

THE ROLE OF PRIVATE SECTOR FOR BUILDING URBAN RESILIENCE

**A THESIS SUBMITTED TO THE GRADUATE
SCHOOL OF APPLIED SCIENCES
OF
NEAR EAST UNIVERSITY**

**BY
SAAD JAMAL SAAD MOHAMED GHITH**

**In Partial Fulfillment of the Requirements For
the Degree of Master of Science
In
Civil Engineering**

NICOSIA, 2018

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**Saad Jamal Saad Mohamed Ghith: THE ROLE OF PRIVATE SECTOR FOR
BUILDING URBAN RESILIENCE**

**Approval of Director of Graduate School of
Applied Sciences**

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**We certify that this thesis is satisfactory for the award of the degree of Master of
Science in Civil Engineering**

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I hereby declare that all information in this document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work.

Name, Last name: Saad Ghith

Signature:

A handwritten signature in black ink, appearing to read 'Suat' with a stylized flourish at the end.

Date: 18.05.2018

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Researching for this thesis made me aware of many aspects concerning urbanization, problems and public approach in Turkish Republic of Northern Cyprus.

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To my parents...

ABSTRACT

In 2015 United Nations (UN) Imposed 17 Goals for Sustainable Development (SDGs), one of the main ideas of the goals to create empowered lives and resilient nations. We believe as civil engineers we are one of the troopers for the team of Goal Keepers to provide better livelihoods. By intergovernmental organizations, Urbanization is considered to be one of the major challenges to achieve the aforementioned Goals. This thesis covers a desk research on the urbanization and its challenges in global and local scale and presents some accepted solutions and recommendation to tackle with the urbanization challenges. If managed well urbanization may be turned into beneficiaries for social, economic and environmental dimensions. Hence, the research mostly focuses on the challenges and solutions of these dimensions.

In the concept of urbanization, municipalities are the core factors as they are the main provider of the services in the urban areas. The desk research for the thesis profound some good models by those the municipalities can give better services for the dwellers. One of those models is building a Public-Private Partnerships (PPPs) to execute the responsibilities of the municipalities in a shared vision. To evaluate the efficiency of PPP models, two different municipalities were compared. One of the municipalities is, Istanbul Metropolitan Municipality (herein after IBB), Turkey which has the PPP models itself and playing a role model for surrounding countries. The other municipality in concern is Gonyeli Municipality, Nicosia, North Cyprus, which is a leading model for the other municipalities in North Cyprus and executing a Public dominated model.

To assess the impact of the PPP models Strengths-Weakness-Opportunities-threats (SWOT) analysis were obtained. The results reveal, by PPPs models, the Municipalities have the opportunity to enhance and improve their service quality to provide dwellers a better livelihood to overcome the urbanization challenges.

Keywords: Urbanization; Public-Private Partnership; Resilience; Municipal Services; SWOT Analysis

ÖZET

2015 yılında Birleşmiş Milletler (BM), kaliteli yaşam ve rezilyansa sahip yaşam alanları yaratmak amacı ile, 17 tane Sürdürülebilir Kalkınma Hedefi belirlemiştir. İnşaat Mühendisleri olarak bizler, bu hedeflere ulaşabilmek için oluşturulan ekibin parçası olduğumuza inanmaktayız. Bu tez, şehirleşme ve yarattığı problemler, global ve yerel düzlemde inceleme altına almış, kabul görmüş çözümleri incelemiş ve çözüm önerilerinde bulunmuştur. Şehirleşme, uluslararası organizasyonlar tarafından, bahsi geçen hedeflere ulaşmak için çağımızın en önemli problemlerinden biri olarak belirlenmiş olsa da, eğer iyi yönetilirse sosyal, ekonomik ve çevresel boyutlarda bir çok fayda da sağlayabilir. Bu sebeple tez, şehirleşme etkilerini incelerken bahsi geçen boyutlara odaklanmıştır.

