities for the development and promotion of the region.
4.12%

We have the competence and capacity to develop a holistic local development vision and strategy at the scale of the region served.
4.03%

In our strategic plan, emphasis is placed on strengthening local sustainable development-oriented cooperation between stakeholders.
4.00%

Our strategic plan emphasizes cooperation with academia for local development.
3.98%

Our strategic plan emphasizes cooperation with the private sector for local development.
3.85%

Our strategic plan emphasizes international cooperation activities for local development.
3.73%

n= 68
n: The number of municipalities that responded

According to the "Regulation on Procedures and Principles Regarding Strategic Plans, Performance Programs, and Annual Programs to be Prepared by Public Administrati-ons"[47] published in the Official Gazette No. 31462 dated 22 April 2021, public instituti-ons are required to prepare their strategic plans by taking into account national plans, regional plans, programs and strategy documents such as the national development plan and the presidential program. Municipalities use national documents as well as international strategies and documents relevant to their field of work as a guide when developing their strategic plans.

In order to assess the extent to which municipalities have prepared their strategic plans by making use of relevant strategy documents and programs, the question "Which of the following resources do you make use of when developing a strategic plan?" was asked. A total of 99 municipalities responded to this question. The respon-ses of municipalities that answered the question but did not prepare a strategic plan for the 2020-2024 period because it is not legally mandatory were excluded from the dataset. Therefore, the analysis is based on the responses of 68 municipalities.

46 - In this question, "Strongly Disagree" is given a value of 1, "Di-sagree" is given a value of 2, "Neut-ral" is given a value of 3, "Agree" is given a value of 4, and "Strongly Agree" is given a value of 5.

47 - "Kamu İdarelerince Hazırlana-cak Stratejik Planlar ve Performans Programları ile Faaliyet Prog-ramlarına İlişkin Usul ve Esaslar Hakkında Yönetmelik" (Regulation on Procedures and Principles Regarding Strategic Plans, Per-formance Programs, and Annual Programs to be Prepared by Public Administrations), Presidency of the Republic of Türkiye Presidency Information System of Regulations, 2021, Accessed: 10 March 2022, https://www.mevzuat.gov.tr/File/GeneratePdf?mevzuatNo=38547&mevzuatTur=KurumVeKurulusYo-netmeligi&mevzuatTertip=5

Accordingly, municipalities that prepared a strategic plan stated that the resources they benefited from at the highest rate were stakeholders such as city councils, civil society organizations, universities, etc. (85%), opinions of relevant unit managers in municipalities (76%), national 5-year development plans (76%), social demands (75%), Annual Programs of the Presidency (75%), feedback from municipal employees (74%), and ministry documentation and reports (63%). The proportion of municipalities that stated that they utilized SDGs was 53%.

Among the relatively less utilized resources in strategic planning processes are international good practices (47%). International documents/commitments are utilized by 31% of municipalities. It is noteworthy that the rate of municipalities selecting international documents/commitments is lower than the rate of municipalities selecting SDGs which is also an international framework, indicating that municipalities have a different perception of SDGs.

48 - In this question, municipalities were allowed to choose more than one option.

Graph 11: Resources that Municipalities Apply in their Strategic Plans[48]

Resource	Percentage
Information and feedback received from stakeholders (Citizens Assemblies, Civil Society Organizations, Universities, etc.)	85.29%
Opinions of relevant unit managers in the municipality	76.47%
National 5-Year Development Plans	76.47%
Social demands (data provided by feedback mechanisms where social demands are collected)	75.00%
Annual Programs of the Presidency	75.00%
Feedback from municipal employees	73.53%
Ministry Documentation and Reports	63.23%
Sustainable Development Goals	52.94%
International good practices	47.05%
International documents, commitments	30.88%
We do not utilize any resources	2.94%
Don't know	10.29%

n= 68
n: The number of municipalities that responded

As stated in the "Regulation on Procedures and Principles Regarding Strategic Plans, Performance Programs, and Annual Programs to be Prepared by Public Administrations",[49] performance indicators are included in strategic plans. In order to assess the extent to which municipalities associate SDGs with performance indicators, the question "Were SDGs associated with the key performance indicators/targets in your municipality's strategic plan?" was asked.

While the rate of utilization of SDGs in municipalities' strategic planning is 53%, the rate of linking SDGs to performance indicators is relatively lower. The rate of municipalities associating very few performance indicators with SDGs is 13%, the rate of municipalities associating few indicators with SDGs is 15%, and the rate of municipalities associating many indicators with SDGs is 10%. The rate of municipalities linking all indicators to SDGs remains at 12%. On the other hand, 27% of municipalities do not associate any indicators with SDGs, while 24% of municipalities responded to the question with the statement "don't know".

Graph 12: Level of Linking the Key Performance Indicators/Targets in the Strategic Plans of Municipalities with the SDGs[50]

No indicators were not associated with the SDGs.	26.86%
Few indicators are associated with the SDGs.	14.92%
Very few indicators are associated with the SDGs.	13.47%
All indicators are associated with the SDGs.	10.44%
A large number of indicators are associated with the SDGs.	11.94%
Don't know	23.88%
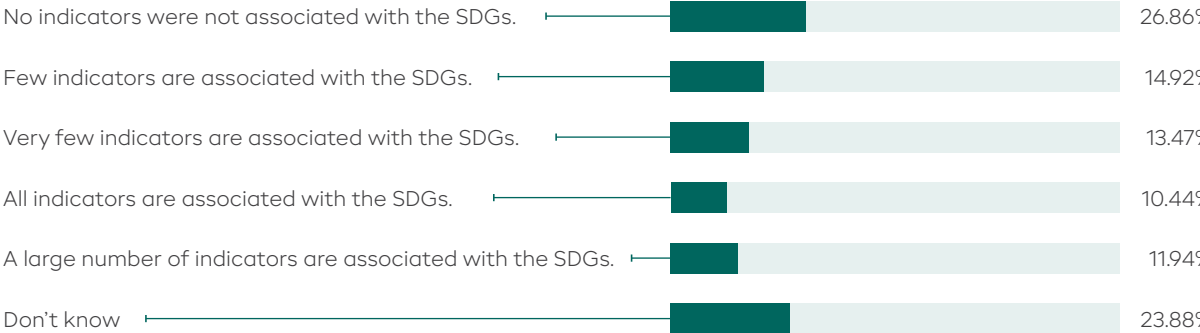
n= 67
n: The number of municipalities that responded

There are differences in the responses to the questions across different categories of municipalities. District municipalities predominantly responded that none of the indicators are linked to the SDGs. On the other hand, while the majority of metropolitan municipalities state that few indicators are associated with SDGs, provincial municipalities tend to answer "don't know". One metropolitan municipality and 7 district municipalities stated that a large number of indicators are associated with SDGs. The municipalities that associate all indicators with SDGs are 1 metropolitan, 1 provincial, and 6 district municipalities.

Metropolitan Municipality
n=6

| 16.67% | 16.67% | 33.33% | 16.67% | 16.67% |

Provincial Municipality
n=6

| 66.67% | 16.67% | 16.67% |

District Municipality
n=55

| 20% | 10.91% | 12.73% | 12.73% | 14.55% | 29.09% |

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

n= 67
n: The number of municipalities that responded

● No indicators were not associated with the SDGs.

● Very few indicators are associated with the SDGs.

● Few indicators are associated with the SDGs.

● A large number of indicators are associated with the SDGs.

● All indicators are associated with the SDGs. ● Don't know

51 - 99 municipalities responded to this question. This number includes municipalities that have not prepared a strategic plan for the 2020-2024 period. Since the question was directed to municipalities that have prepared a strategic plan, the responses of municipalities that have not prepared such a plan were not included in the analysis.

52 - This rate represents the total rate of municipalities that selected "associated with very few indicators" (approximately 13%), "associated with few indicators" (approximately 15%), "associated with a large number of indicators" (approximately 10%), and "associated with all indicators" (approximately 12%).

As in any strategic roadmap, the preparation of strategic documents and action plans on SDGs requires prioritization. In order to assess how municipalities prioritize the 17 goals in the 2030 Agenda in their strategic plans, the question "Which one/which of the following SDGs does your strategic plan prioritize?" was asked.[51] Approximately 6% of municipalities answered "none", 10% answered "don't know", and 85% of municipalities chose among the 17 goals. Considering the rate of municipalities that utilize SDGs in the preparation of their strategic plans (approximately 53%) and the rate of municipalities that associate their indicators with SDGs (approximately 51%)[52], it is possible to say that some of the municipalities that indicated a preference among the objectives in this question made a choice by taking into account the subject of the relevant goal. In other words, it can be assumed that some municipalities answered this question by taking into account the topics they prioritized in their strategic plans, even if they did not directly reference the SDGs in their strategic plans.

A total of 67 municipalities responded to the question, and the top two prioritized goals identified by municipalities are SDG 11: Sustainable Cities and Communities (61%) and SDG 3: Good Health and Well-Being (58%). The following goals are SDG 4: Quality Education (49%), SDG 10: Reduced Inequalities (43%), SDG 1: No Poverty (39%), SDG 13: Climate Action (37%), SDG 5: Gender Equality (36%), SDG 8: Decent Work and Economic Growth (34%), SDG 9: Industry, Innovation and Infrastructure (34%), SDG 16: Peace, Justice and Strong Institutions (33%), SDG 17: Partnerships for the Goals (33%), and SDG 7: Affordable and Clean Energy (31%). The SDGs that municipalities strategically prioritized at 30% or below are SDG 2: Zero Hunger (28%), SDG 6: Clean Water and Sanitation (27%), SDG 12: Responsible Consumption and Production (27%), SDG 15: Life on Land (19%), and SDG 14: Life Below Water (12%).

Graph 14: SDGs that Municipalities Prioritize in their Strategic Plans [53]

SDG	%
SDG 11: Sustainable Cities and Communities	61.19%
SDG 3: Good Health and Well-Being	58.20%
SDG 4: Quality Education	49.25%
SDG 10: Reduced Inequalities	43.28%
SDG 1: No Poverty	38.30%
SDG 13: Climate Action	37.31%
SDG 5: Gender Equality	35.82%
SDG 9: Industry, Innovation and Infrastructure	34.32%
SDG 8: Decent Work and Economic Growth	34.32%
SDG 17: Partnerships for the Goals	32.83%
SDG 16: Peace, Justice and Strong Institutions	32.83%
SDG 7: Affordable and Clean Energy	31.34%
SDG 2: Zero Hunger	28.35%
SDG 12: Responsible Consumption and Production	26.86%
SDG 6: Clean Water and Sanitation	26.86%
SDG 15: Life on Land	19.40%
SDG 14: Life Below Water	11.94%
None	5.97%
Don't know	10.44%

n= 67
n: The number of municipalities that responded

1.3.2.3 Participation of Municipalities in SDG Activities at the National Level

The SDGs are a very comprehensive framework. One of the most important mechanisms to realize the goals under the SDGs, which have an action-oriented agenda for solving global problems, by 2030 is joint efforts with relevant stakeholders at national and international level. The fact that SDG 17 titled Partnerships for the Goals is directly included in the 2030 Agenda for this purpose is the most important indicator of how partnerships play a critical role in achieving the SDGs. It is essential to develop such

53 - In this question, municipalities were allowed to choose more than one option.

54 - The National Sustainable Development Coordination Commission under the coordination of the Presidency of Republic of Türkiye Presidency of Strategy and Budget (SBB) carries out monitoring of national level SDG activities and coordination between institutions. For more information:, see "National Sustainable Development Coordination Commission" (Ulusal Sürdürülebilir Kalkınma Koordinasyon Kurulu), Presidency of the Republic of Türkiye Presidency Information System of Regulations, 2022, Accessed: 22 July 2022, https://www.resmigazete.gov.tr/eskiler/2022/07/20220719-3.pdf Turkish Statistical Institute (TURKSTAT) is responsible for establishing and monitoring national indicators. For more information:, see Turkish Court of Accounts, Sürdürülebilir Kalkınma Amaçlarının Gerçekleştirilmesine Yönelik Hazırlık Süreçlerinin Değerlendirilmesi: Sayıştay Raporu (Assessment of Preparatory Processes for the Realization of Sustainable Development Goals: Court of Accounts Report), 2020, Accessed: 11 March 2022, https://www.sayistay.gov.tr/files/1002_SDG%20Rapor.pdf In addition to these two institutions, within the scope of the SDG Current Situation Analysis Project prepared under the coordination of SBB, the coordinating institution for each SDG and the institutions related to or responsible for that SDG were identified. The coordinator of SDG 11: Sustainable Cities and Communities Goal, which focuses specifically on cities, is the Republic of Türkiye Ministry of Environment, Urbanization and Climate Change, which coordinates efforts to monitor the implementation of the New Urban Agenda. In addition, various public, private, and civil society organizations are also working on SDGs at the national level. For more detailed information, see Presidency of the Republic of Türkiye Presidency of Strategy and Budget, Türkiye's Sustainable Development Goals 2nd National Review Report: "Strong Ground Towards Common Goals", pp. 32-34.

partnerships at local, national, and international levels, across different sectors and levels of government.[54] In order to develop such partnerships, relevant stakeholders need to participate in SDG-related activities.

In order to assess the level of participation of municipalities in national SDG activities, the question "To what extent is your municipality represented in national SDG activities (workshops, seminars, surveys, inventories, assessment and evaluation, reporting, etc.)?" was asked. Approximately 36% of the municipalities indicated that they are not represented at all, while 28% of the municipalities chose "don't know". Approximately 22% of municipalities stated that they attend a small number of meetings without a permanent membership or regular participation. Meanwhile, the proportion of municipalities that regularly participate in national SDG activities and have advisory level representation is 11%, and the proportion of municipalities that regularly participate and have decision-making level representation is only 2%.

Graph 15: Representation of Municipalities in National Level SDG Activities

- It is not represented at all.
- It participates in a small number of meetings, through irregular meetings. However, there is no permanent membership or regular attendance.
- It participates regularly. However, it is represented only at an advisory level and has no decision-making authority.
- It participates regularly in decision-making mechanisms (e.g. having the right to vote in the decision-making process).
- Other
- Don't know

28.43%
0.98%
1.96%
10.78%
21.57%
36.27%

n= 102
n: The number of municipalities that responded
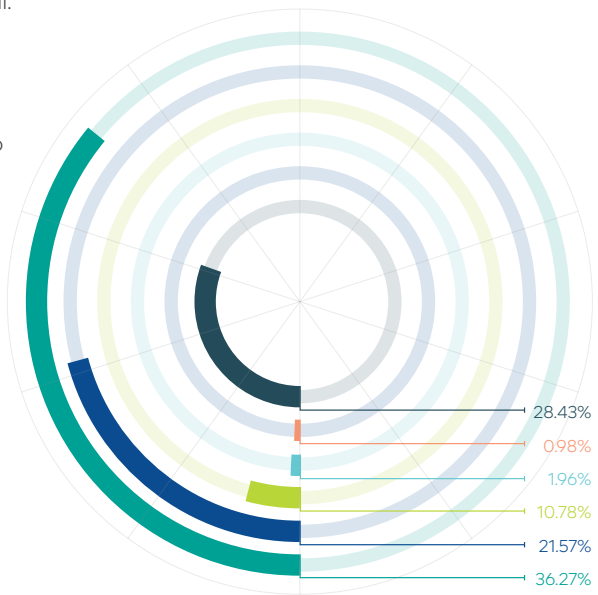
When the results are analyzed by municipality categories, it is seen that metropolitan municipalities participate in national SDG work mostly through irregular meetings and attend few meetings. One of the most common options selected by provincial, district, and town municipalities is that the municipality is not represented at all in national level SDG work. On the other hand, it is important to note that the statement "It participates regularly. However, it is represented only at an advisory level and has no decision-making authority." is also one of the most commonly selected responses by provincial municipalities.

Graph 16: Representation of Municipalities in National Level SDG Activities by Municipal Categories
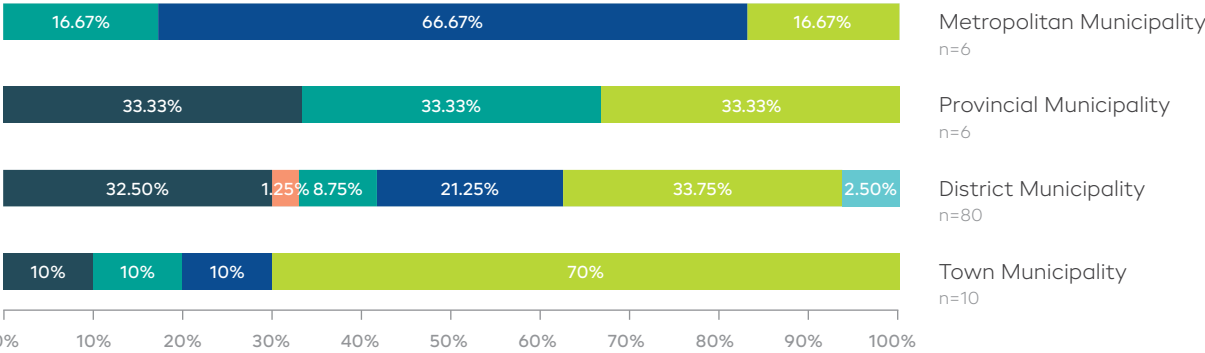
Metropolitan Municipality	n=6	
Provincial Municipality	n=6	
District Municipality	n=80	
Town Municipality	n=10	

n= 102
n: The number of municipalities that responded

● It is not represented at all.

● It participates in a small number of meetings, through irregular meetings. However, there is no permanent membership or regular attendance.

● It participates regularly. However, it is represented only at an advisory level and has no decision-making authority.

● It participates regularly in decision-making mechanisms (e.g. having the right to vote in the decision-making process).

● Other   ● Don't know

1.3.2.4 Participation of Municipalities in the Preparation of Voluntary National Reviews

The High-Level Political Forum (HLPF), established in 2012 under the UN Economic and Social Council (ECOSOC), has assumed the responsibility of regularly monitoring the level of follow-up of member states to the SDG Agenda, their work on the SDGs and the progress made. This ensures the participation of UN member states in the process and paves the way for central government institutions, local governments,

55 - For more information: on VNRs and to access existing VNRs, see "Voluntary National Reviews", UN, Accessed: 10 March 2022, https://hlpf.un.org/vnrs

56 - For the report in English, see the Republic of Türkiye Ministry of Development, Report on Turkey's Initial Steps Towards the Implementation of the 2030 Agenda for Sustainable Development, http://www.surdurulebilirkalkinma.gov.tr/wp-content/uploads/2016/07/2030_Raporu.pdf

57 - For the report in Turkish, see Presidency of the Republic of Türkiye, Presidency of Strategy and Budget, Türkiye's Sustainable Development Goals 2nd National Review Report: "Strong Ground Towards Common Goals".

58 - For Türkiye's presentation at the HLPF in 2019, see "Türkiye, Küresel Amaçlar yolundaki ilerlemesini özetleyen raporu New York'ta sundu" (Turkey presents report summarizing its progress towards the Global Goals in New York), UNDP, Accessed: 10 March 2022, https://www.tr.undp.org/content/turkey/tr/home/presscenter/articles/2019/07/tuerkiye--kueresel-hedefler-yolundaki-ilerlemesini-oezetleyen-ra.html

companies, academic institutions, international organizations, and non-governmental organizations, which come together at the annual forum, to act in cooperation to achieve the 2030 Agenda goals. In addition, local, national, and international institutions present their reports on the SDGs at the forum in order to disseminate good practices, share experiences gained in the process of achieving the SDGs and reveal the current situation. Among these reports, one of the most noteworthy is the Voluntary National Review (VNR), in which central governments present the current situation regarding the Global Goals and the activities carried out at the national level. [55]

Like other UN member states, Türkiye has adopted UN General Assembly resolution 70/1 "Transforming our world; 2030 Agenda for Sustainable Development" which includes SDGs. In this context, it is preparing VNRs to be presented at the HLPF. Türkiye presented the first of these reports at the HLPF meeting held on July 11-20, 2016 and took its place among the twenty-two countries that submitted this report.[56] Türkiye prepared its second VNR[57] in 2019 under the coordination of its Presidency of Strategy and Budget and presented it at the HLPF in the same year. [58]

In the survey, the question "How do you as a municipality contribute to the development of the Voluntary National Review Report (VNR)?" was asked to assess the extent to which municipalities contribute to this process. Approximately 52% of the municipalities stated that they did not contribute to the process, while 29% of the municipalities stated "don't know". In addition, about 2% of municipalities stated that they participated in the report preparation and 2% of municipalities stated that they provided written contributions to the report content. In addition to the drafting process, only 1% of municipalities stated that they directly contributed to the work of the reporting team assigned by the central government.

Graph 17: Contribution of Municipalities to VNRs[59]

- ● We do not have any contribution in this regard.
- ● We participate in the surveys.
- ● We provide written contributions to the content of the report.
- ● We participate in report preparation meetings.
- ● In addition to the drafting process, we directly contribute to the work of the reporting unit appointed by the central government.
- ● Other   ● Don't know

29.41%
1.96%
0.98%
1.96%
1.96%
19.61%
51.96%

n= 102
n: The number of municipalities that responded

1.3.2.5 Voluntary Local Reviews of Municipalities

Voluntary Local Reviews (VLRs) are prepared by local governments as a mechanism similar to the National Review Reports to monitor and track the SDGs at the local level.[60] . The first example of VLRs, which can also feed into the content of VNRs prepared at the national level,[61] was prepared in 2016.[62] Although the first examples are quite recent, interest in VLRs has grown rapidly, especially after New York City presented its first VLR at the HLPF in 2018.[63] By the end of 2021, 125 VLRs had been prepared.[64]

Within the scope of this survey, MMU member municipalities were asked the question "Have you published a Voluntary Local Review Report (VLR) as a municipality?" to assess whether the municipalities have any practices or preparations for implementation in this process. Only 1% of the municipalities stated that they had prepared a VLR, while the same percentage of municipalities stated that they were in the report preparation phase. The rate of municipalities that stated that preparing a VLR is among their targets is 10%. Similar to the questions asked in the implementation phase, the

59 - In this question, municipalities were allowed to choose more than one option.

60 - For existing VLRs, see "Voluntary Local Reviews", UN, Accessed: 10 March 2022, https://sdgs.un.org/topics/voluntary-local-reviews

61 - For example, Finland's 2020 VNR included the VLRs of three Finnish cities, Helsinki, Espoo, and Turku. For the report in English, see Prime Minister's Office, Voluntary National Review 2020 Finland: Report on the Implementation of the 2030 Agenda For Sustainable Development (Helsinki: 2020), Accessed: 10 March 2022, https://sustainabledevelopment.un.org/content/documents/26261VNR_Report_Finland_2020.pdf

62 - For existing VLRs, see "Voluntary Local Reviews", UN-Habitat, Accessed: 2 June 2022, https://unhabitat.org/topics/voluntary-local-reviews

rate of municipalities that have not published a VLR and are not yet in such a preparation phase is approximately 70%, while the rate of municipalities that answered "don't know" to the question is approximately 18%.

Graph 18: VLRs of Municipalities

Have you published a Voluntary Local Review Report (VLR) as a municipality?

- 🟢 Yes
- 🔵 No
- 🟡 No, but it is among our targets.
- 🔵 We haven't published it yet, but we are in the report preparation phase.
- ⚫ Don't know

n= 102
n: The number of municipalities that responded

17.65%
0.98%
10.78%
69.61%
0.98%
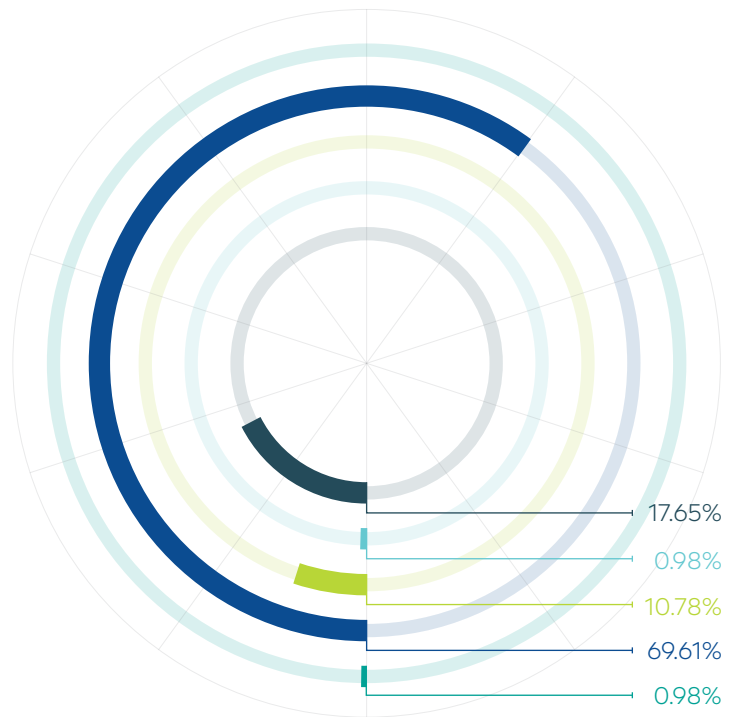
63 - Edgardo Bilsky, Anna Calvete, Ainara Fernández, Cecille Roth, "Yerel ve Bölgesel Yönetimler Neden SKA'nın Yerelleştirilmesi Hakkında Rapor Vermelidir?" (Why should local and regional governments report on the decentralization of the SDGs?), Şehir&Toplum 22 (2022): 94-108, p.102.

64 - Ibid.

When the data are analyzed according to the categories of municipalities, it is seen that none of the metropolitan, provincial, and town municipalities and the majority of the district municipalities have not prepared a VLR. Only 1 district municipality stated that it has prepared a VLR and 1 district municipality stated that it is in the process of preparing a VLR. 10 district municipalities and 1 town municipality have not yet prepared a VLR, but are planning to do so.

Graph 19: VLRs of Municipalities by Municipal Categories

Have you published a Voluntary Local Review Report (VLR) as a municipality?
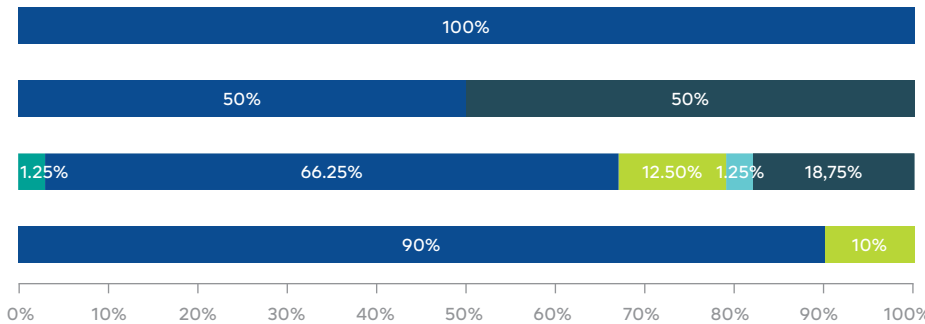
100%	**Metropolitan Municipality** n=6
50% / 50%	**Provincial Municipality** n=6
1.25% / 66.25% / 12.50% / 1.25% / 18,75%	**District Municipality** n=80
90% / 10%	**Town Municipality** n=10

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

● Yes ● No

● No, but it is among our targets.

● We haven't published it yet, but we are in the report preparation phase.

● Don't know

n= 102
n: The number of municipalities that responded

1.3.2.6 Sustainability Reports of Municipalities

Sustainability reports are defined as "the disclosure and communication of an organization's environmental, social, and governance objectives and the progress made towards these objectives".[65] As with VLRs, these reports are tools that more and more organizations use to share their sustainability-related activities with their stakeholders and the public in a consolidated manner, thereby raising internal and external awareness, informing the public about their activities, increasing corporate transparency and, perhaps most importantly, setting measurable targets in line with their strategies.[66] In other words, sustainability reports are a framework for analyzing the performance of organizations in achieving and complying with the SDGs. In this sense, it is critical for public institutions as well as the private sector to report their sustainability performance.

In the survey, the question "Do you publish a Sustainability Report as a municipality?" was used to measure the intentions and actions of municipalities on sustainability reporting. Only 2% of the 102 municipalities that responded to the question stated that they published a sustainability report. The rate of municipalities that have not yet published a report but are in the preparation phase is 3%, and the rate of municipalities that have a sustainability report among their targets is 17%. While 14% of the municipalities responded to the question with the statement "don't know", the rate of municipalities stating that they have not published a sustainability report is approximately 65%.

65 - "Sustainability Reporting", Boston College, Accessed: 3 June 2022, https://ccc.bc.edu/content/ccc/research/corporate-citizenship-news-and-topics/sustainability-reporting.html

66 - Sustainability reports may not directly reference the SDG framework and use its indicators. Questions related to these reports are included in this research for two reasons. First, the issues addressed in organizations' sustainability reports overlap with the issues addressed in the SDGs and contribute to the due diligence process towards the general ideal of "sustainable development". There are also attempts to establish a direct relationship between sustainability reports and SDGs. For example, the Global Reporting Initiative (GRI) has prepared a guide that links SDGs with one of the most widely used standards in sustainability reporting. See GRI, *Linking the SDGs and GRI Standards* (2022), Accessed: 3 June 2022, https://www.globalreporting.org/search/?query=Linking+the+SDGs+and+the+GRI+Standards Considering that there may also be sustainability reports prepared in line with similar guidelines that directly relate to the SDGs, this reporting was included in the research.

Graph 20: Sustainability Reports of Municipalities

Do you publish a Sustainability Report as a municipality?

- Yes
- No
- No, but it is among our targets.
- We haven't published it yet, but we are in the report preparation phase.
- Don't know

n= 102
n: The number of municipalities that responded

13.73%
2.94%
16.67%
64.71%
1.96%
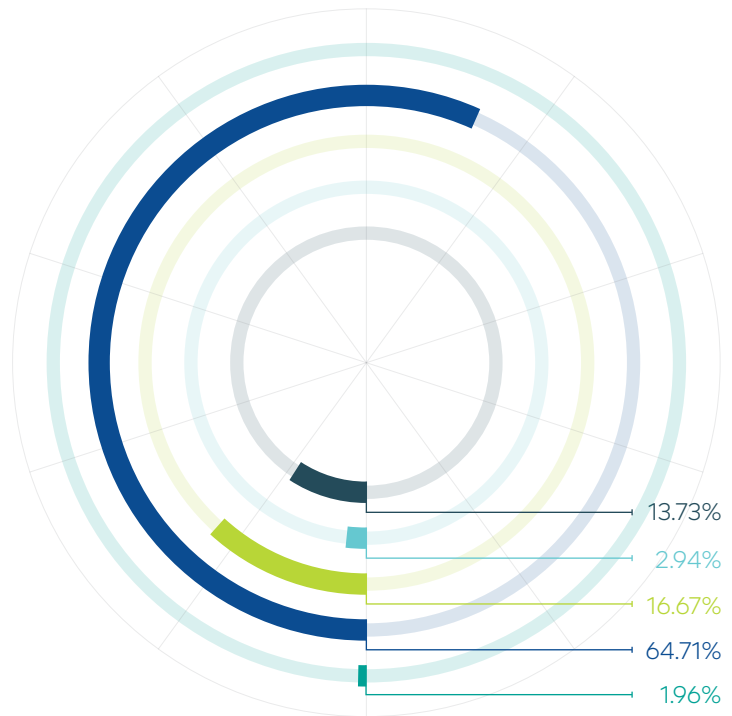
The responses to the question on sustainability reports are similar to the responses of municipalities to the question on VLR. Metropolitan, provincial, and town municipalities stated that they have not prepared a sustainability report. District municipalities mostly stated that they have not prepared sustainability reports, while only 1 municipality stated that it has prepared a sustainability report. In addition, 3 district municipalities responded that they have not yet published the report but are in the preparation phase. Across all municipality categories, very few municipalities indicated that they have plans to prepare a sustainability report in the future.

Graph 21: Sustainability Reports of Municipalities by Municipal Categories

Do you publish a Sustainability Report as a municipality?

83.33%		16.67%	Metropolitan Municipality n=6
20%	40%	40%	Provincial Municipality n=5
2.47%	62.96%	16.05% / 3.70% / 14.81%	District Municipality n=81
90%		10%	Town Municipality n=10

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

- 🟢 Yes 🔵 No
- 🟢 No, but it is among our targets.
- 🔵 We haven't published it yet, but we are in the report preparation phase.
- 🔵 Don't know

1.3.2.7 Integrated Reports of Municipalities

According to its most common definition, an integrated report is a report that communicates the value created by an organization's "strategies", "governance", "performance", and "prospects" in the short, medium, and long term.[67] Integrated reports enable organizations to analyze sustainability risks and integrate SDG-related issues into decision-making mechanisms.

67 - For more detailed information, see "Integrated Reporting", Value Reporting Foundation, Accessed: 10 March 2022, https://www.integratedreporting.org/

The question "Do you prepare an "Integrated Report" as a municipality?" assessed the extent to which municipalities address the issue of long-term value creation that will affect the SDGs with a holistic and strategic approach.

Only 1% of municipalities stated that they prepare integrated reports, while 65% stated that they do not prepare integrated reports. Approximately 3% of municipalities have not yet published an integrated report, but are in the process of preparing one. 13% of municipalities stated that preparing an integrated report is one of the objectives of the municipality, while 19% stated that they "don't know".

**Graph 22: Integrated Reports
of Municipalities**

Do you prepare an "Integrated
Report" as a municipality?

● Yes

● No

● No, but it is among our targets.

● We haven't published it yet, but we
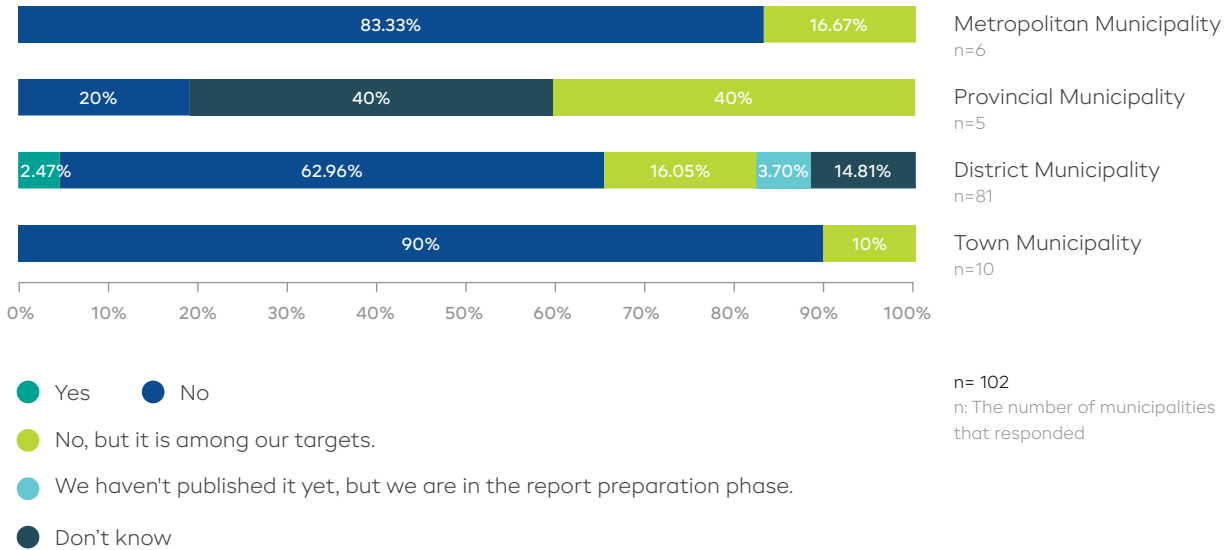are in the report preparation phase.

● Don't know

n= 102
n: The number of municipalities
that responded

18.63%

2.94%

12.75%

64.71%

0.98%
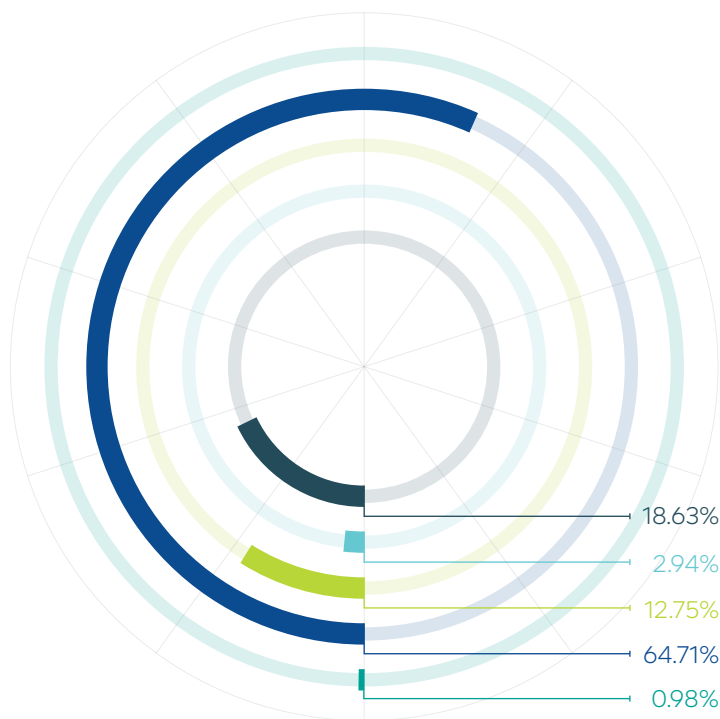
Also, it is very important to link integrated reporting with the strategic plan in order
to coordinate the sustainability activities of the municipality with other activities and
to make the performance part of the main management reports. In this context, in
response to the open-ended question related to the current question on the "publi-
cation date and link of the report", one municipality stated that it aims to create an
integrated report after finalizing its strategic plan.

When the responses are analyzed by municipality categories, it is observed that met-
ropolitan, provincial and town municipalities do not prepare any reports on integrated
reporting. The majority of district municipalities follow a similar trend. On the other
hand, 1 district municipality stated that it has published a report, while 3 district muni-
cipalities stated that they have not yet published the report, but that the report is in
the preparation phase. A small number of metropolitan, district, and town municipali-
ties chose the option that they do not have an integrated report, but that it is included
in their plans.

Graph 23: Integrated Reports of Municipalities by Municipal Categories

Do you prepare an "Integrated Report" as a municipality?