Şehirleşme bağlamında, belediyeler şehirlere temel hizmet sağlayıcıları olmalarından kaynaklı olarak temel etkenlerdir. Tez sürecinde sürdürülen araştırmalarda, belediye hizmetlerinin daha etkili ve etkin sağlanabilmesi için uygulamada olan modelleri inceleme altına almıştır. Bu modellerden bir tanesi Kamu-Özel Sektör İş birlikteliği Modelleridir. Kamu-Özel Sektör İş birlikteliği Modellerinin araştırılması için 2 farklı belediye inceleme altına alınmıştır. Bu belediyelerden bir tanesi, civar ülkeler tarafından Rol Model olarak kabul edilen, Kamu-Özel Sektör Birlikteliği Modelini hali hazırda uygulamakta olan İstanbul Büyükşehir Belediyesi'dir (İBB). İncelemeye alınan diğer model ise, Kuzey Kıbrıs'taki öncü belediyelerden biri olan ve Kamu Teşvikleri ile yönetilen Gönyeli Belediye'sidir.

Kamu-Özel Sektör İş birlikteliği Çözümlerinin etki değerlendirilmesinin yapılması için Güçlülük-Zayıflık-Fayda-Tehdit Analiz modeli uygulanmıştır. Elde edilen sonuçlar, Kamu-Özel Sektör İş birlikteliği Çözümleri ile, belediyelerin hizmetlerini geliştirme ve genişletme imkanı bulabilecek ve bu sayede şehirleşmenin olumsuz etkileri ile daha rahat mücadele edebileceklerdir.

Anahtar Kelimeler: Şehirleşme; Kamu-Özel Sektör İşbirlikteliği Çözümleri; Rezilyans; Belediye Hizmetleri; SWOT Analizi

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LIST OF ABBREVIATIONS

PPP:	Public Private Partnerships
IBB:	Istanbul Metropolitan Municipality
SWOT:	Strength Weakness Opportunities Threats analysis
EFE:	External Factors Evaluation
IFE:	Internal Factors Evaluation

CHAPTER 1

INTRODUCTION

1.1. Problem to be Addressed

Urbanization has expanded in a major speed scale in late decades, with the greater part the total population now living in urban. By 2050, urban inhabitants most likely will represent 86 percent of the population in developed countries and for 64 of the population in developing countries (UNDP, 2014). Fast urban population has brought about various land, utilization and infrastructural challenges. As the world keeps on urbanizing, economical improvement difficulties will be progressively occurred in urban areas, especially in the lower-income wage nations where population and the pace of urbanization is fastest. Urbanization and its difficulties are necessarily associated with the three pillar of sustainability by means of development social, economic, and environmental (UN Habitat, 2017). In spite of the fact that this quick increment in urbanization accompanies its economical, social, environmental challenges (Table 1), if managed well, urbanization can likewise get vital advantages in these previously mentioned areas. Mostly due to the absence of effective policies, population growth tends to result in large urban sprawl, as residents move from center to the surrounding areas, where mostly the utilities are not sufficient. In respect to the pressure on the land and having a negative effect on environmental resources, the expansion of urban areas also results as a negative effect on the economy and over all urban themes. Urban areas are the primary mover of the economic wealth and according to statistics of World Economic Forum (WEF) 2017, over 70% of the World's Gross Domestic Product (GDP) is generated in cities. Since most business and industries are located in cities, they are the job providers for people, that's urban areas attract the job seeking population within and out of the country. As in the developing countries, cities are the most contributors to World Economy. Today, almost half of the people on earth are urban dwellers and portion are expected to reach to over 65 by 2030 (UN, 2014).

Table 1: Urbanization Challenges (UNDP, World Urbanization Prospects,2012a)

Dimension	Urban Challenges
Environmental	<ul style="list-style-type: none"> • Urban development, urban sprawl and divided land utilize mosaic • Air, water, soil contamination, sewage water issues • Waste transfer; uncollected, illicit and harmful waste • Inundation and land subsidence • Environmental medical issues • Expansion in environmentally delicate territories (e.g. coasts, inclines, mangroves) • Sealing and corruption of fruitful soils
Economical	<ul style="list-style-type: none"> • Rudimentary or nonexistent framework (transportation, water, vitality, correspondence) Mass and under-business ("excess populace ") • Low work wages and misuse of work compel • Wide range of casual (unregistered, uncontrolled, somewhat illicit) exercises • Dilapidation urban texture • Unaccounted for water and vitality streams • Migration and suburbanites streams
Social	<ul style="list-style-type: none"> • Loss of social rationality • Widening of financial inconsistencies and social fracture • Decline of access to wellbeing framework, training and security foundation • Informal, incompletely unlawful settlements, urban rot • Social complication: clashes, wrongdoing, riots, war • Displacement forms • Growing powerlessness in underestimated populace gatherings and groups • Social bad form, abuse of social power • Corruption, pay off, cronyism, nepotism