83.33%	16.67%	Metropolitan Municipality n=6
50%	50%	Provincial Municipality n=6
1.25% / 62.5%	13.75% / 3.75% / 18.75%	District Municipality n=80
80%	10% / 10%	Town Municipality n=10

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

- ● Yes
- ● No
- ● No, but it is among our targets.
- ● We haven't published it yet, but we are in the report preparation phase.
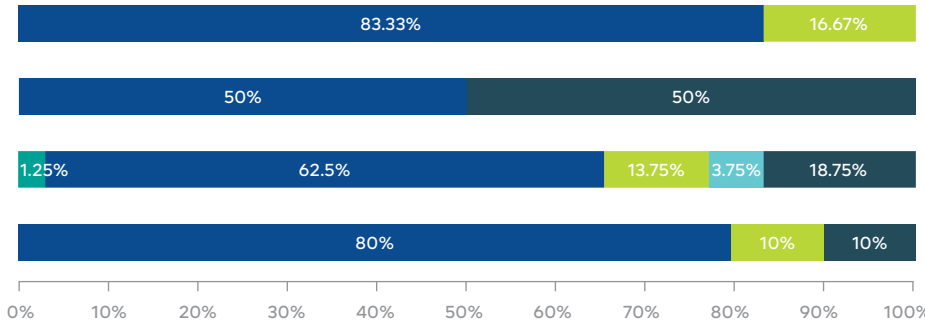- ● Don't know

n= 102
n: The number of municipalities that responded

1.3.3 SDG Governance of Municipalities

According to the UNDP definition, governance refers to "the system of values, policies and institutions through which a society manages its economic, political, and social affairs through interactions within and among the state, civil society, and the private sector".[68] One of the most important emphases of this definition is that it does not see the management of the issues that concern society as the responsibility of only one institution, but as the product of a process in which different actors are involved. Governance, which is characterized by dialogue, communication, and joint decision-making and shaping among stakeholders, plays a critical role in solving sustainable development problems that often exceed the responsibility and managerial boundaries of an institution.[69]

The third section of the survey includes questions assessing the governance of sustainability in municipalities. Within the scope of this section, findings on the level of co-operation of municipalities with stakeholders from different sectors in the process of realizing SDGs and with which actors these collaborations are realized are presented.

68 - "Responsible and Accountable Institutions", UNDP, Accessed: 21 September 2022, https://www.undp.org/eurasia/our-focus/governance-and-peacebuilding/responsible-and-accountable-institutions#:~:text=UNDP%20defines%20governance%20as%20%E2%80%9Cthe,civil%20society%20and%20private%20sector

69 - For more detailed information on the relationship between governance and sustainable development, please see. UNDP, "Discussion Paper: Governance for Sustainable Development: Integrating Governance in the Post-2015 Development Framework", (2014), Accessed: 3 June 2022, https://www.undp.org/sites/g/files/zskgke326/files/publications/Discussion-Paper--Governance-for-Sustainable-Development.pdf

1.3.3.1 Stakeholder Management of Municipalities

The SDGs are a comprehensive framework that requires collective solutions to global problems that are complex and affect numerous areas. In other words, no single organization, at the micro, macro, or international level, can be sufficient to solve problems on its own. This is also true for local governments. The efforts of municipalities alone can only have a limited impact on solving existing problems. For this reason, one of the most discussed topics in recent times is to create a leverage effect in achieving the SDGs by modeling cooperation between the public, private sector, civil society, and academia.

As noted in the section on the assessment of municipalities' "SDG Activities", 52% of municipalities emphasized that they prioritize stakeholder participation in decision-making processes in realizing the SDGs. In other words, the majority of municipalities tend to involve stakeholders in decision-making. This is also supported by the fact that municipalities prioritize strengthening local sustainable development-oriented collaborations between stakeholders in their strategic plans.

70 - The majority of those who responded with "other" indicated that they are not conducting work on SDGs. Another response given in this area is that SDG activities are still in the draft stage.

When the answers to the question are evaluated to assess the level of cooperation of municipalities in the aforementioned sectors, it is seen that 64% of municipalities cooperate with public institutions. Another 52% of municipalities cooperate with non-governmental organizations. For the realization of the SDGs, 32% of municipalities cooperate with private sector organizations, while 29% of municipalities cooperate with international organizations. The fact that international organizations are ranked last among the institutions with which cooperation is made is consistent with the finding in the "SDG Activities" section that the tendency of municipalities to carry out international cooperation activities is lower than the tendency towards other types of cooperation. 10% of municipalities selected the "other" option and stated that they cooperate with actors outside these categories.[70]

Graph 24: Partnerships Developed by Municipalities to Implement the SDGs [71]

- 🟢 In order to realize the SDGs, our municipality cooperates with civil society organizations.
- 🔵 In order to realize the SDGs, our municipality cooperates with the private sector.
- 🟢 In order to realize the SDGs, our municipality cooperates with public institutions.
- 🔵 In order to realize the SDGs, our municipality cooperates with international organizations.
- 🟠 Other

10%
29%
64%
32%
52%
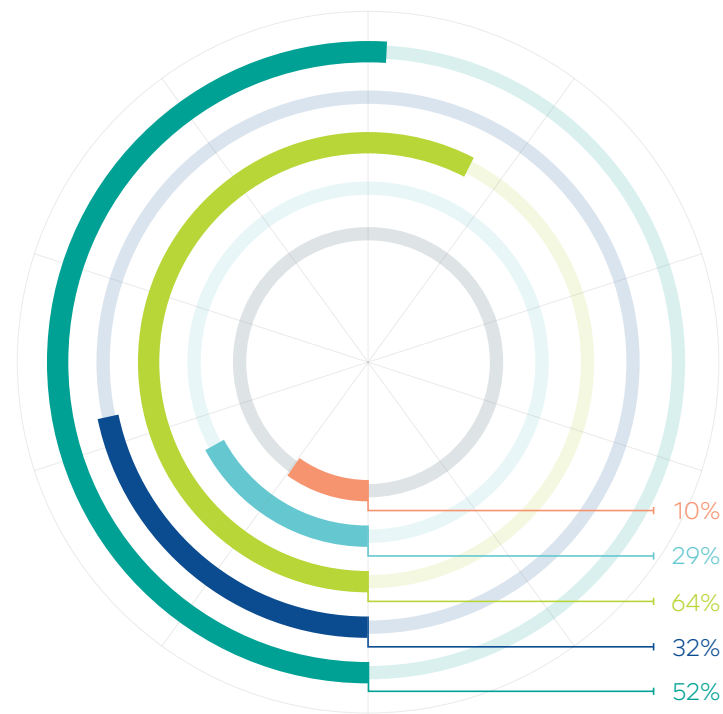
n= 99
n: The number of municipalities that responded

Considering that the realization of the SDGs can only be possible through effective stakeholder management, municipalities were asked which stakeholders they cooperate with in their efforts to realize the SDGs. In response to the question, where municipalities could select more than one option, 16% of municipalities stated that they do not cooperate, while 18% of municipalities responded with "don't know". On the other hand, civil society organizations are among the most preferred stakeholders with 47%. This type of cooperation is followed by universities and/or research centers with 44%. In addition, the responding municipalities identified the stakeholders with which they cooperate as municipalities (42%), central government institutions (39%), pre-university education institutions (32%), private sector organizations (28%), professional organizations (26%), international organizations (25%), sister cities (23%), and media organizations (17%). Of the municipalities that responded to the question, 5% stated that they cooperate with other types of organizations. [72]

71 - In this question, municipalities were allowed to choose more than one option.

72 - The municipality representatives who marked "other" did not specify a particular organization, but made comments on the question. These include comments such as their municipalities do not work on SDGs, SDG activities are in draft stage, there is a need to raise awareness in order to establish a relationship between existing activities and SDGs, and activities related to the issues included in their answers are carried out without the SDG title.

Graph 25: Stakeholders that Municipalities Cooperate with to Realize the SDGs [73]

Stakeholder	%
Sister cities	23%
Universities and/or research centers	44%
We don't cooperate	16%
International organizations	25%
Private sector organizations	28%
Educational institutions (pre-university educational institutions)	32%
Media outlets	17%
Central government institutions	39%
Civil society organizations	47%
Professional organizations	26%
Municipalities	42%
Other	5%
Don't know	18%
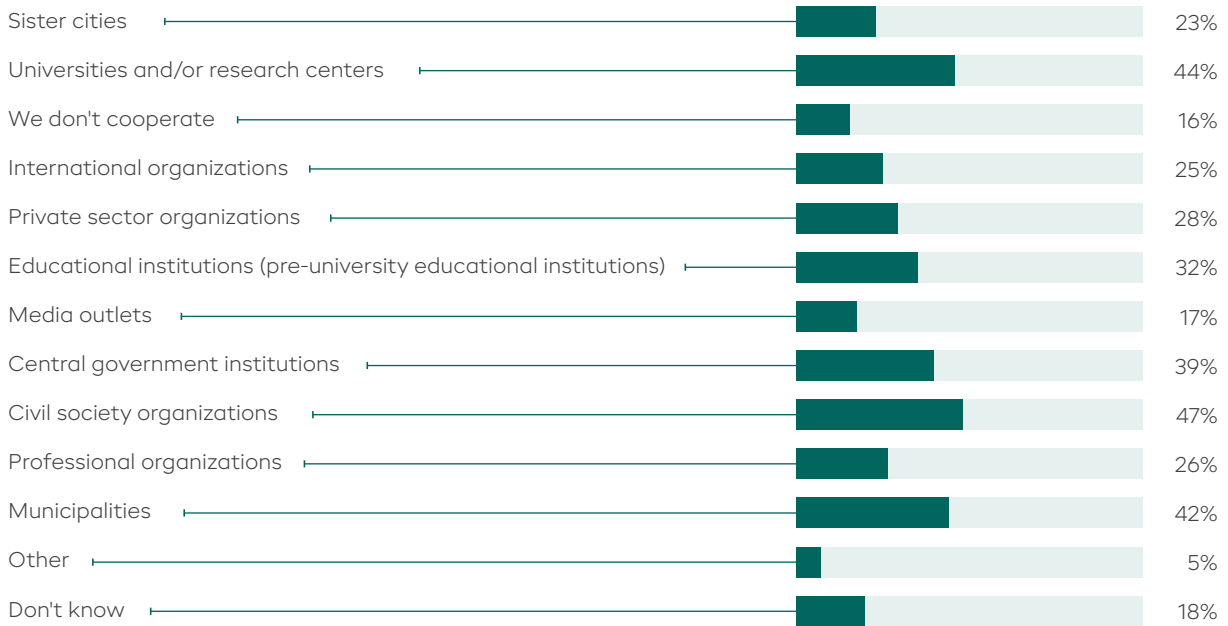
n= 99
n: The number of municipalities that responded

1.4. Conclusion and Evaluation

The world is confronted with environmental, social, and economic challenges that are interconnected in complex networks, some of which transcend regional boundaries. In this century, humanity has to deal with long-standing problems such as poverty, famine, epidemics, and social injustices, as well as new forms of injustice and environmental problems caused by the changing production system and living practices after the Industrial Revolution. In response to these problems, some of which threaten life on earth and others prevent people from living a prosperous life, the international community has started to question traditional development approaches focused on economic growth since the 1970s. Over time, as an alternative to this development model, a new development model called "sustainable development" has been adopted, based on the premise that the lives of present and future generations should not be jeopardized. Meetings organized at the UN since the 1970s have played an important role in the establishment of the new development model, which envisages a more egalitarian, inclusive, and environmentally friendly world. Some of these meetings resulted in agenda documents containing a set of goals and actions that would guide countries' efforts towards sustainable development.

73 - In this question, municipalities were allowed to choose more than one option.

The latest and most comprehensive of these documents is the 2030 Agenda for Sustainable Development, which was adopted by all member states at the UN General Assembly in 2015. This document includes 17 SDGs that aim to build prosperity and peace through partnerships to maintain an enabling environment for people and life on the planet.

Economic, social, and environmental problems affecting the world today are mostly experienced at the local level. Local governments are among the leading institutions that have legal responsibility for solving local problems and are competent to provide the fastest service to the people at the local level. In relation to this, the realization of a significant part of the goals within the scope of the SDGs,[74] which are set to guide actions to solve global problems by 2030, also depends on the work of local governments. Local governments also have the potential to indirectly contribute to the SDG process by taking the lead in the local SDG efforts, raising awareness of the Global Goals among other actors in society, bringing them together to realize the SDGs, or coordinating the actions of different stakeholders. These direct or indirect roles of local governments make them a critical actor in accelerating SDG implementation.

In order for municipalities to engage in global sustainability efforts and embrace the SDGs, they first need to be aware of the SDGs at the institutional level. In the next step, municipalities that take action towards the SDGs align their visions, plans, objectives, policies, and current work with the SDGs and implement concrete projects. In order to implement these projects faster and more effectively, local governments need to work in dialogue and collaboration with relevant organizations at local, national, and international levels. This cooperation and interaction will help to identify problem areas quickly and accurately without wasting resources, to develop joint actions and policies in line with the SDGs, and to ensure an appropriate division of responsibilities between institutions, taking into account capacities and competencies.

The first part of the "Localization of Sustainable Development Goals: The Case of the Marmara Region" report is based on the findings of the survey part of the Local Governments SDG Activities Research conducted by MMU. The survey reveals the current situation of the member municipalities in the Marmara Region regarding their "awareness levels", "SDG-related activities" and "SDG governance". With this research, MMU aims to produce the missing information on the subject in Türkiye in general and in the Marmara Region in particular, and thus contribute to the work of local, national, and international organizations. For this part of the research, an online survey link was sent to metropolitan, provincial, district, and town municipalities in 12 provinces with an official letter in May 2021. The survey was closed by the end of June 2021 and 106 municipalities in different categories responded. The findings of the survey are evaluated under 3 headings and recommendations are presented.

74 - According to the OECD report, 105 out of 169 sub-targets can be realized with the contributions of local and regional governments. See OECD, *A Territorial Approach to Sustainable Development Goals: Synthesis Report*.

Evaluations and Recommendations on SDG Awareness Level of Municipalities

In the SDG Awareness Level of Municipalities section, it was aimed to reveal the institutional awareness of municipalities towards SDGs, the awareness level of municipal employees, the units responsible for the coordination of SDG activities in municipalities, and the awareness raising activities for the employees of municipalities. According to the answers given to these questions:

72%

- In 6% of municipalities, the majority of employees are aware of SDGs, refer to SDGs and use SDGs as an important reference in their strategies. In 13% of municipalities, SDGs are well known and used in strategies. When both rates are taken into account, SDGs are well known by employees and used as a reference point in their work in only 19% of municipalities. **In 72% of municipalities, either very few people in the municipality know about SDGs or the majority of them do not know how SDGs relate to municipal services.**

32%

- **The fact that 32% of municipalities have units and individuals responsible for the coordination of SDG-related work (mayor's office, specific service unit, chief, directorate, department, SDG team & working group, coordination officer) indicates that the formation of human resources, the staff, and the institutionalization required for the sustainability of SDG work have started.** In 52% of the municipalities, there is no unit or person in charge of SDG work and work is carried out without coordination between units.

- It is observed that the unit in charge of coordination and responsibility for SDGs is mostly the unit responsible for strategy development. However, the organizational scheme for SDGs varies across municipalities.

37%

- **Around 37% of municipalities conduct awareness raising activities on SDGs for their employees.** On the other hand, 46% of municipalities stated that they do not have any activities in this regard.

- Trainings and seminars on SDGs are organized in the majority of municipalities that state that SDG awareness raising activities are carried out for their employees.

Recommendations:

- The scope of the SDG framework is broad enough to concern most of the units in the municipal organization. Therefore, in order to realize the 2030 Agenda, which includes targets for a wide range of interrelated problems, employees of all relevant units need to be aware of the SDGs, integrate the SDGs into their work and act in cooperation with each other and relevant stakeholders. In this research conducted across Marmara Region, it was found that municipalities with a high level of SDG awareness among their employees, municipalities where efforts are made to increase employee awareness, and municipalities where there is a unit or person responsible for SDG coordination are below the average. In order to increase this rate, awareness raising activities should be carried out for municipalities and municipal employees on SDGs. For this purpose, informative publications on SDGs can be published, seminars can be organized, good practices of local governments can be disseminated, and platforms can be created for municipalities to learn from each other. In addition, trainings and capacity building activities for municipal employees can be carried out.

- It is observed that metropolitan, provincial, district, and town municipalities differ in terms of SDG awareness. Taking these discrepancies into account, customized trainings, capacity building activities, and awareness raising activities should be carried out according to municipality categories.

- The absence of a person or team responsible for sustainability or SDGs within the organizational structure of municipalities will hinder the formation of know-how and coordination to support institutional action on this issue.

It can be said that the 52% of municipalities that do not have an employee who is responsible for or coordinating SDG-related activities, or that SDG efforts are carried out by different units in a disorganized and uncoordinated manner, are more likely to have problems in developing cooperation with the central government and other relevant stakeholders.

Therefore, responsible units should be established to ensure institutional knowledge management on SDGs, coordinate activities, raise institutional awareness, disseminate good practices, and foster cooperation with both internal and external stakeholders.

Evaluations and Recommendations regarding SDG Activities of Municipalities

In the section on SDG Activities of Municipalities, the type of activities carried out by the participating municipalities towards the SDG agenda, the mechanisms and tools they use to realize the SDGs, the activities they attach importance to for local development in their strategic plans, the resources they use, the SDGs they prioritize, the level of linking the indicators/targets in their strategic plans with the SDGs, their level of participation in national SDG activities and reporting processes, and their reporting to monitor progress on the SDGs are examined. According to the responses to the survey;

- Approximately 5% of municipalities have a national and international declaration document related to the 2030 Agenda or SDGs adopted by the mayor or municipal council. 14% of municipalities have a strategy, policy document, action plan, or roadmap related to SDGs adopted by the mayor or municipal council. Only 3% of the municipalities surveyed have prepared a report on localization of SDGs. Approximately 58% of municipalities stated that they have not taken any of these actions.

45%

- **Regarding the tools and mechanisms used by municipalities to achieve the SDGs, 45% of municipalities prioritize stakeholder participation.** 44% of municipalities prioritize entrepreneurship, innovation, and technological development to achieve the SDGs.

- It is seen that the most important issue related to local development in the programs and activities in the strategic plans of the municipalities is "inclusion and equality". This indicates that the municipalities in the Marmara Region prioritize the delivery of services to the public in an equal manner above other issues and prioritize social sustainability. This result is in line with the responses to the question "Which SDGs have you prioritized in your strategic plan?". SDG 10: Reduced Inequalities, which emphasizes inclusiveness and equality, is the 4th most prioritized goal. The least prioritized issue related to local development in the programs and activities in municipalities' strategic plans is the establishment of international cooperation.

- Around 51% of municipalities have linked indicators/targets in their strategic plans to the SDGs. Of this proportion, only 12% have linked all indicators/targets to SDGs, 10% have linked many indicators/targets, 15% have linked few indicators/targets, and 13% have linked very few indicators/targets to SDGs. 27% of municipalities did not associate any indicators in their strategic plans with the SDGs.

- The top three SDGs prioritized by municipalities in their strategic plans are SDG 11: Sustainable Cities and Communities (61%), SDG 3: Good Health and Well-Being (58%), and SDG 4: Quality Education (49%). The least prioritized SDGs are SDG 14: Life Below Water (12%), SDG 15: Life on Land (19%), and SDG 12: Responsible Consumption and Production (27%). Around 6% of municipalities stated that they have not prioritized any SDGs.

75 - The municipalities referred to here are those that have prepared strategic plans for the years 2020-2024.

51%

- 53% of municipalities[75] utilized SDGs in the preparation of their strategic plans. **Approximately 51% of municipalities have linked the indicators/targets in their strategic plans to the SDGs.** Of this proportion, only 12% have linked all indica-

tors/targets to SDGs, 10% have linked many indicators/targets, 15% have linked few indicators/targets, and 13% have linked very few indicators/targets to SDGs. 27% of municipalities have not linked any indicators/targets in their strategic plans to the SDGs.

- Approximately 34% of municipalities participate in activities carried out at the national level. Of these municipalities, 2% stated that they regularly participate in decision-making mechanisms. Around 11% of municipalities stated that they regularly participate in national level work, but that this participation is advisory and that they do not have decision-making powers. 22% of municipalities stated that they participate in a small number of meetings through irregular meetings as part of the efforts at the national level. Finally, 36% of municipalities emphasized that they are not represented at all at the national level.

25%

- **Approximately 25% of municipalities indicated that they participated in different ways in the preparation of the Voluntary National Review Report (VNR).** In addition to the drafting process, 1% stated that they directly contributed to the work of the reporting team assigned by the central government, 2% provided written contributions, 20% participated in surveys, and 2% attended report preparation meetings.

Only 1% of municipalities have prepared a Voluntary Local Review Report (VLR). Similarly, 1% of municipalities stated that they are in the process of preparing a report. Around 11% of municipalities stated that they have not prepared a VLR but have the intention to do so. All of the municipalities that have prepared a report, are in the process of preparing a report, or have not yet prepared a report but have plans to do so are district municipalities. Metropolitan, provincial, and town municipalities do not carry out VLR preparations.

- The percentage of municipalities that have prepared a Sustainability Report is 2% and the percentage of municipalities that are preparing a report is 3%. 17% of municipalities stated that they have not yet prepared a report, but that preparing a report is among their targets. All of the municipalities that are working on Sustainability Reports are district municipalities.

13%

- According to the survey findings, only 1% of municipalities have prepared a municipal Integrated Report. **3% of municipalities stated that they have not yet published their reports but are in the preparation phase, while 13% stated that they have not yet prepared a report but aim to do so.** As with the VLR and Sustainability Report, the municipalities that are working on the Integrated Report are district municipalities.

Recommendations:

- In this section where SDG Activities of Municipalities are examined, it has been observed that there are no national or international declarations adopted at the level of mayor or municipal council among local governments in the Marmara Region, expressing commitment to SDGs. Sharing such declarations with the public by municipalities through traditional or social media can raise the awareness of other local stakeholders on the SDGs and contribute to the ownership of the process at the local level. Municipalities should increase their efforts to encourage local stakeholders and the public to take action towards the SDGs.

- Regarding the reporting tendencies of municipalities on SDGs, it is observed that very few municipalities have prepared a report on the subject. Moreover, all of the municipalities with reports are district municipalities. Considering the entire research, it is clear that the main area of room for improvement is SDG reporting at the local government level. Municipalities should pay more attention to reporting, which will strengthen the hands of municipalities in issues such as identifying existing problem areas, monitoring progress, formulating SDG-related policies and strategies, gaining citizen trust by increasing institutional transparency, and disseminating good practices.

- For the dissemination of sustainability and SDG reports, which will also accelerate the process of realizing the SDGs, the reasons for the low reporting practices and the problems of municipalities in this regard should be investigated by relevant national and international organizations, including municipality unions. In field research, attention should also be paid to municipality segmentation, taking into account the possibility that municipalities in different categories may have different problems. Municipalities should be supported with awareness raising or capacity building activities to address identified problem areas (lack of information on the benefits of reporting, lack of competent staff, lack of responsible units, etc.).

- The rapid and effective realization of the SDGs requires the identification of actions at the national level, taking into account the needs of the local community, "leaving no one behind", and the coordinated and cooperative action of different levels of government. According to the findings of the survey, the rate of participation of municipalities in the Marmara Region in the SDG activities and VNRs prepared at the national level is less than half. This shows the need to strengthen the dialogue and cooperation between local and national levels to increase local participation in national level activities, and to develop new participation mechanisms to include local people in national activities. Training qualified workforce on SDGs in municipalities, identifying units or individuals responsible for SDG coordination, and conducting awareness raising activities on SDGs will strengthen communication and cooperation between local governments and national and international organizations.

In the management of international funding and grant relations, activities that address carbon management, procurement processes, and life cycle assessment activities from a sustainability perspective are particularly important.

- According to the survey results, 38% of municipalities prioritize environmentally sensitive products, services, and activities in their procurement processes. The rate of municipalities prioritizing life cycle activities is 18%, and the rate of municipalities prioritizing carbon management activities for the realization of SDGs is 20%. The fact that the environmental sensitivity of the responding municipalities is relatively low in procurement processes and that municipalities fall short of activities such as life cycle and carbon management activities which strategically address environmental impacts indicates that the manage-

rial approach to environmental issues is open to improvement. It is important for municipalities to adopt SDGs and a holistic and sustainable environmental management approach in areas such as life cycle activities and carbon management.

Evaluations and Recommendations regarding SDG Governance of Municipalities

In the section on SDG Governance of Municipalities, the trends regarding the collaborations established by the municipalities in the Marmara Region while implementing their SDG-related activities have been presented. In this process, according to the answers given to the questions that try to reveal the level of cooperation that municipalities have established with stakeholders from different sectors and the actors they cooperate with;

64%

- **Looking at the responses of municipality representatives to the question on which collaborations better define their municipality, it is seen that the stakeholder that municipalities collaborate with the most for the realization of the SDGs is public institutions with a rate of 64%.** This is followed by partnerships with civil society organizations (around 52%). Cooperation with private sector institutions ranks third with approximately 32%. The lowest level of cooperation is with international organizations (approximately 29%).

- In the question on which stakeholders the municipalities cooperate with in their efforts to realize the SDGs, the most common stakeholder is civil society organizations with a rate of 47%. They are followed by universities/research centers (around 44%), municipalities (around 42%) and central government institutions (around 39%). The least preferred stakeholders are media institutions (around 17%), sister cities (around 23%) and international organizations (around 25%). The proportion of municipalities stating that they do not cooperate in their efforts to realize the SDGs is relatively low (16%).

- It is noteworthy that the answers to the two questions regarding the stakeholders with which municipalities cooperate within the scope of SDG governance show similar results. According to the answers to the first question on which collaborations better define municipalities, the most collaborated stakeholders are public institutions and civil society organizations, while the least colla-

borated stakeholder is international organizations. In the second question, where the institutions with which cooperation is directly asked, it is seen that cooperation with civil society organizations, municipalities, central government institutions and universities/research centers is higher than cooperation with international organizations.

Recommendations:

- The individual efforts of institutions are not sufficient to realize the SDGs, which are a comprehensive set of goals. Achieving the SDGs requires multi-sectoral, multi-stakeholder cooperation using the resources of different institutions. It is observed that the majority of the municipalities develop collaborations to achieve the SDGs. To increase the level of cooperation, the reasons for the lack of cooperations should be investigated, actions should be taken accordingly, awareness raising activities and trainings on the importance of cooperation should be increased. Networking events that bring together different institutions should be organized to provide an enabling environment for cooperation.

- International organizations provide funds and financing for municipalities to implement their practices, work to improve the institutional capacities of municipalities, support municipalities to develop cooperation with different organizations on an international scale, and support the visibility of local work on international platforms. However, according to the survey results, international cooperation activities remain relatively low within the scope of the cooperation activities that municipalities undertake to achieve the SDGs and prioritize for local development in their strategic plans. Considering the contributions that these collaborations can provide to municipalities and the support they can offer to municipalities in realizing the SDGs, it is important that municipalities give more importance to international cooperation and support them to develop new collaborations. To this end, awareness raising, capacity building, and networking activities should be carried out by identifying the problems experienced by municipalities in international cooperation (such as lack of units or staff to carry out relations, insufficient awareness of the importance of international cooperation at the unit or management levels, etc.).
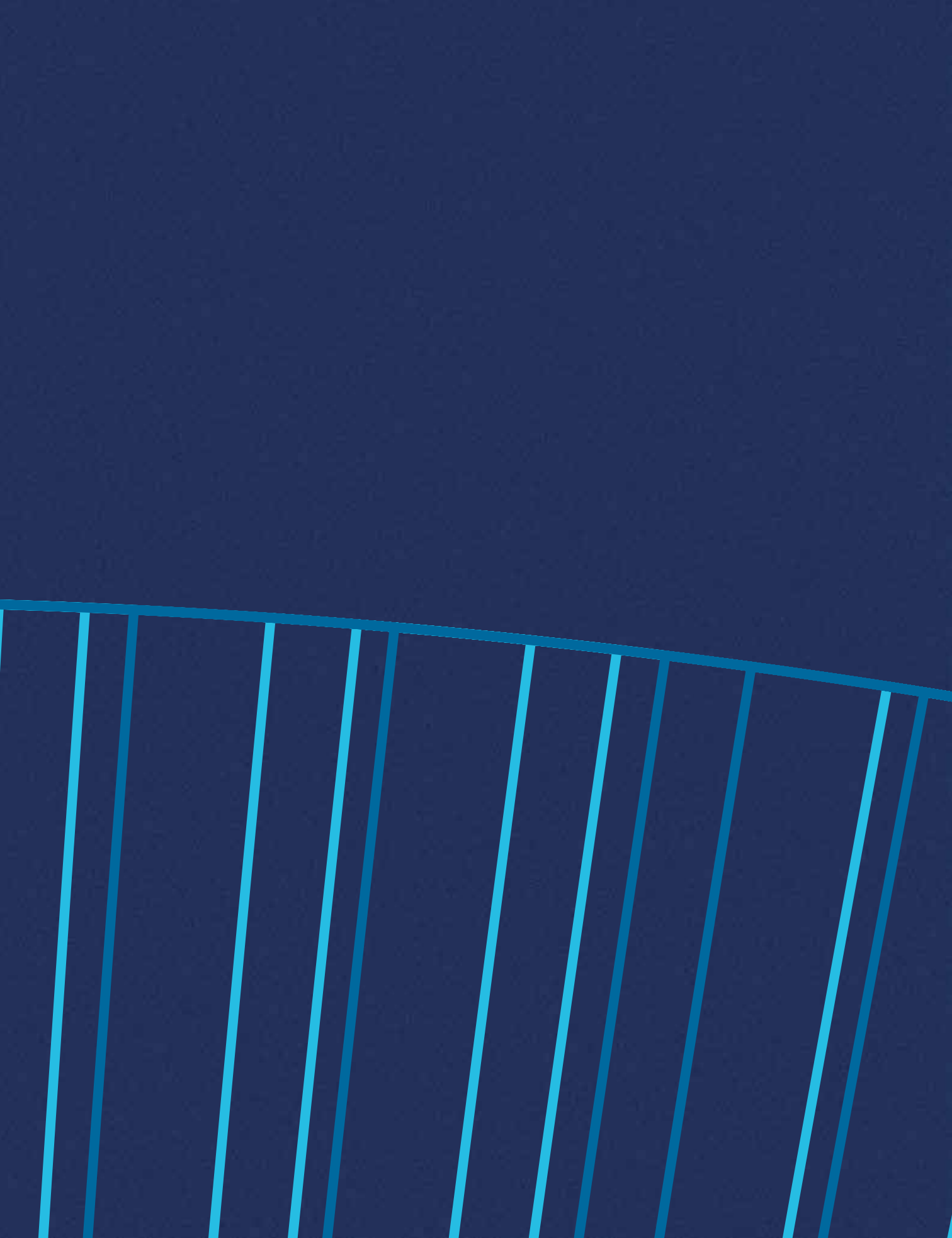
2

GOOD PRACTICES OF LOCAL GOVERNMENTS ON THE AXIS OF SUSTAINABLE DEVELOPMENT GOALS

2.1. Research Methodology

The second section of the MMU Local Governments SDG Activities Research aimed to reveal the good practices of local governments regarding the SDGs and to disseminate these practices so that other institutions can be inspired by them. In this part of the research, good practices were collected through good practice forms sent to municipalities.

The good practice forms were sent to the 193 municipalities that are members of MMU by an official letter in May 2021 and published on the MMU website. Municipalities were asked to fill in the good practice forms and send them to MMU via e-mail until 31 June 2021. There was no limit to the number of applications that municipalities could submit. Within a period of approximately 2 months, 37 municipalities filled out good practice forms for 147 applications and submitted them to the MMU research team. 16 municipalities submitted one application and 21 municipalities submitted more than one application form. A total of 51 representatives from 37 municipalities submitted good practice forms, and their level of authority varied across municipalities.[76] Among the municipality representatives who filled out the form, the executive staff is in the first place, followed by experts and assistant experts.

76 -In 11 municipalities that submitted more than one form, the forms were filled in by representatives from different units, and in 9 municipalities the forms were filled in by a single municipality representative. In 1 municipality, no information was provided about the person(s) who filled out the form.

Table 2: Distribution of Municipal Representatives Filling in the Good Practice Form

Municipal Representatives Filling in the Good Practice Form	
Title	Number of People
Mayoral Advisor	1
Executive (Manager, Deputy Manager, Acting Deputy Manager, Unit Supervisor, Unit Chief, etc.)	25
Expert, Assistant Expert	24
Unknown	1
Total	51

The departments of the representatives who filled out the good practice form also show diversity. The majority of the representatives work in the Directorate of Strategy Development. Apart from this unit, municipality representatives filling out the form work in units such as Directorate of Cultural Affairs, Directorate of Social Aid Affairs, Directorate of Culture and Social Affairs, Directorate of Research and Development,

Directorate of Cleaning Affairs, Directorate of Persons with Disabilities, Directorate of Environmental Protection and Control, Directorate of Women and Family Services, Unit of Public Relations, Directorate of Foreign Relations, Directorate of Survey and Projects, Directorate of Women and Family Services, Directorate of Public Works, Directorate of Planning and Project, Directorate of Real Estate and Expropriation, and Directorate of Parks and Gardens.
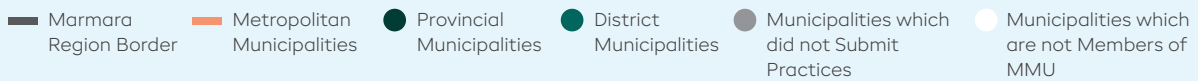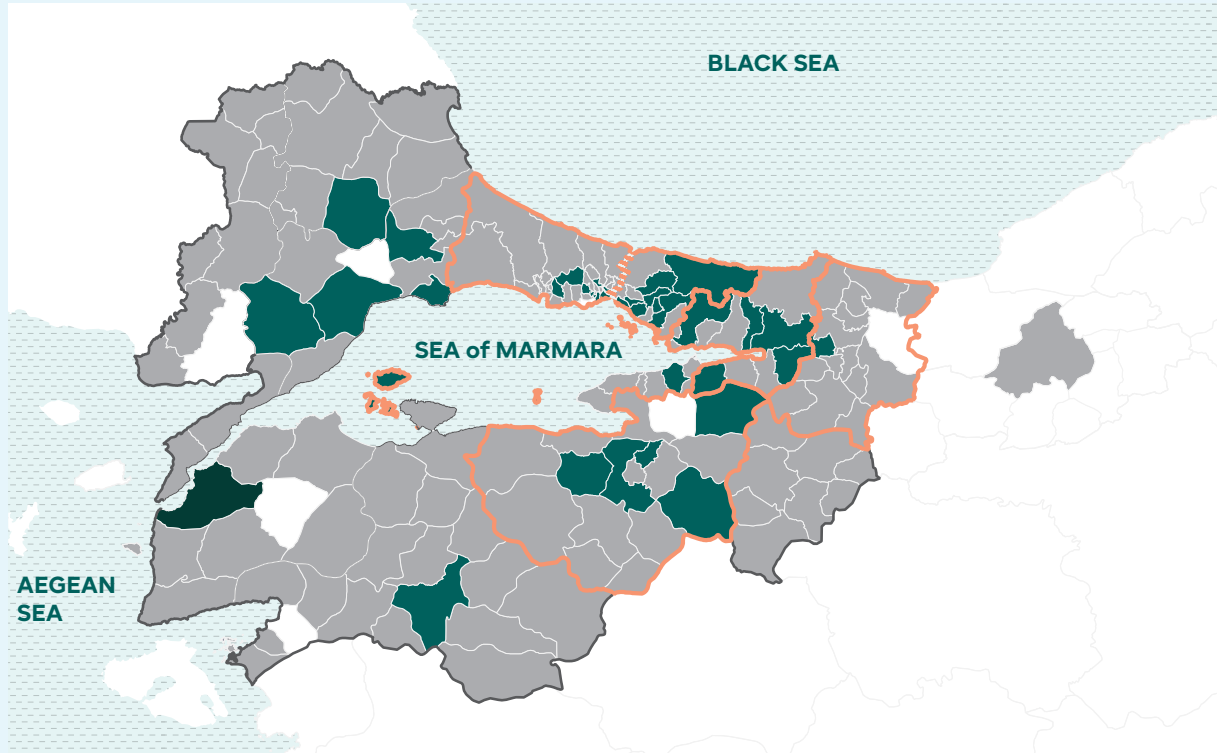
Within the scope of the research, the projects submitted to MMU were evaluated by the research team on a 7-point Likert scale according to 6 criteria: "replicability", "scalability", "budget efficiency", "identification of performance indicators", "quality of content", and "quality of supporting references" and ranked according to the scores. Taking into account the diversity of municipalities, 15 selected good practices are included in the report.

2.2. Municipalities that Submitted Practices in the Framework of the Research

77 - Although Bolu Municipality is not located in the Marmara Region, it was included in the research because it was a member of MMU at the time of the field research. Bolu Municipality ceased to be a member after the research was conducted.

As in the first part of the research, the research area for the second part, which includes the good practices of municipalities, is the 12 MMU member provinces in the Marmara Region (Balıkesir, Bilecik, Bolu, Bursa, Çanakkale, Edirne, Istanbul, Kırklareli, Kocaeli, Sakarya, Tekirdağ, and Yalova).[77] Out of 193 MMU member municipalities of different scales across these provinces, 37 of them contributed to the research by submitting at least one of their practices to the MMU.