If the opportunities in cities may not be able to pace with the population emigration to urban areas, then poverty may occur for a large share in urban population.

To solve this problem, Governments should impose new policies to harness the urban population growth along with providing them good infrastructure, service and accommodation. To leverage the economic growth in cities, the policies should be inclusive and efficient by means of job creation.

Local governments as well as municipalities are vital bodies for urbanization process as they are the more effective bodies considering the first contact to people for their complaints and appreciations. So, they are the bridge between dwellers and central governments.

To provide a health functioning governance municipality need expert human sources, professional and good labor management, and ongoing and time responsive budget management. The rate of urbanization process requires a strong collaboration with the community. These execution models are mandatory for all of the municipal activities. Urbanization gets fastest by development in economy, industrialization, dweller preferences and climate. Recognized partnerships in a broad shape and dimension where it can operate in all levels is very important where in many cases alternative actors such as the informal and/or private sector support the role of the public sector. To that end it is crucial engaging the private sector through legal regulations to assure sustainability of empowering livelihoods, to tackle with challenges to build urban resilience.

Building Urban Resilience:

Resilience by definition is the ability to resist to hazard and absorb quickly and recover from the effects. It may be related to a system, community or a society (figure 1). Resilience concept is taken as a new era for urbanization and gives a base for policy makers to build up their new governance strategies.

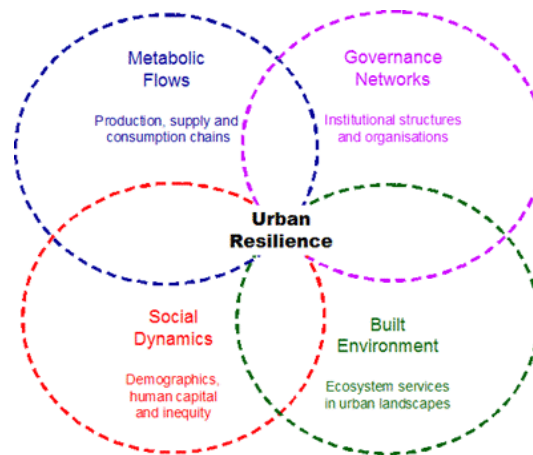


Figure 1: Resilience (World Bank, 2014)

Economic Resilience is related to compensating from the financial shocks by the undertaken actions by policy makers or private agencies so that the country has the ability to recover from negative effects of the fatal problems. The economic resilience also provides the country to benefit the positive effects of the shocks. So, in short, the resilience by economic means can be listed as; recover quickly from a shock, avoid shock altogether, withstand the effect of the shock (Briguglio 2006).

As the private sector, comparing to public bodies are more familiar with the ripples in the market, they are more capable to recover from the shocks by building up their economical resilience strategies. Taking into account the procedural difficulties for employment in public sector, private sector is more active with their procurement strategies. Private sector can also create inclusive business models, skills and vocational training activities to add value to job creation. Since the Organization for Economic and Co-operation and Development (OECD) defines a Resilient City as; the city that has the ability to absorb, recover and prepare for future shocks (economic, environmental, social and institutional), promote sustainable development, well-being and inclusive growth provides access to job opportunities (OECD, 2016). So that the role of private sector for building urban resilience is very important. Current intergovernmental targets one of the goals for sustainable development is to make human settlements resilient and inclusive, both public and private sector should be involved with good mechanisms to make the urbanization process more resilient. Taking into account of the current situation in municipal service regard, one can

easily conclude that the service quality is not very sufficient especially in developing countries even do not exist in some parts of the world. Therefore, there is a need for local governments to build new strategies to ensure the resilience for economic, environmental and social dimensions. Municipalities have the responsibility for delivering the critical services to protect livelihoods from hazards, shocks and crisis. Cities require delivering basic services and building more resilient cities and communities, are a matter of planning and design principles. Integrating the private sector into urban management needs strong regulations where there won't be any bias in efficiency and quality in basic services for city population to meet their demand. By imposed effective policies, the integration of private sector increases the efficiency of tackling with urban challenges.