Map 2: Municipalities that Submitted Practices in the Framework of the Research

BLACK SEA

SEA of MARMARA

AEGEAN SEA

- ▬ Marmara Region Border
- ▬ Metropolitan Municipalities
- ● Provincial Municipalities
- ● District Municipalities
- ● Municipalities which did not Submit Practices
- ○ Municipalities which are not Members of MMU

Metropolitan Municipalities
- Bursa Metropolitan Municipality
- Istanbul Metropolitan Municipality
- Kocaeli Metropolitan Municipality
- Sakarya Metropolitan Municipality

Provincial Municipality
- Çanakkale Municipality

District Municipalities
- Altıeylül Municipality
- Ataşehir Municipality
- Bağcılar Municipality
- Başakşehir Municipality
- Çekmeköy Municipality
- Çiftlikköy Municipality
- Derince Municipality
- Ergene Municipality
- Esenyurt Municipality
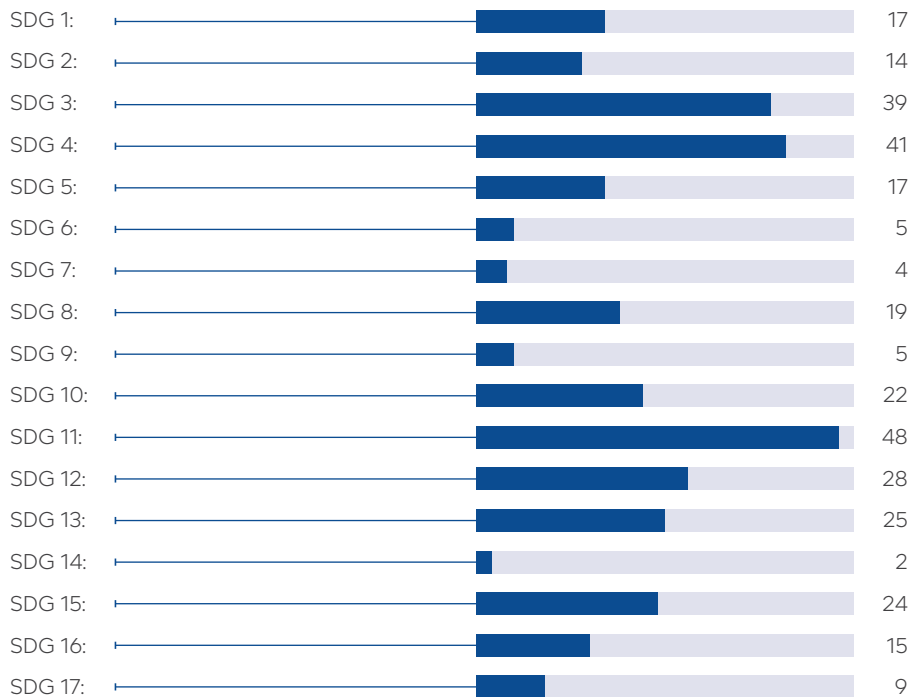- Fatih Municipality
- Gaziosmanpaşa Municipality
- Gebze Municipality
- Güngören Municipality
- Gürsu Municipality
- Inegöl Municipality
- Iznik Municipality
- Izmit Municipality
- Kadıköy Municipality
- Karamürsel Municipality
- Kartepe Municipality
- Lüleburgaz Municipality
- Malkara Municipality
- Maltepe Municipality
- Nilüfer Municipality
- Osmangazi Municipality
- Pendik Municipality
- Sancaktepe Municipality
- Serdivan Municipality
- Sultanbeyli Municipality
- Süleymanpaşa Municipality
- Şile Municipality
- Zeytinburnu Municipality

2.3. General Statistics About the Practices

In this section of the report, general statistical information about the 147 practices submitted to the MMU in relation to the SDGs, their stakeholders, and project resources are analyzed. In the good practice form sent to municipalities, municipalities were asked to associate their projects with one or more SDGs. According to the results, projects mostly associate with SDG 11: Sustainable Cities and Communities. This is followed by SDG 4: Quality Education and SDG 3: Good Health and Well-Being. The SDGs with the least number of associations are SDG 14: Life Below Water, SDG 7: Affordable and Clean Energy, SDG 6: Clean Water and Sanitation, and SDG 9: Industry, Innovation and Infrastructure.
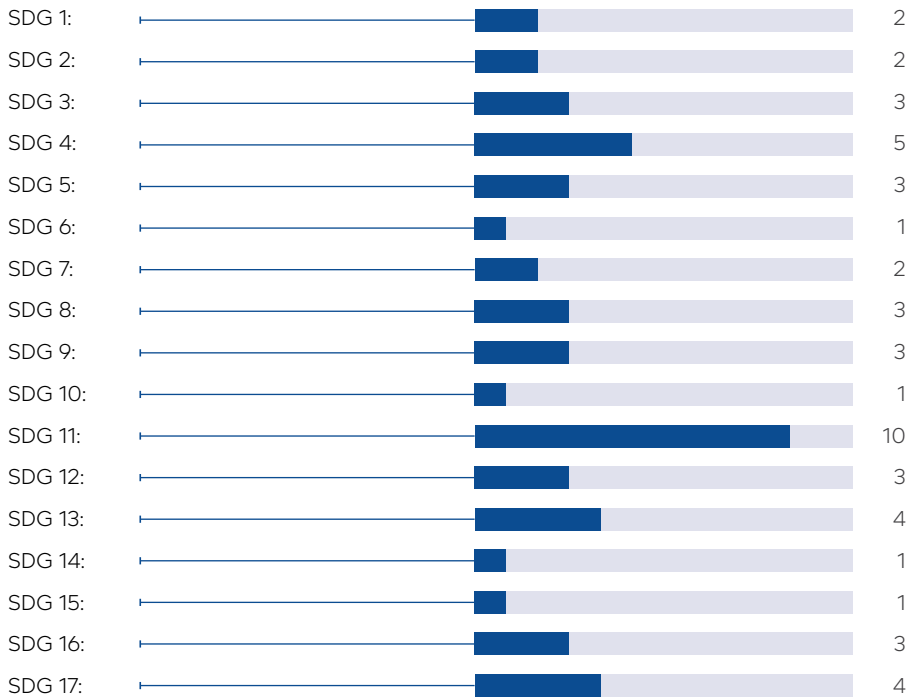
Graph 26: Association of the Practices Submitted in the Framework of the Research with the SDGs

SDG	Value
SDG 1:	17
SDG 2:	14
SDG 3:	39
SDG 4:	41
SDG 5:	17
SDG 6:	5
SDG 7:	4
SDG 8:	19
SDG 9:	5
SDG 10:	22
SDG 11:	48
SDG 12:	28
SDG 13:	25
SDG 14:	2
SDG 15:	24
SDG 16:	15
SDG 17:	9

Meanwhile, the majority of the 15 projects selected after the evaluation are related to SDG 11: Sustainable Cities and Communities. This is followed by SDG 4: Quality Education which is associated with 5 projects and SDG 13: Climate Action and SDG 17: Partnerships for the Goals which are associated with 4 projects.
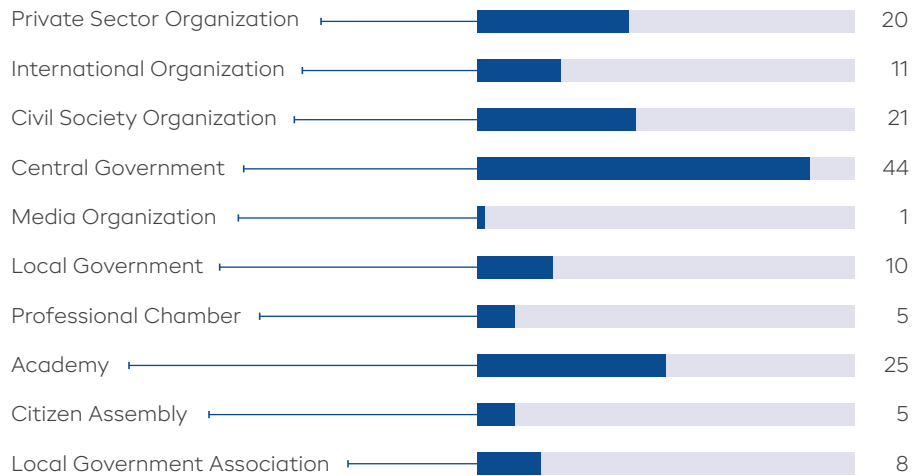
Graph 27: Association of the 15 Best Practices with the SDGs

SDG 1:	2
SDG 2:	2
SDG 3:	3
SDG 4:	5
SDG 5:	3
SDG 6:	1
SDG 7:	2
SDG 8:	3
SDG 9:	3
SDG 10:	1
SDG 11:	10
SDG 12:	3
SDG 13:	4
SDG 14:	1
SDG 15:	1
SDG 16:	3
SDG 17:	4

Of the practices submitted, 60 projects were implemented by the municipality alone. 87 projects were implemented in cooperation with stakeholders from different sectors. It was observed that the most collaborated stakeholder type was central government institutions. The academia, which was a stakeholder in 25 projects, ranked second and civil society organizations, which were stakeholders in 21 projects, ranked third. The least collaborated stakeholders are, respectively, media organizations, chambers, and citizen assemblies. The number of projects with at least one organization from Türkiye as a stakeholder is 83, while the number of projects with at least one foreign organization as a stakeholder is 17.

Graph 28: Stakeholder Distribution of the Practices Submitted in the Framework of the Research

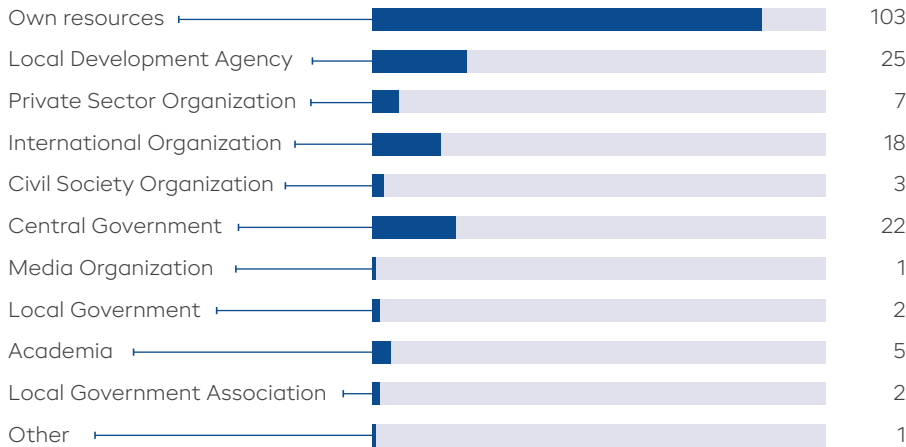| Stakeholder	Value
Private Sector Organization	20
International Organization	11
Civil Society Organization	21
Central Government	44
Media Organization	1
Local Government	10
Professional Chamber	5
Academy	25
Citizen Assembly	5
Local Government Association	8

Of the 15 selected practices, 12 were carried out in partnership with organizations from different sectors. The most collaborated stakeholders are civil society organizations and central government institutions. These stakeholders are followed by private sector organizations, academia, local government associations and local governments.

Graph 29: Stakeholder Distribution of the 15 Best Practices

- Private Sector Organization
- International Organization
- Civil Society Organization
- Central Government
- Local Government
- Academia
- Local Government Association
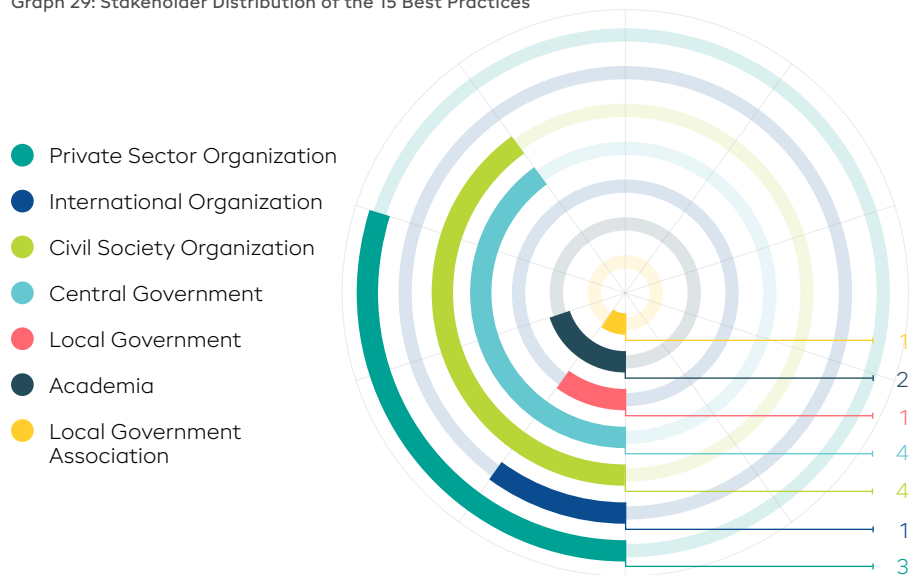
It is observed that municipalities used their own resources in the majority of the projects. While 74 of these municipalities used only their own resources in their projects, 29 of them utilized other sources of financing in addition to their own budget. After municipalities' own resources, the most common sources of financing used by municipalities are local development agencies and central government funds and support, respectively. The number of projects implemented with the resources of media organizations, other local governments, and local government associations is quite low. 18 projects used the resources of foreign organizations, while the rest were financed by institutions in Türkiye.

Graph 30: Resource Distribution of the Practices Submitted in the Framework of the Research

Resource	Count
Own resources	103
Local Development Agency	25
Private Sector Organization	7
International Organization	18
Civil Society Organization	3
Central Government	22
Media Organization	1
Local Government	2
Academia	5
Local Government Association	2
Other	1

The majority of the 15 selected good practices used the municipalities' own resources. The resources provided by international organizations and central government institutions are the second and third most used resources, respectively. In addition, resources from local development agencies, private sector organizations, civil society organizations, and different stakeholders were also used to realize the projects.
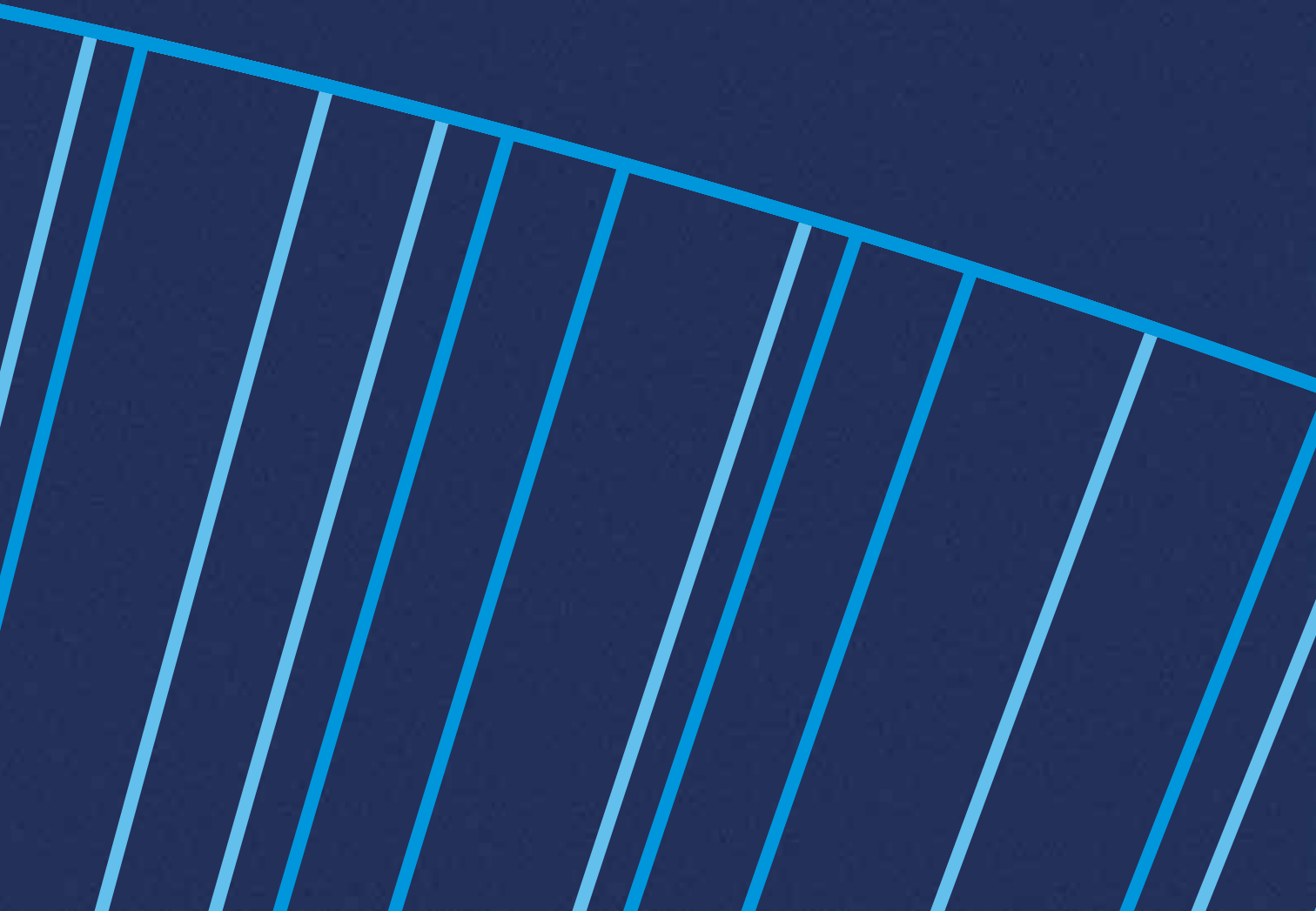
Graph 31: Resource Distribution of the 15 Best Practices

Resource	Count
Own resources	12
Local Development Agency	1
Private Sector Organization	1
International Organization	4
Civil Society Organization	1
Central Government	3
Other	1
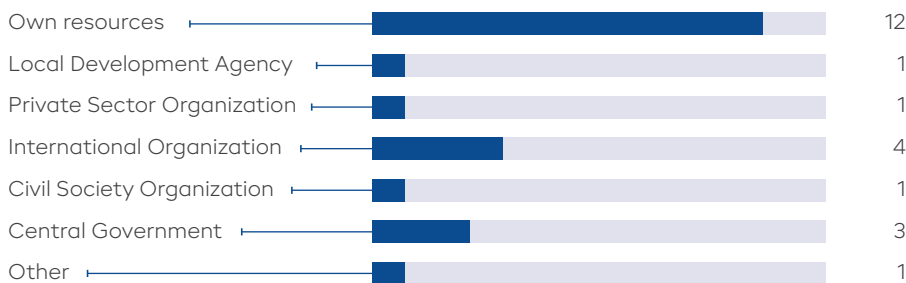
2.4.
Best Practices on
the Localization of SDGs

Altıeylül Municipality, **Balıkesir**

Name: Altıeylül Development Center (ALGEM) Project

Date: 2015

Stakeholders: -

Financing: Own resources

Relevant SDGs:

Source: Altıeylül Belediyesi

Today, thousands of people struggle with problems such as poverty and hunger, while thousands of others cannot access the opportunities offered by society and the political system because of their identity or socio-economic status. Local governments also have responsibilities in the fight against issues such as income inequality, discrimination, and inequality of opportunity, which can be considered under the umbrella of social injustice. Local governments carry out activities to eliminate social injustice. In 2015, Altıeylül Municipality opened "Altıeylül Development Center (ALGEM)", which supports individuals who have difficulty in meeting their basic needs and vulnerable groups exposed to inequality of opportunity in Altıeylül.

Built on a 6,400 m² area, ALGEM includes classrooms, municipal units, a family counseling center, a 300-seat cinema and conference hall, a waiting room, an interview room, a children's activity house, ateliers in different fields,[8] and a multi-purpose atelier. Within the scope of social responsibility activities, these ateliers and classrooms provide free training to those in need aged 16 and above. Those who complete these trainings, organized under the name of Altıeylül Vocational Training Courses (ALMEK), are given certificates approved by the Republic of Türkiye Ministry of National Education and their employment opportunities are increased.[79] As of 2017, 29 different courses were offered at the center.[80] Individuals receiving training at the center are also provided with different opportunities. For example, mothers who attend ALMEK courses and have children between the ages of 3-5 can leave their children in the "Children's Activity House" at the center, where activities that contribute to child development are carried out. Another opportunity is the counseling offered by the "Psychological Solution and Family Counseling Center".

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Individuals who are not enrolled in ALGEM courses can also benefit from the center, where they can receive counseling on issues such as family therapy, exam anxiety, and behavioral disorders in children.

Within the scope of ALGEM, in-kind and monetary social aids such as clothing, fuel, medical supplies, stationery, etc. are provided to those in need within the budgetary means of the municipality.[81] One of the most prominent in-kind aid tools among these aids is the "Social Market". In order to benefit from this market, those in need first apply to the "White Desk"[82] office of the municipality. The applications are evaluated by the municipality officials and individuals who meet the evaluation criteria are given a shopping card called "Alkart". Alkart holders' cards are loaded with different amounts of money depending on the number of people in the household. With the money loaded on this card, individuals can purchase food, beverages, cleaning products, and clothing from the "Social Market" in ALGEM. As of 2017, the number of individuals who received assistance through Alkart was 2,378. Social service activities are also carried out for different social groups within ALGEM. Examples of these activities include nature and culture trips organized for people with disabilities and people over the age of 65.[83]

78 - These ateliers include mind and intelligence games atelier, software and design atelier, robotic coding atelier, mechatronics atelier, barber and hairdresser atelier, cookery and pastry atelier, and sewing atelier. See "ALGEM", Altıeylül Municipality, Accessed: 12 July 2022, https://www.altieylul.bel.tr/Hizmetler/HizmetDetails?id=8

79 - For ALGEM's courses, see "Kurslarımız" (Our Courses), ALGEM, Accessed: 12 July 2022, https://algem.altieylul.bel.tr/

80 - See "Evlere Giren Yardım" (Supporting Households), Gazetemerhaba, Accessed: 12 July 2022, https://gazetemerhaba.com/67676-2/

81 - In the first 6 months of 2020, 8600 people received food aid, 467 families received clothing aid, 86 families received coal aid, and 11000 hot meals were provided through ALGEM. See "Altıeylül Belediyesi ihtiyaç sahiplerinin yanında" (Altıeylül Municipality is there for those in need), Haberler, Accessed: 12 July 2022, https://www.haberler.com/guncel/altieylul-belediyesi-ihtiyac-sahiplerinin-yaninda-13452992-haberi/

82 - The White Desk is the name of the municipal unit where individuals living within the municipal boundaries submit their requests and complaints to the municipality.

83 - For more detailed information on one of the trips organized by the municipality for individuals with disabilities, see "Altıeylül'den engelli vatandaşlar ve ailelerine gezi" (Trip for citizens with disabilities and their families from Altıeylül), Habertürk, Accessed: 12 July 2022, https://www.haberturk.com/balikesir-haberleri/90488584-altieylulden-engelli-vatandaslar-ve-ailelerine-gezi

Bursa Metropolitan Municipality

Name: Bursa Urban Policies Analysis Project

Date: 2019

Stakeholders: -

Financing: Own resources

Relevant SDGs:

Social, economic, and environmental problems and potential risks in cities cannot be eliminated by simple interventions and with the efforts and limited resources of a single organization. Solving problems and mitigating risks requires that stakeholders of the city with different resources act in cooperation and in line with a common goal. In order to guide the joint actions of urban stakeholders, strategy documents are needed to define the vision of the city, identify existing problems and risks, and set short and long-term goals to increase the city's resilience against them. These strategy documents are often prepared under the leadership of local governments, one of the most important actors of urban policies.

In the stakeholder meetings held by Bursa Metropolitan Municipality within the scope of the 2020-2024 Strategic Plan, it was emphasized that there is a lack of coordination and cooperation between institutions in the plans for the future of the city, and that the municipality should take an active role to solve this problem. Based on this expectation, Bursa Metropolitan Municipality initiated Bursa Urban Policy Analysis Project in order to establish the future vision of Bursa and guide the actions of the city's stakeholders. What is aimed with the help of this project are as follows:

- Ensuring coordination and cooperation between institutions involved in the management and development of the city

- Development of a culture of long-term planning at the city scale

- Prioritization of the services provided in line with citizen expectations and planning of sectoral distribution

- Creating an "Urban Strategy Document" to put forth future vision

Bursa Urban Policy Analysis Project consists of a total of 5 phases including the evaluation of the views and contributions of different stakeholders in order to determine the vision, problems, and objectives of the city with a participatory approach and the preparation of the "Urban Strategy Document". In the first phase of the project, the problems and expectations of the citizens living in the city and their imagined ideas of the cities they would like to live in the future were identified through surveys and face-to-face interviews. At this stage, a total of 427 officials from Bursa Metropolitan Municipality and Bursa Water and Sewerage Administration (BUSKI), representatives of non-governmental organizations and protocol members, 706 tradesmen, 103 mukhtars, 9088 citizens, and 9088 citizens participated in a "Perception Survey" and 1001 citizens participated in an "Expectation Survey". Based on the data from the surveys, face-to-face interviews were conducted with 248 public institution officials and a total of 11,573 people were consulted. Following the field research, 5 themes were identified on which the project will focus.

In the second phase of the project, "Regional Consultation Meetings" were held with a total of 526 representatives of public institutions, universities, professional and tradesmen's chambers, and non-governmental organizations who are respectively responsible for solving the problems and realizing the expectations expressed in 5 different regions within the framework of the 5 themes identified in the first phase.

In these meetings, 5 themes were addressed and suggestions for solving the problems were discussed. Then, in the third stage, meetings were organized as part of the "Bursa City Forum" with the participation of more than 700 people. In these meetings, the institutions that are the addressees of the solutions expressed in the Regional Consultation Meetings and the resources to realize the solutions were determined.

In the fourth stage, "Staff Team Meetings" were held with the participation of the heads of departments in Bursa Metropolitan Municipality. Bursa Metropolitan Municipality units, which are the addressees of the solutions put forward, were identified and plans such as Bursa Eskişehir Bilecik Development Agency (BEBKA) Regional Plan, Bursa Transportation Master Plan, Bursa Metropolitan Municipality Strategic Plan, Bursa Clean Air Plan were evaluated and a common vision was created. Finally, "Bursa Urban Strategy Document" was prepared by integrating the work carried out at all stages holistically. The project has contributed to the alignment of services and investments with citizen demands in the service delivery of Bursa Metropolitan Municipality and to the efforts to create a common vision in the preparation of macro-scale plans and development plans for the future of Bursa.

Çanakkale Municipality

Name: Grid Connected Solar Power Plant Project

Date: 2019

Stakeholders: -

Financing: Own resources

Relevant SDG:

Problems such as the increase in greenhouse gases in the air as a result of the burning of fossil fuels such as coal and oil and livestock farming, and deforestation cause climate change. The current period is 1.1°C warmer than the period before the Industrial Revolution. It is predicted that a further increase in this temperature will cause environmental crises that will jeopardize the lives and well-being of many species on Earth, and these crises will lead to different social and economic problems. In order to stop the progression of climate change and adapt to current changes, efforts to reduce greenhouse gas emissions have accelerated in the world. Among these efforts, the transition to "renewable energy" sources instead of the use of fossil waste is particularly prominent. Within the scope of sustainable management of the environment and natural resources, Çanakkale Municipality opened the "Grid Connected Solar Power Plant" in 2019 in order to increase energy supply diversity and meet existing environmental investments from natural resources at costs that are appropriate for energy use needs.

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Çanakkale Municipality aims to meet the electricity needs of the municipality's wastewater treatment plant with the power plant, the construction of which started in 2018. It also aims to set an example for other local governments for electricity generation with solar energy, contribute to the social awareness-raising activities carried out by the municipality on energy efficiency, reduce service costs through the use of renewable energy resources, and encourage cooperation between the public and private sector.

84 - The monthly energy consumption of the waste water treatment plant is 100.000,00 kWp. Considering this figure, it can be said that the Grid Connected Solar Power Plant has an extra production of 100,000.00 kWp in the spring and summer months. See "Yenilenebilir enerji üretiminde Çanakkale Deneyimi!" (The Çanakkale Experience in renewable energy production!), Yarımadagazetesi, Accessed: 12 July 2022, http://www.yarimadagazetesi. com/yazi/yenilenebilir-enerji-uretiminde-canakkale-belediyesi-deneyimi/

The power plant was built on a 14,550 m² area next to the wastewater treatment plant. 3828 domestically produced 280W panels and 17 60kW inverters were used in the construction of the power plant. The power plant is planned to generate a maximum power of 1071.84 kWp (992.8 kWe- AC) during winter days and approximately 200,000.00 kWp per month during spring and summer months when the day is longer and the number of sunny days increases. In addition to meeting the electricity needs of the wastewater treatment plant[84], the municipality plans to generate additional income for itself by giving surplus electricity to the distribution networks at times of surplus production. Especially in the summer months, the excess production is expected to cover the electricity needs of 300 households.

In January 2019, the power plant, which is expected to cover its own construction costs within 5 years, was approved by the Turkish Electricity Distribution Corporation (TEDAŞ) and energy sales to Uludağ Electricity Distribution Corporation (UEDAŞ) started. With the solar power plant project, Çanakkale Municipality has started to use city resources more effectively and efficiently by reducing service production costs. This project raised awareness about renewable energy resources in the city and enabled residents to take ownership of the issue.

Çekmeköy Municipality,
Istanbul

Name: Cultural and Creative Industries in the Black Sea Basin (CREA CENTERS) Project

Date: 2020

Stakeholders: Ukrainian Association of Business Support Center (Ukraine), Constanta Municipality (Romania), Kavala Municipality (Greece), Byala Municipality (Bulgaria)

Financing: Own resources, EU funding

Relevant SDGs:

For more information::

Web site: https://creacenters.eu/

Instagram: https://www.instagram.com/crea_centers/

Source: Crea Centers

"Creative industries", which have emerged as the third most rising sector in the world in recent years, are defined as all production and trade processes based on the intellectual property of creativity, skills, and talents. The creative industries, which transform the accumulated knowledge of countries based on their cultural accumulation and dynamism into economic value by taking into account current technological developments and global trends, especially digital technologies, have a significant potential not only for developed countries but also for developing countries. However, the lack

of technical infrastructure, equipment, competition, and interaction opportunities required by the people working in these fields reduces the commercial power of the work in the sector. In the modern world, designing and producing a global product in the most efficient way and maximizing the benefit from it can only be possible through the collaboration of individuals from different disciplines from the idea stage to the production, marketing, and presentation stages. In order to prepare the ground for such collaboration and to support the development of the creative industry sector, Çekmeköy Municipality from Türkiye, Ukrainian Association of Business Support Center from Ukraine, Constanta Municipality from Romania, Kavala Municipality from Greece, and Byala Municipality from Bulgaria came together to organize the "Developing Cultural and Creative Industries in the Black Sea Basin (CREA CENTERS)" Project.

The other goals of the project, of which Çekmeköy Municipality is the managing partner, are as follows:

- Providing entrepreneurs living in the Black Sea Basin and working in the "Cultural and Creative Industries" sector with the physical environment in which they can work and the equipment they can use to develop their ideas

- Creating a platform for entrepreneurs from different disciplines to come together, exchange information and ideas, and develop the projects they are working on

- Contributing to the design of new products and services that can be used in partner organizations' countries and exhibiting these products and services at different events in at least 5 different countriest

85 - "Crea Center Çekmeköy Kullanıcıları Buluştu..." (Çekmeköy Crea Center Beneficiaries Gathered...), Bölgeninsesi, Accessed: 25 July 2022, https://www.bolgeninsesi.com/crea-center-cekmekoy-kullanicilari-bulustu/

86 - For Crea Centers application form, see "Crea Centers Başvuru Formu" (Crea Centers Application Form), Çekmeköy Municipality, Accessed: 25 July 2022, http://creacenter.cekmekoy.bel.tr/

In the first phase of the CREA CENTERS Project, it was planned to establish centers in 5 countries (Türkiye, Romania, Ukraine, Bulgaria, Greece). In this context, the construction of the centers started in 2021 in all 5 countries. In addition, entrepreneurs who will benefit from the centers have started to be identified. An open call was made through the official website of Çekmeköy Municipality, and 17 entrepreneurs were selected among the applications in the first quarter of the year. An introductory and informative meeting was organized where these 17 entrepreneurs and the CREA CENTERS Project team came together.[85] International partners of the project also participated in the meeting online. The applications for the selection of new entrepreneurs are ongoing.[86]

The centers are designed to serve 300 users and a total of 86 mass events are planned within a year. These events include 10 feedback sessions, 10 first screening events to raise awareness about the work of the centers, introduction to creative industries trainings for entrepreneurs to increase their knowledge about creative industries (101 introductory courses), 25 workshops on creative industries, 10 creativity meetings, 20 training seminars, and an international conference. A total of 2,160 people is expected to benefit from these activities.

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The Çekmeköy Crea Center, the Çekmeköy leg of the project, which is being built in a recreational area to increase creativity and concentration,[87] is expected to bring together cultural and creative sector representatives and designers from many parts of Europe and Türkiye and make Çekmeköy a center of attraction. In addition, the international dimension of the project is planned to contribute to the development of international collaborations and the strengthening of the foreign connections of the entrepreneurs who benefit from the center during the product production process.

87 - The construction of Çekmeköy Crea Center is still ongoing. When the center is completed, the center will include equipment, open and shared ateliers, private and individual offices, meeting rooms, a conference room and a prototype development atelier for the individuals using the center.

Fatih Municipality,
Istanbul

Name: Suriçi Garden Project: Expropriation of the Surroundings of the Historical City Walls and Removal of Slums in the Region
Date: 2017
Stakeholders: The Republic of Türkiye Ministry of Environment, Urbanization and Climate Change Mass Housing Development Administration
Financing: Own resources, the Republic of Türkiye Ministry of Environment, Urbanization and Climate Change Mass Housing Development Administration subsidy
Related SDG:

Source: Urbansdgplatform

The Land Walls of Istanbul, also listed as a UNESCO World Heritage Site, are the walls that surround the Historic Peninsula in Fatih, connecting Yedikule on the Marmara Sea with Ayvansaray on the Golden Horn. The walls, which began to be built in the 5th century as the defense line of the Byzantine Empire, are also known by the name of Emperor Theodosius II, the intellectual architect of the construction. Istanbul Land Walls have been home to many civilizations and formed the memory of past communities. In this respect, it is one of the most important cultural heritage artifacts that should be preserved in the Fatih region. The sieges carried out by communities

that existed in different periods such as the Avar, Pecheneg, Bulgarian, and Ottoman eras have worn out the walls. In addition, the city walls have suffered partial destruction over time. The surroundings of the city walls have also turned into places where social problems are experienced. Public opinion surveys conducted by Fatih Municipality have revealed that the city walls and their surroundings are the areas with the most urban security problems and therefore the areas where people living in Fatih are most afraid to go. For this reason, these areas have become increasingly detached from the urban space and have become places where urban crimes occur.

In 2017, Fatih Municipality launched the "Suriçi Garden Project: Expropriation of the Surroundings of the Historical City Walls and Removal of Slums in the Region" in order to highlight the historical and cultural identity of the Istanbul Land Walls and its surroundings, improve the quality of life around the city walls by improving spatial conditions, and protect important historical and cultural values in the region.

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The project also aims to, the project aims to remove unauthorized structures around the city walls, rehabilitate areas that are detached from both social and urban areas and create areas of fear, create areas that will appeal to different users by creating recreational and functional areas, prevent the security problem near the city walls, meet the social facilities and park needs of the region and the district, and support the solution of transportation problems.

Within the scope of the project, firstly, the unauthorized slum areas at the foot of the city walls were demolished. For this purpose, the people living in this area were inter-viewed and their assets were expropriated. A total area of 27,121 m² was expropriated and 191 slums were demolished. In cooperation with the Mass Housing Development Administration of the Republic of Türkiye Ministry of Environment, Urbanization and Climate Change, citizens living in the area were relocated to 116 flats purchased for a certain fee, enabling them to live in better quality housing.

The second phase of the project is the construction of the Suriçi Garden. Starting from Yedikule to Topkapı, an area of 226,121 m² with a length of approximately 4.5 km along the land walls will be organized as a garden. The second phase consists of 5 stages. A total area of 226,121 m² will be reclaimed for the city, including 61,360 m² in the first stage, 47,860 m² in the second stage, 68,206 m² in the third stage, 25,055 m² in the fourth stage, and 23,640 m² in the fifth stage. The first and second phases have been approved.

The first phase, which has received the approval of the board, has been designed. The regions that will serve different functions such as neighborhood integration, tourism, socio-cultural, and recreation, which will ensure the integration of the garden and urban living areas, have been identified. In this phase of the project, which includes many different facilities and functions, an area of 4,680 m² is designed as a recreation area, while an area of 315 m² is designed as an outdoor fitness area. In addition to two basketball courts and two tennis courts, there will also be a skateboard track in the first stage project area. In addition to sports areas, function areas that will serve different social groups have also been designed. These include a children's library, children's play workshops, bicycle parks, women's labor sales units, handicraft courses, and thematic garden areas.

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The most important outputs of the project have been the preservation of the historic city walls, the enhancement of the quality of the surrounding urban area, and the documentation of other historical and cultural inventories. During the project phase, important historical and cultural buildings located near the city walls were documented and survey projects were prepared for each historical building. Thus, in addition to improving the city walls and the surrounding area and increasing its urban quality, all historical and cultural heritage values in the surrounding area are protected.

Istanbul Metropolitan Municipality

Name: Real-Time Pollution City Map Through Collaborative Sensing and Analysis (CAROLINA) Project
Date: 2017
Stakeholders: Automotive Technology Centre of Galicia (CTAG), Federal Institute of Technology Lausanne (EPFL), Polytechnic University of Catalonia (UPC)
Financing: Own resources, The European Institute of Innovation and Technology funding
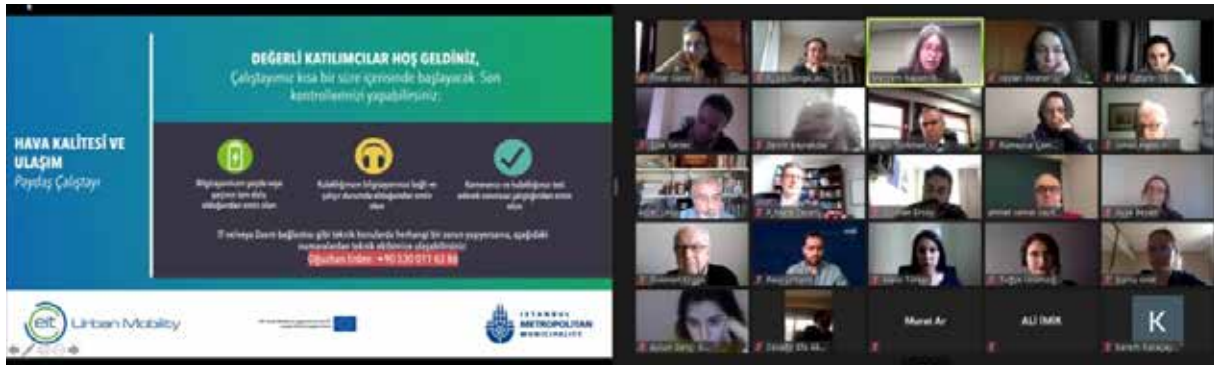**Relevant SDG:**

Source: Istanbul Metropolitan Municipality Department of Environmental Protection and Control

The gases emitted by fossil fuels used in transportation, production or heating systems cause air pollution. Air pollution, which is particularly high in highly populated cities or where factories are located, leads to diseases such as asthma and heart diseases and early deaths of many people. In Istanbul, Türkiye's most populous city, air pollution levels are also high due to reasons such as rapid urbanization and traffic, and are a source of serious health problems for urban dwellers.