The engagement of private sector can offer advantages for three pillars of sustainable development; economic, social and environmental (Table 2). Inclusive approaches to aforementioned pillars can be seen as the most sustainable future alternative in many cities in developing countries. Strong social contract between the municipality, private sector and community is crucial for building urban resilience. In this concept, public sector should benefit from the integration of private sector to have more innovative projects, to build new markets, to strengthen supply chains, to have new sources while improving productivity, to empower the livelihoods.

Inclusive business models focus on people with low income on the demand side and on the employees as the other side of supplier where they contribute to value chain by producing and encourage entrepreneurship (UNDP, 2015). Inclusive business models provide a basis where business and people can co-operate for mutual benefits. The business front may enjoy having new customers and broaden their work force and have a strong and effective supply chain delivery. The people front, the low-income at the bottom of the pyramid can enjoy sustainable income, higher productivity so that they can easily meet their basic needs. In addition, the models can be designed to provide environmental resource sustainability.

Table 2: Advantages of Integration of Private Sector in Building Urban Resilience
(UNDP, World Urbanization Prospects,2012a)

Dimension	Advantages
Environmental	<ul style="list-style-type: none"> • Municipal service performance improvement by vegetation and landscape activities, waste management, water supply • Creating new source for budget to build new infrastructure or maintenance of the current one • Combining the responsibility for investments and operations provides the ability to act quickly and innovate the current situation
Economical	<ul style="list-style-type: none"> • Involve the bottom of the pyramid to value chain by job creation and skills development • New ventures are shaped, exchanging systems advance, capital gathering and speculations occur and reserve funds • Occurrence of new labor market • Facilitating credit, abilities advancement and upgrades in administrative know-how and showcasing to improve the aggressiveness of work concentrated little scale exercises.
Social	<ul style="list-style-type: none"> • Improve social incorporation and insurance • Utilize the entrepreneurial capacities to make plans of action that can be suited inside present monetary ideal models. • Optimize civil administrations for once underserved poor populaces.

The private sector is a key stakeholder for urbanization, being a very important actor to contribute to income by providing employment. The private sector provides around very high portions of employment in the developing world (including formal and informal), delivers basic products and services and tender to tax revenues and flow of capital. Private sector plays also an important role in urban governance since they influence on urban development in an inclusive way, they can also contribute to poverty reduction and

economic instability. By this regard public entities should support private sector for their participation in urban governance and support their collaboration with municipalities.

According to Pieterse, (2000), municipalities should;

- Develop and keep up framework and administrations,
- Promote the growth of existing organizations,
- Address negative aspects in the neighborhood economy,
- Promote human capital improvement, to help vulnerable gatherings particularly to take part in the value chain
- Encourage group improvement by advancing group business and co-agents, nearby trade frameworks and casual credit and so forth.,
- Promote little, smaller scale and medium ventures (smme) through supply-side measures (preparing, arrangement of room and offices for business action and so forth.) And request side measures (changes to obtainment strategy to guarantee access for smmes to contracts),
- Attract interest in the city.

As a result, promoting the model Public-Private Partnership (PPP), local governments can extend services into poorer or informal communities, provide safer work places, promote adoption of non-discriminatory employment policies, help the poor access credit, and boost investment in low-cost housing (WEF,2014).

As it was mentioned previously, basic services for the people living in urban areas should be met for providing a health functioning livelihood. Either public, private sector or a PPP model should meet the demand for these basic services by paying the regard of reachable and affordable basis. Basic services can be listed as;

- Water and sanitation,
- Waste management,
- Mobility,
- Energy,
- Parks and recreational areas.
- Vocational training and skills development

Water and Sanitation

Almost fifty percent of the developing world's population still do not have access to safe and clean drinking water so they take inadequate service (UN, 2014). Paralleling UN Sustainable Development Goals (SDGs), Goal 6 on Clean Water and Sanitation, by 2030, sets tough targets:

- Accomplish universal and equitable access to safe and affordable drinking water for all
- Provide access to proper sanitation service
- Increase efficient use of water for all informal and formal bodies

The statistics reveals that improving the quality for water and sanitation need big amount of investments. Current implementations are mostly under-funded and inefficient. PPP models can be a good alternative to solve the financial problems for providing the service.

Waste Management

Waste management are the activities and actions for management of wastes from its inception to its final disposal. The management system should cover the collection, transport, treatment and disposal with monitoring. In the existing implementations, mostly municipalities have the responsibility for this service. But, the private sector has long been participated in this sector through some arrangements by waste picking and sorting. While engagement of the private sector in developing countries are mostly regulated by standards those protect environment and outcomes with the fact that private sector can be very effective on providing a good service.

They include (World Bank,2014);

- Redesigning of informal pickers as part of the public-private partnerships (PPP) solution
- Regulate the contracts and agreements for street cleaning and solid waste collection
- Encouraging the private sector to create innovative projects on treatment and disposal projects

Mobility

Urban mobility comes with variety of problems like increase in traffic congestion and air pollution. Governments are looking for some solutions to solve this problem and engaging private sector is a commonly used alternative especially in public transport.

Using rail system is an environmental friendly option to solve traffic jam, but still by the effect of fast population increase; governments do not have the capacity to meet the demand, PPP models can provide some solution as

- Utilizing the infrastructure efficiently,
- Innovative solutions.

Urban Energy

According to Environmental Protection Agency (EPA) report 2015, over 75 percent of the green gas emission are produced in cities. Considering the urban population is growing, the energy consumption in cities will continue to rise, so the green gas emissions as well. Governments have the responsibility to contribute to international clean energy goals. By this regard; they have to energy supply security and also have to do it in an environmental friendly way.

Most of the municipalities have the jurisdiction for local power distribution network for electricity and natural gas. Through agreements between public and private fronts, private sector can be engaged as owner-operator to energy network systems with bringing capital source and innovative projects. Although, private sector can add value for better service in energy supply, governments should keep the control authority to provide clean energy transition.

Parks and Recreational Areas:

Pressure on land by the urbanization has another negative effect on city climate such as urban heat islands. Urban heat island is an area that is significantly hotter than the nearby areas (EPA). Local governments are looking for some solutions to overcome these problems. One of the most effective way to mitigate the heat effect expand the trees and vegetation in parks or recreational areas. Public-Private Partnerships (PPPs) has a potential model for enhancing the nature of open space intercessions where private sector can be more effective and innovative for landscaping.

Vocational Trainings and Skills Development

The main issue for making urban resilience sustainable is associated with economic resilience. Job creation is the key factor to mitigate the effect of negative economic shocks for local economies. The best practice to lower the rate of unemployment is meeting the balance between supply and demand. Private sector plays a crucial role by this regard to organize some vocational training programs to train people in the areas they need procurement. As the local governments are the closest contact to urban dwellers, local governments can build the bridge between people and private sector. PPP models are more practical and efficient in vocational training and skills development.

CHAPTER 2

PPPs FOR BUILDING URBAN RESILIENCE

Partnership is a dynamic relationship between different fronts, lends the common wealth of each front (Brinkerhoff, 2002). The definition compared to Public Private Partnerships depends on likeliness. The public and private sector are different actors bound to each other with contracts or agreements to cooperate for delivering common objectives. Public sector can benefit from the private money through the engaging private finance' management skills for risks and shocks (Grimsey and Lewis, 2005)

There are two PPP models those are being widely used by governments for the local services: a finance-based approach which just takes private sector in the model as money provider, service-based approach in that, private sector expected to deliver cost effective and timely manner service. (Aziz, 2007).