Istanbul Metropolitan Municipality, together with European research centers, launched the "Real-time pollution City mAp thRough cOLlaborative sensIng aNd Analysis (CAROLINA)" Project to explore new ways of monitoring urban air pollution and reshaping urban mobility in order to minimize the number of people exposed to harmful

air pollution thresholds in European cities. The activities of the project, which lasted 12 months in total, were structured around the following three main topics:

- Developing strategies to contribute to the improvement of air quality in Istanbul

- Analyzing how citizens and relevant stakeholders can be brought together to actively contribute to reducing urban air pollution

- Providing trainings to guide citizens and drivers and contribute to behavioral change within the scope of raising awareness to minimize the number of citizens exposed to air pollution thresholds

One step of the project includes a review of the literature on "Air Quality Monitoring Systems". The first part of this two-part review identifies the issues that policy makers, practitioners, and researchers need to consider when designing new sensor networks to measure air quality for their studies and projects, and the opportunities to increase the success rate of these systems. Different approaches, such as Vehicular Sensor Networks and Hybrid Systems, are also discussed in the literature review, arguing that Hybrid Systems, which utilize the latest data fusion techniques and technical advances, are the most ideal among these approaches. The second part of the literature review focuses on the participation of individuals in Air Quality Monitoring Systems. In the literature review, open community systems are defined and the motivation sources for individuals to participate in these systems, how they can be part of the solution to air pollution problems, and issues that may create problems for their participation in these systems such as user privacy issues are discussed. In addition to the literature review, Istanbul is taken as an example city; current and past projects of Istanbul Metropolitan Municipality that will affect the air quality issue are evaluated; and suggestions are presented to the municipality for the system that can be established in the future.

In another part of the project, existing commercial sensors were tested and compared, and new technical and functional requirements were identified to develop a new concept of an air pollution measurement unit to improve air quality measurement devices in urban areas. The project also organized an international online webinar on "Sustainable Urban Mobility and Air Quality". The webinar, attended by more than 400 people, shared good practices on urban mobility and air quality improvement around the world and assessed the impacts of transportation on air pollution, opportunities, and challenges.

In addition to the international online webinar, an "Air Quality and Transportation Workshop" was organized with the participation of relevant ministry officials, local authorities, and representatives of Istanbul Metropolitan Municipality subsidiaries. 116 participants attended the workshop, where stakeholders discussed how to build a future where air quality is less affected by transportation and shared their views on the implementation of a participatory model for improving air quality. As a follow-up, a second workshop was organized with participants from civil society organizations, academia, and private sector representatives.

As the final activity of the project, "Environmentally Friendly Driving Techniques Training" was organized in two different sessions with public transport drivers and supervisors of Istanbul Electric Tramway and Tunnel Enterprises (IETT). The training aimed to raise awareness of public transport drivers on urban mobility and share environmentally friendly driving techniques. Prior to the training, a training methodology was developed by experts for the target audience. A total of 123 people participated in the trainings.

Izmit Municipality,
Kocaeli

Name: Izmit Marketplace (E-Commerce) Project

Date: 2020

Stakeholders: Good4Trust

Financing: Own resources

Relevant SDGs:

| 5 GENDER EQUALITY | 8 DECENT WORK AND ECONOMIC GROWTH | 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE | 17 PARTNERSHIPS FOR THE GOALS |

Source: Good4trust

Revolutionary developments in technology enable individuals living in different cities to communicate instantly, facilitate the follow-up and dissemination of ideas, cultures or products produced in a distant geography, and thus contribute to the creation of new development opportunities for the local region. Advances in technology, especially in the economic sphere, expand the field of action and create a platform for local producers to present their products in national and even international markets, rather than being limited to the place where they live. Maintaining a presence on these platforms is not always easy. Lack of awareness or knowledge about the opportu-

nities offered by technological products or lack of financial resources prevent local producers from taking advantage of these opportunities. In order to overcome this obstacle, local governments in different parts of the world support city residents who are producers in various ways. Izmit Municipality's "Izmit Marketplace (E-Commerce)" Project, which was launched in 2020 and is still ongoing, is one of the projects carried out by the municipality to support the local economy and producers.

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The project aims to ensure that the products and services of producers living within the municipal boundaries can be offered to every individual in Türkiye, especially to citizens living in Izmit. Other objectives of the project include providing the necessary infrastructure to make production in Izmit more ecologically and socially equitable, developing solidarity and cooperation among producers, strengthening the local economy, and empowering local artisans, women producers, and other entrepreneurs.

Within the scope of the project, an online "Izmit Marketplace" platform was established in cooperation with Good4Trust and using the "Goog4Trust.org" infrastructure. Producers of products or services in the region can open an online shop by registering on the platform free of charge and can deliver their products to consumers from all over Türkiye through this platform. On the first day the platform was launched, 46 businesses opened online shops on the platform and 35 of these businesses are women. Other activities carried out during the project are as follows:

- In order to inform the public about the online marketplace during the platform preparation process, the marketplace was promoted through municipal announcement tools within the municipality boundaries.

- Relevant guidelines and materials have been created for producers who want to register on the platform.

- Online shop management training materials were prepared for producers.

- Online meetings called "Solidarity Meetings" were organized for producers in Izmit to share their experiences with each other and to answer their questions about Izmit Marketplace's application process and shop management.

- Izmit Marketplace's dedicated producer relations officer made field visits and provided support to producers.

- Steps were taken to strengthen the local economy, enabling regional producers to contact producers in different regions and establish cooperation in the fields of knowledge, experience, and supply.

- With the launch of Izmit Marketplace, digital marketing infrastructure was developed and trainings were prepared for producers who want to use it.

- Producers who applied to Izmit Marketplace were badged according to the degree to which their production methods were ecologically and socially fair, and producers who made clean production were brought to the forefront, while producers who could not make clean production were supported and encouraged in this direction.

- The necessary content was produced to promote the producers accurately and effectively by sharing their stories.

- Izmit Marketplace, Türkiye's first online municipal marketplace, was announced to economic circles in Türkiye and around the world.

The project created new platforms for local artisans to sell their products, created opportunities to increase their income, increased the circulation of income within the district, and increased local welfare. Izmit Municipality started to generate and utilize data on the shopping habits and needs of the public, and strengthened the self-regulation mechanism similar to the traditional ahi understanding, reducing municipal costs and increasing social trust.

Kadıköy Municipality, **Istanbul**

Name: Tell Us Kadıköy Project

Date: 2019

Stakeholders: Kadıköy City Council, Public Institutions in the District, Mukhtarships, Non-Governmental Organizations, Academia

Financing: Own resources

Relevant SDGs:

Source: Anlat Kadıköy

Various international documents, such as Agenda 21, encourage local governments to adopt a bottom-up planning process that takes into account the needs and expectations of different stakeholders in the city, rather than a top-down planning and policy-making process. Participatory planning, which increases the sense of ownership of the city by its inhabitants, increases public trust in policy makers and contributes to the formation of a transparent management culture, is becoming widespread among

local governments. Kadıköy Municipality is one of the municipalities adopting this approach. During the preparation of the 2020-2024 Strategic Plan, the Municipality launched "Tell Us Kadıköy" Project to involve the public in the planning process and provide a platform for monitoring the plan. The project also aimed to raise public awareness about the SDGs and localize the SDGs.

Within the scope of the Tell Us Kadıköy Project, 10 meetings titled "Tell Us Kadıköy Strategic Plan Neighborhood Meetings" were organized with the participation of 1100 neighborhood residents living in 21 neighborhoods of Kadıköy in order to include the views of the public in the preparation process of the 2020-2024 Strategic Plan of Kadıköy Municipality. In June 2019, a website titled "Tell Us Kadıköy" was created where the public can express their concerns, problems, and demands for the city to be included in the plan. Before public consultations were held on both platforms, public awareness-raising and information activities were carried out on the 17 Sustainable Development Goals in particular, as well as on issues such as climate crisis, waste management, public health, renewable energy, gender equality, and sustainable cities in order to ensure that the participatory process is carried out correctly and effectively. Visuals drawing attention to the SDG framework were placed in the meeting areas, and on the online platform, directions were provided to the UNDP page on the SDGs. In addition, the online platform includes reports, strategic plans of previous years, activity reports prepared by the institution, and information where some data on 21 neighborhoods of Kadıköy can be compared with the general data of Kadıköy district and Istanbul, thus informing the public about the general situation of Kadıköy. Problems and suggestions expressed by citizens at neighborhood meetings were compiled and added to the online platform, and shared with the public.

In addition to awareness raising and informational activities, which are an important part of the project, citizen opinions were also collected through neighborhood meetings and the digital platform. Opinions from both platforms, focus group discussions held by the municipality with experts and institutions in their fields of work, and opinions from institutions such as civil society organizations, academia, and public institutions were used as one of the main inputs of the strategic planning process of Kadıköy.

The online platform created under the project also functions as a monitoring and evaluation tool. The municipality shared the quarterly target realization rates of each activity period on the digital platform and created an environment where citizens can write their opinions for the evaluation of these activities. In this way, it has been ensured that the Tell Us Kadıköy Project is a platform that can live not only during the preparation of the municipality's strategic plan, but also during the time the plan is active, and that the monitoring and evaluation process is carried out in line with the principle of participation just like the strategic plan.

Finally, the online platform was further developed over time and the "Tell Us Kadıköy Kids" category was added to the platform. This section provides information on "children's rights". Additionally, a space has been created on this platform where children can express their opinions and feelings on issues related to the city through written messages, photos, or videos.

Kartepe Municipality,
Kocaeli

Name: Kartepe Çuha Factory Buildings Repurposing Project

Date: 2018

Stakeholders: Kocaeli Governorate Directorate of Investment Monitoring and Coordination

Financing: Own resources, Kocaeli Governorate Directorate of Investment Monitoring and Coordination funding

Relevant SDG:

View of the Çuha Factory in Early 20th Century

The Kartepe Çuha Factory is one of the first factories established in Kartepe during the Tanzimat period. In 1844, it was established in line with the instructions of the Ottoman Sultan Abdülmecit in order to meet the needs of the military and the public in the scope of the industrialization program of the Tanzimat period. The factory was worn out during the First World War and closed after a fire in the 1920s. Consisting of "Weaving Atelier", "Hydroelectric Power Plant", "Decauville Line", "Water Tank", "Vented Warehouse" and "Stable" (Hunting Lodge) sections, the Çuha Factory is idle. These bu-ildings were registered as cultural assets by the Istanbul Cultural and Natural Heritage

Conservation Board No. II on 25.06.1998. The historical "Çuha Factory" located within the borders of the district is extremely important in terms of industrial heritage.

Kartepe Municipality has started to restore the factory and its surrounding structures as part of the "Kartepe Çuha Factory Buildings Repurposing" Project. The objectives of the project are as follows::

- To prepare the building surveying, restitution, and restoration projects of the structures of the Kartepe Çuha Factory and to open them to public use by repurposing them for the city, thus ensuring social and cultural cohesion at the city scale

- Preserving the industrial heritage of Kartepe Çuha Factory and increasing the visibility of the city and the project on international platforms by promoting the project in various media

The structures in question are divided into two groups as the first and second stages. In the first stage, the Building Surveying, Restitution, and Restoration projects of the Hunting Lodge, Hydroelectric Power Plant, Vented Warehouse and Water Tank structures were prepared. Kocaeli Cultural Heritage Conservation Board authorized the Survey Projects on 03.04.2019, Restitution Projects on 25.06.2019, and Restoration Projects on 24.07.2019.

In addition, since there may be traces of building foundations in the entire area (approximately 131,147 m²) where the historical buildings are located, an underground georadar survey was carried out. During the scanning, 4 wells and 14 foundation traces were found. The data identified in the georadar scan will be evaluated within the scope of the 2nd stage of the project. In the 2nd stage, Building Surveying, Restitution, and Restoration project works have been begun for the Kartepe Çuha Factory, Deca-uville Line, and Weaving Atelier. After the project is completed, the restored buildings are planned to be used for cultural, educational, and touristic purposes.

The outputs of the project are as follows:

- Building surveying, restitution, and restoration projects of the 1st stage of the Çuha Factory have been prepared.

- Kartepe Municipality applied to the "Competition for the Encouragement of Projects and Practices for the Protection of Historical and Cultural Heritage" organized by the Union of Historical Cities in 2018 with the Kartepe Çuha Factory Project. As a result of the competition, the municipality received the "Success Award" for the project, thus demonstrating the success of its work on the protection of cultural heritage.

- The article prepared to promote the Kartepe Çuha Factory Project on international platforms was published in the international TICCIH (The International Committee for the Conservation of the Industrial Heritage) bulletin in consultation with TICCIH officials and attracted the attention of interested parties.

- With the official letter dated 30.10.2019, Kartepe Municipality sent the application form prepared for the inclusion of the Çuha Factory in the UNESCO provisional heritage list to the General Directorate of Cultural Heritage and Museums of the Republic of Türkiye Ministry of Culture and Tourism.

Kocaeli Metropolitan Municipality

Name: Ormanya Natural Life Park Project

Date: 2018

Stakeholders: The Republic of Türkiye Ministry of Agriculture and Forestry

Financing: Own resources

Relevant SDGs:

For more information:

Web site: https://www.ormanya.com/

Source: Ormanya

The expansion of cities and economic activities for various reasons, especially population growth, cause the natural environment to shrink. The reduction or disappearance of natural areas, which are home to many species, jeopardizes the life and biodiversity of the species living in these areas. The decrease in natural areas, which also affects air quality, negatively affects the physical health of individuals. In addition, considering that spending time in natural areas positively affects the psychological health of individuals, the decrease in these areas affects the quality of life of those living there. Kocaeli Metropolitan Municipality initiated the "Ormanya Natural Life Park" Project in order to protect and develop the flora and fauna of a natural area in the city; to ensure the use

of this area as a natural, cultural, and touristic value; to increase the public's use of this area and to ensure the branding of this area by distinguishing it from similar ones.

Established in 2018, Ormanya Natural Life Park opened to the public by preserving the existing natural environment of the region and making improvements in the area. Ormanya Natural Life Park is visited by an average of more than 5 million people annually from Türkiye and around the world. The park consists of 13 sections in total. The sections of the park, which was created to ensure the continuation of sustainable ecological balance, are as follows:

01 **Wildlife Rescue and Rehabilitation Center:** The center is where the rehabilitation and treatment processes of injured or illegally trafficked wild animals coming from Kocaeli and surrounding provinces are carried out. Consisting of a hospital, laboratory, observation houses, shelter, zoo, and conservation areas, the center also carries out studies to identify, protect, and reproduce wild animal species and release them to their natural habitats. The center aims to support researchers conducting studies on wildlife.

02 **Farming Area:** It is an area designated for the production of feed needed by the animals living in Ormanya Natural Life Park. In total, it consists of a sustainable 300 m² greenhouse and 65 decares of agricultural land.

03 **Nature School:** Targeting children between the ages of 7 and 14, the Nature School provides nature education by applying sustainable education methods. The Nature School aims to raise ecological awareness, respect for nature, awareness of recycling, knowledge about permaculture, and awareness that art and nature are one and the same in participants who complete the trainings at ateliers on "Nature Explorers", "Environmental Detectives", "Forest Art", "Hardworking Farmers", "Nature's Chefs", "Life in Nature" and "Wooden Puppet". In addition, raising individuals who are conscious about agricultural activities is another goal of the Nature School. The school, which enables participants to learn by doing and experiencing, also offers opportunities for participants to gain trust, self-confidence, and skills.

04 **Bird Observation Area:** This area was created to provide visitors with information about the science of Ornithology, which studies birds, one of the most important animal groups that share the same natural environment with humans, and to listen to the peaceful sounds of the forest. Visitors to this area can participate in birdwatching activities accompanied by an expert biologist, as well as engaging in individual birdwatching activities with the birdwatching brochure obtained from the information desk.

05 **Nature Trails:** In order to get rid of the negative effects of changing living conditions and the sedentary life it brings with it, the area consists of a total of 26 km of cycling and hiking trails of varying difficulty. The trails offer visitors the opportunity to do sports outdoors.

06 **Campsite:** Consisting of tent and caravan camping areas, the campsite offers visitors who want to take a short break from the stress and noise of the city, and enable them to take a short break from the chaos of life and experience the peace of being in nature in a comfortable way (with electricity, water, showers, WC, 24/7 security).

07 **Children's Zoo:** The Zoo is home to 766 animals from 67 different species. At the Children's Zoo, children and young people can ride horses, milk goats, and feed the animals.

08 **Wildlife Areas:** These are the areas where various activities are carried out to increase the number of species whose numbers are decreasing in nature such as red deer, fallow deer, roe deer, and mountain gazelle and to reintroduce them to the nature by increasing their numbers.

09 **Picnic Area:** This area was created to allow park visitors to have picnics and spend time in nature. There are camellias and tables where 4 thousand people can have a picnic at the same time, as well as recreation areas.

10 **Sportive Angling Area:** Amateur sportive angling services are offered in this area.

11 **Forest Library:** This is the first forest library in Türkiye, established with a completely open-air concept. The Forest Library has 3 reading rooms named Oak, Hornbeam, and Beech, 21 bookshelves and more than 2000 books suitable for the interests of visitors of all ages.

12 **Exhibition Hall:** It is the hall where exhibitions prepared with periodically changing concepts take place.

13 **Ormanköy:** It is an area in Ormanya where Hobbit houses are located and gives visitors the opportunity to experience the feeling of being in the Middle-earth.

Lüleburgaz Municipality, **Kırklareli**

Name: Action of 'We Struggle With Climate Change With Our Bicycles' Project
Date: 2017
Stakeholders: Lüleburgaz Bicycle Motorcycle Youth Sports Club Association
Financing: EU funding
Relevant SDGs:

Urbanization in Lüleburgaz and the increase in housing in the areas in the vicinity of industrial facilities increase the negative effects of air pollution. Industrial establishments operating in Kırklareli and in the vicinity of Lüleburgaz cause serious air pollution in Lüleburgaz. The district, where most of the employees are employed in the industrial sector, has become a place of intense migration. Carbon emission rates are also increasing due to the increase in the number of vehicles consuming fossil fuels caused by population growth. In 2017, Lüleburgaz Municipality launched the Action of 'We Struggle With Climate Change With Our Bicycles' Project in order to reduce the carbon emission rate in the district, raise environmental awareness among the public, and reduce air pollution in the region.

Prior to the project, Lüleburgaz Municipality declared 2017 as the "cycling year" in order to promote cycling as a lifestyle, to create a cycling culture in the city and for its inhabitants, to make Lüleburgaz a livable city by transforming it into a pioneering and exemplary city, and to increase the conscious use of bicycles in the city.

With the Action of 'We Struggle With Climate Change With Our Bicycles' Project, the city aims to take the success achieved in the cycling year in 2017 to the next level and ensure the sustainability of the fight against climate change. With this project, firstly 3 "Bicycle Taxis" were purchased and they started to provide service in the city. In the following months, two more bicycle taxis were purchased in order to raise awareness and contribute more to the project to combat carbon emissions and climate change. The bicycle taxi, which is one of the main initiatives of the project and a pilot project, primarily serves the people with disabilities, pregnant women, the older people, and families with children. The number of people who benefited from the bicycle taxis during the project period was 11.009.

The other phase of the project is the "Carbon Footprint Survey". The research conducted to identify and control the carbon emission rates of the district was carried out in two periods. First, in January 2018, a one-on-one survey was conducted with 166 households in the pilot neighborhood; chimney measurements were made in the apartment buildings in the same neighborhood and air quality measurements were made with a device placed in a park in the neighborhood where the apartment buildings are located. In July, the same survey was repeated in 160 households to measure whether the project activities had led to a change in the consumption habits of individuals. In the first survey, the average carbon emission rate of individuals was 8.15; in the second survey, this rate dropped to 7.78. After the survey, a research report was prepared and published as a book and distributed to relevant public institutions and organizations. The results of the Carbon Footprint Survey have been a reference point for other organizations as it is the first survey conducted in the region.

The other activity carried out within the scope of the project was "Cycling Training" which lasted for 4 months and lasted 64 hours in total. Instructor research was conducted with the project partner Lüleburgaz Bicycle Motorcycle Youth Sports Club Association and 1 instructor with the necessary qualifications was employed. Training was provided to students on weekdays and adults living in the district on Saturdays at the Lüleburgaz Stars Bicycle and Motorcycle Academy (LYMBA) owned by Lüleburgaz Municipality with bicycles owned the municipality. A total of 449 people participated in the training, which included not only cycling but also safe driving trainings.

Finally, a workshop, a conference, and a closing meeting were organized with the participation of the relevant stakeholders of the city in order to raise awareness of the people of Lüleburgaz on climate change, carbon emissions, and renewable energy sources and to create a platform for local actors to collaborate on the issue. In the workshop, information was provided on the relationship between the individual and nature, the impact of climate change on the city and climate change mitigation/adaptation efforts. In the group works of the workshop, mitigation and adaptation activities that can be carried out in Lüleburgaz in areas such as energy, industry, waste, agriculture, and water management were discussed. Climate change and renewable energy resources were discussed at the conference organized with the participation of the people of the district. At the closing meeting, the outputs of the work carried out within the scope of the project were shared with the public.

Maltepe Municipality,
Istanbul

Name: Zümrütevler Tactical Urbanism Project
Date: 2019
Stakeholders: Bernard van Leer Foundation, Superpool
Financing: Bernard van Leer Foundation fund
Relevant SDG:

Tactical urbanism refers to temporary changes in the local built environment, especially in cities, with low-cost interventions that aim to contribute to the realization of long-term goals in areas such as street safety, safe pedestrian movement, and the creation of squares where people can spend time. Such projects can be carried out by citizen initiatives, as well as by public institutions, especially local governments. With "Zümrütevler Tactical Urbanism" Project launched in 2019, Maltepe Municipality provides an important example of a local government-led tactical urbanism project.

The aim of the project is to provide a pedestrian-first and safe square for Zümrütevler Neighborhood, a district with a population of 86,132 and no public square. Another aim of the project is to identify design mistakes before committing to a major investment by realizing the designed implementation project with paints, portable lightweight materials, and replaceable plants. Other goals of the project are to ensure the participation of the whole public, including disadvantaged groups such as children, the elderly and the disabled, at the design stage, and to ensure that all internal and external stakeholders see that it is possible to realize ideas that might seem radical and risky by giving them a chance.

Within the scope of the preparation phase of the project, a car-prioritized and unsafe area in Zümrütevler Neighborhood, which was selected as a pilot, was identified and turned into an area that prioritizes pedestrians. In this area, which was determined as Filiz Street, the middle refuge was removed and the street was made two-way. Before the implementation, 7 vehicles were parked in the square. Pockets were created for these vehicles on the sides of the road and the square was organized to be opened for public use. In addition, curbstones were placed to prevent vehicle access to the square.

Unlike highways, lane widths can be reduced to 3.5 meters on roads reserved for motor vehicles in neighborhoods. Narrowed roads in the neighborhood allow vehicles to slow down and prevent possible accidents. In Zümrütevler Square, lane widths have been reduced to slow down the speed of traffic and increase pedestrian safety. The turning radius for vehicles in the square has been reduced to 3 meters, while the turning radius on the bus route have been reduced to 4.5 meters. Speed bumps and plastic lane dividers were installed close to the intersection, allowing drivers to enter the lane, slow down, and make tight turns at a speed that gives way to pedestrians when necessary.

During the participation and rehearsal phase of the project, pedestrianized areas were identified with colored paints. All encroachments, garbage containers, and other materials that reduce pedestrian safety and use in the area were removed. In this phase of the project, cheap and non-fixed materials, trees and flowers in pots, upcycled and reused materials, and materials sitting in municipal warehouses were used. In order to measure the impact of the project, a survey was conducted with the people in the area before and after the implementation. The project demonstrated that big transformations can be made with small costs through tactical urbanism. With this method, the negative reactions to the project were minimized and the chance to measure the effectiveness of the design was created. The project created an opportunity to prevent project mistakes before investment, to reduce risks, to get people used to new ideas, and to have the chance to try seemingly impossible applications.

The outputs of the project are as follows:

- 1075 m² of vehicle road in Zümrütevler Square was converted into pedestrian area and a square covering 550 m² was created. After the implementation, it was observed that the number of people spending time in the square increased by 72%. According to the observations made on weekday afternoons, the number of infants and young children in the area increased 3.5 times, and the number of children aged 5-12 years increased approximately doubled. According to these observations, 61% of children play in groups with their friends, 21% play alone and 18% play with their caregivers. In addition, the number of older people spending time in the square during the day increased by 10 times. According to the figures, there was a 21% increase in the number of pedestrians crossing the square, while the use of sidewalks increased by 30%. While the number of adults walking with children increased by 16%, the number of children walking alone on the streets increased by 43%. Of the children walking alone, 89% walked through the marked safe area.

- It was determined that 75% of the 107 people who participated in the face-to-face survey conducted before the implementation did not feel safe on the streets, while 17% remained neutral. On the other hand, the rate of those who felt unsafe on the streets decreased to 24% after the implementation. In addition, while 68% of the respondents stated that they did not feel safe crossing the street before the implementation, this rate decreased to 25% in the interviews conducted after the implementation.

Nilüfer Municipality,
Bursa

Name: : Nilüfer Social Entrepreneurship Center
Date: 2020
Stakeholders: Uludağ University Technology Transfer Office, Bursa Technical University Technology Transfer Office, Turkey Social Entrepreneurship Network, Bursa Eskişehir Bilecik Development Agency
Financing: Own resources, Bursa Eskişehir Bilecik Development Agency subsidy
Relevant SDGs:

Source: Nilüfer Social Entrepreneurship Center

Social entrepreneurship is entrepreneurial activity that aims to create social benefit by creating solutions to social, economic, or environmental problems. Many actors around the city are unable to realize their innovative ideas and projects due to problems such as lack of technical knowledge, and the inability to come together with like-minded people and institutions that can support their projects.

Nilüfer Municipality launched "Nilüfer Social Entrepreneurship Center" on March 5, 2020 in order to support the development of innovative practices, ideas, and projects to address the socio-economic problems and needs of the disadvantaged segments of society, to find solutions to the existing problems in the social entrepreneurship ecosystem, to contribute to the development of this ecosystem, and to increase the socio-economic development level of the city. Other objectives of the center, which was established with the cooperation and support of Uludağ University Technology Transfer Office, Bursa Technical University Technology Transfer Office, Türkiye Social Entrepreneurship Network (TSEN), and Bursa Eskişehir Bilecik Development Agency (BEBKA), are as follows:

- To create an umbrella organization to strengthen Bursa's social entrepreneurship ecosystem and increase its capacity on the subject

- To reveal, develop, and support business ideas that will create social impact by increasing the capacity of potential social entrepreneurs in Bursa

- Developing an applicable functioning mechanism and model for local governments on social entrepreneurship

- To raise the awareness of the issue, especially in the city of Bursa, through visibility activities on the phenomenon of social entrepreneurship

- To increase the institutional capacity of Nilüfer Municipality on "Social Entrepreneurship" in order to contribute to the construction of a society that produces solutions to social problems

The center is 500 m² in size and consists of 5 main sections: training and activity area, 3D modeling workshop, shared office space, socialization area, and administrative office space. The Center conducts activities to increase the knowledge and capacity of the society on social entrepreneurship through open stage events, seminars, experience sharing meetings, trainings, and competitions. Due to the pandemic conditions, a total of 25 events were organized online and 716 people participated in these events.[88]

In addition, the "Nilüfer Social Entrepreneurship Competition" was organized in order to identify the social entrepreneurship potential in Bursa and to provide social entrepreneurs and social entrepreneur candidates with the opportunity to develop their initiatives. Starting from September 2020 and continuing until November 1, 2020, the competition received applications from 110 individuals and/or teams from Bursa and 12

88 - This data covers the period from the opening of the center until the time the research was conducted.

finalists were selected among these applications. As a result of the evaluation made by representatives of important institutions in the social entrepreneurship ecosystem, 6 initiatives were supported in the fields of "gender equality", "access to healthy food", "waste management" and "volunteering". Six individuals or teams of these social enterprises have gained the opportunity to benefit from shared office support, training support, mentoring support and Uludağ University Technology Transfer Office ULUKOZA INC. Program, which will be offered at the center for one year.

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Within the scope of the center's activities, a call was also made to create a pool of experts, volunteers, and collaborators to support the development of sustainable social business models. As a result of the applications received, a pool of mentors, trainers, volunteers, and collaborators was created by conducting one-on-one interviews with individuals and institutions that can work on training and mentoring. Finally, the "Inter-Municipal Social Entrepreneurship Support Network" Project was launched to ensure mutual benefit and interaction between the public and social entrepreneurs.[89]

89 - For detailed information about the network, see https://www.sosyalgirisimcilikagi.org/belediyeler-aras-sosyal-giri-imcilik-destek-a-projesi-al-malar-na-ba-l-yoruz

Sultanbeyli Municipality, **Istanbul**

Name: Environmental Management Project

Date: 2015

Stakeholders: Sultanbeyli District Governorship, Sultanbeyli District Health Directorate

Financing: Own resources, the Republic of Türkiye Ministry of Environment, Urbanization and Climate Change subsidy

Relevant SDGs:

Source: Sultanbeyli Belediyesi

A significant number of environmental problems on land, in wetlands, and in the air are highly complex. The solution of these often-interrelated problems necessitates a "holistic" environmental management approach, requiring different urban stakeholders to be aware of the problems and take measures to address them. In 2015, Sultanbeyli Municipality initiated the "Environmental Management" Project in order to address environmental problems in the district in a holistic manner and to raise public awareness of these problems. The project has adopted the creation and protection of a healthy and balanced environment as its primary goal.

The steps taken within the scope of the project, which is carried out with a holistic environmental management strategy that is gradually implemented with an understanding based on recycling for a sustainable environment, are as follows:

- First of all, within the framework of recycling policies that respect nature throughout the district, waste collection practices have been systematized by focusing on solving the problems in waste collection organization. Since the closest waste transfer center to the district is located in Tuzla, a "Solid Waste Transfer Center" was established on an area of 7500 m² in the district, taking into account European standards, in order to permanently solve the problem of garbage not being collected every day. The establishment of the center, which includes repair, maintenance, maintenance, painting, and welding workshops for garbage containers, garbage carts and sweepers, as well as a waste water treatment plant, has contributed to daily garbage collection and environmental health conditions; reduced the traffic load of vehicles by making garbage transfer to another district unnecessary; and reduced carbon dioxide emissions, noise, and visual pollution. In addition, the daily maintenance and repairs carried out in the workshops at the center have increased the functionality of the vehicles, and carrying out this work in-house has resulted in significant economic savings. Finally, the water used to wash the garbage carts is then recycled in the waste treatment plant at the center and used as spring water.

- Another stage of environmental management is the collection of recyclable wastes in institutions, sites, businesses, and neighborhoods and the dissemination of zero waste practices among the public. Since 2006, recycling activities focused on public institutions have reached a more conscious level with the Zero Waste Regulation. At the same time, due to the increase in the number of housing estates in the district, recycling activities have started to be carried out in housing estates. With the obligation imposed on businesses, recycling bins were placed, awareness and information activities were carried out and recycling waste was collected regularly.

- Another phase of environmental management involved various efforts to raise public environmental awareness through training and events. For example, the "Sultanbeyli Environmental Volunteers Platform" was established in August 2019 under the leadership of Sultanbeyli Municipality in order to popularize the zero waste concept and raise environmental awareness. Whenever possible, the Environmental Platform organizes environmental cleaning events involving officials and the public to keep this issue on the agenda of the public and the officials. In

addition, awareness raising trainings and zero waste awareness activities were organized for different age groups by the personnel of the municipality's Directorate of Cleaning Affairs. In addition to all these activities, recycling activities were encouraged with awards by organizing competitions such as the battery collection contest with the participation of companies working in the field of recycling. Within the scope of the Zero Waste Project, theatre events on environmental awareness and awareness-raising social media activities are carried out.

- Sultanbeyli Municipality has identified one of its 10 main objectives as "Developing sustainable activities for environmental awareness and environmental health for a livable city" in its 2020-2024 Strategic Plan.

- With the support of the Republic of Türkiye Ministry of Environment, Urbanization and Climate Change, the "First Class Waste Collection Center" was built as well as "Recycling Stations" and "Mobile Waste Collection Centers" were established in neighborhoods and squares according to their population density in order to ensure effective collection of waste and popularize zero waste practices among the public.

Zeytinburnu Municipality,
Istanbul

Name: Waste Recovery Project

Date: 2020

Stakeholders: ÇEVKO Foundation, ELDAY and AGID Associations, TAP Association, Karde-lenler Paper, GCL Recycling & Refining, Deha Biodizel, Özen Glass Recycling, Metropal Card

Financing: Own resources, private sector grant, resources from project stakeholders

Relevant SDGs:

Source: Zeytinburnu
Municipality

90 - Ian Tiseo, "Global waste
generation - statistics & facts",
Statista, Accessed: 11 July 2022,
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Waste generation is increasing day by day due to rapid urbanization and population growth, people's consumption-oriented life practices, and economic growth.[90] When not managed properly, these wastes threaten human health and damage the environment. In addition, considering the limitation of resources, wastes should be recycled and reused for a more sustainable world. Zeytinburnu Municipality initiated the "Waste Recovery" Project in order to control the waste generation within its borders, recycle

the wastes generated in the region, and bring them into the economy and strengthen the recycling capacity of the municipality. The sub-targets of the project are as follows:

Economic Targets

- To make the public adopt the habit of separation at source within the framework of circular economy

- Supporting the development of the country by ensuring that the collected wastes are put back into production

Environmental Targets

- Minimizing damage to the environment by reducing the amount of waste disposed

Social Targets

- Involving the public in the efforts carried out, leading to the development of an environment-friendly understanding among the entire local population over time.

- Developing a "sensitive consumer" identity among the public and realizing triggering actions leading to zero-waste living methods at home

- Developing partnerships for social responsibility

- Supporting 'separation at source' activities for all citizens

Within the scope of the Waste Recovery Project, which was launched with the slogan "Bring your waste, collect your points, spend them for shopping", different types of waste produced at home[91] are collected separately from the public through specially equipped mobile vehicles called "Waste Recovery", which can serve two different neighborhoods per day, and fixed collection points established in these neighborhoods. The wastes of the individuals who give their wastes to the municipality are first weighed, and then, depending on the amount weighed and the type of waste, points are loaded onto the magnetic Z cards given to these individuals within the framework of the project. Z Cards are obtained through Mobile Waste Recovery Vehicles or sent

91 - These wastes include paper, plastic, metal, glass packaging wastes, vegetable oil wastes, electronic wastes, fluorescent wastes, and battery wastes.

to the addresses of citizens one day after they fill out a form at designated locations. The points collected on individuals' Z Cards can be used at contracted grocery stores. In addition, points can be used to provide food aid to those in need through the "Askıda Kart", a paying-it-forward application or they can be used for food support to stray animals through the "Askıda Kart Street Animal Food" application. With the software developed by Zeytinburnu Municipality called Zeytinburnu Municipality Units' Mobile Application (ZEYBIM), the activities carried out within the framework of the project can be monitored; information such as the amount of waste by type, the point status of individuals, the amount of points spent by individuals, and the movements of individuals can be reported in detail.

As of the summer of 2021, 6923 Zeytinburnu residents received Z Cards, 505 tons of recyclable waste was collected, and approximately 285 thousand TL worth of points were distributed to residents who contributed to the collection of waste for use in grocery shopping. With the project, the fullness rate of garbage containers and the amount of recyclable waste material accessible by street collectors decreased, while the amount of packaging waste collected from households increased by 42%, the amount of electronic waste by 535%, the amount of vegetable waste oil by 278%, and the amount of waste batteries by 102%.

It has been determined that the waste-to-points system and paying-it-forward applications in the project, which was created to cover many different types of waste groups and involved a large number of relevant stakeholders, have been taken as an example and implemented by other municipalities. It has been observed that citizens have become aware that fluorescent wastes, battery wastes, and even battery-powered toys (e-waste) can be recycled, and that waste types that are not included in the project such as medical waste and machine oil are delivered to waste collection stations by citizens without expecting any reward in return. The public also supports the project, which is designed with the logic of delivering waste and they send messages of thanks and congratulations to Zeytinburnu Municipality through corporate communication centers and social media.

2.5. Conclusion and Evaluation

We have 8 years left to realize the Sustainable Development Goals set by the UN. Tackling some of the problems addressed within the scope of these goals, especially environmental problems, is essential for the continuity of living beings. It is obvious that the further progression of some global problems, such as the increase in temperatures, will bring the world to an irreversible point for the survival of life. And while not a total extinction scenario, social justice issues, particularly hunger and poverty, jeopardize the future of millions of people, and action must be taken immediately to ensure their survival. Considering the fact that time is running out for humans and all other living species, the measures to be taken against current problems must be correct and effective and they must be mobilized quickly. Being aware of and taking lessons from past projects, and being inspired by projects that have been successful and have had a great impact, and adapting them to different areas, contribute to the realization of rapid and effective action. With this in mind, in the second part of the "Local Governments SDG Activities Research", MMU focused on the practices of municipalities within the scope of SDGs. The findings of the second part of the research, which was conducted to uncover existing local practices and disseminate inspiring projects, and information on the content of 15 best practices are shared in the "Good Practices of Local Governments on the Axis of Sustainable Development Goals" section of the report. According to this;

- The majority of the 147 applications submitted to the MMU feed into SDG 11: Sustainable Cities and Communities. SDG 4: Quality Education and SDG 3: Good Health and Well-Being are the other goals that the practices are most related to. Similarly, SDG 11 and SDG 4 are the first two goals that the practices are most related to in the 15 practices selected in the evaluation conducted within the scope of the research. Distinct from the general situation, SDG 13: Climate Action and SDG 17: Partnerships for the Goals followed the other two goals.

- Very few of the practices have been implemented with multiple stakeholders, and the majority of these stakeholders are institutions in Türkiye. Central government institutions and academic institutions are among the institutions that municipalities collaborate with the most when implementing their projects. The majority of the top 15 implementations were implemented with the contribution of other stakeholders. Civil society organizations and central government institutions were involved as stakeholders in more projects than other institutions.

- In the majority of practices, municipalities' own resources were used. Development agencies, central government institutions, and international organizations provided the most resources to municipalities, respectively. The situation is similar in 15 best practices. In the majority of the selected practices, the municipality's own budget was used, while the other resources used were mostly resources of central government institutions and international organizations.

Recommendations

- Cooperation of institutions with different resources is essential to find effective, fast, and permanent solutions to today's problems, which are multidimensional and fall under the responsibility of many institutions. In order to increase cooperation among local governments, it is important to conduct awareness raising activities on the potentials of cooperation, organize capacity building programs, and create platforms to support the development of relationships with potential stakeholders. It is observed that the majority of stakeholders with which cooperation is developed are domestic organizations. Therefore, the barriers to developing cooperation with international organizations should be investigated and efforts should be made to diversify the stakeholders with whom cooperation is developed.

- Although there are many national and international funding sources that municipalities can benefit from, it has been observed that most of the practices are carried out with the municipalities' own budgets. There is a need to examine the problems faced by municipalities in accessing financing opportunities offered by domestic and foreign organizations and to develop policies to solve these problems.

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