For the private segment, the endeavor needs to show adequate monetary returns. Consequently, a PPP venture is viewed as an authoritative exchange joining the separate expenses of a deficient contract and setting the reason for potential pioneering conduct (Martimort and Pouyet, 2008; Maskin and Tirole, 1999; Roumboutsos, 2008). This approach restricts the advantages of a PPP, as it is viewed as simply from an exchange perspective. Confirmation of this deficiency is the way that the current worldwide financial emergency, alongside its exceptional credit crunch, has negatively affected PPP advance. Likewise, it additionally shows the constrained accentuation that has been set on the organization term in essence, disregarding the focal points that a performing association may convey to the venture and its members, separately. To this end and given the need to center around the present capability of PPPs and the whether they constitute under the current monetary circumstance a maintainable option for both the private and open segments, a structure approach has been conceived and is proposed herewith. Its underlying degree is to recognize the presence of perquisites for the arrangement of a vital organization together between the general population and the private division, accordingly supporting the capability of a PPP. The use of a PPP for certain system endeavors can be the response for executing Priority Projects sooner than booked, at less cost and without

enormous blunt theories from the all-inclusive community portion. Conspicuous proof of financing openings utilizing creative money related instruments can help with keeping an eye on current troublesome bank financing conditions. The key is to precisely recognize sensible endeavors, grasp knotty lumpy undertaking arranging and develop extraordinary techniques for on-going contract organization commitments through the term of the PPP contract.

2.1. Starting Point of PPP

Throughout the industrialization in development, moving to privatization of services has become as a new era started from the 1980s and increasing dramatically so far. The first decade of the Millennium, some PPP models, get spark comparing to others and created new markets. Several developers practiced this model and improved new PPP models. (World Bank, 2014)

2.2. Structure and Functioning of PPP's

There are basically two aspects of a government, one is structure and the other is functional responsibilities. While the structural aspect of the government consists of its organizational view, the functional aspect is the process of determining and executing the public policies. There is a relationship between both aspects and they have the ability to affect each other. (Özel and Eren, 2008).

2.2.1. PPP Stakeholders

The main determining parties are public and private sector. In the process of those fronts, some other directly or indirectly affected sides can also be involved.

According to Goğüs (2006) the organization of relevant parties can be listed as follows

- Public Sector / Partner

Specific time for the performance of the public sector; provision of services and as a compensation for the investment price.

- Private Sector / Partner

Private sector takes the risks associated with finance, design, construction, repair and renovation with the specifications and rules of the public-sector. The attraction of PPP to the private sector is benefiting from the legitimacy of the services which are thought to be natural monopolies. (Pongsiri, 2001)

- Banks Or Other Financing Institutions

Financing public and private sector makes these institutions indirectly a stakeholder. What is important for such organizations is that the projects can be credited and reliable in terms of repayment.

- Customers of The Service

Generally benefiting customers from this collaboration are the citizens which makes them a relevant party.

- Workers / Labor Unions

Stakeholders by either taking an active role in the process of production and distribution or by reactionary acts because they are pacified.

- Non-Governmental Organizations (NGO's)

The involvement of NGOs could be: to ensure the legitimacy of the process and the work and cooperate with local authorities in order to develop accountability capabilities.

- Local Governments

Some local municipalities have the jurisdiction of smaller areas and some of them have larger ones. In those areas, some of the local states are greater than some countries in the World (like Istanbul and Luxemburg). But still the degree of being in the field for service providers, no matter what the size is they share a big responsibility. For that reason they have the authority to decide and act.

2.2.2. Types of PPP's

Depending on variables such as ideologies, governance traditions and needs of governments various types of PPP's can be preferred. (Sarisu, 2007)

- Partial involvement of the private sector; where service and/or management related risks are not associated with the private sector
- Joint Venture; Capital, Risks and Profits are distributed between Public and Private Sectors.
- Leasing; cooperation in which a part of the risk is transferred to the private sector.
- Build-Operate-Transfer; private sector is responsible for the design, finance, construction and operation of the project then transfer it to the public after a period of time.
- Build-Own-Operate-Transfer;
- Design-Build-Finance-Transfer;
- Design-Construct-Manage-Finance;
- Build-Lease-Transfer;
- Design-Build-Finance-Operate;
- Build-Own-Operate;

Services associated with Public Private Partnerships could be listed as:

- water and sanitation
- urban waste management
- urban mobility
- urban energy
- urban parks and recreational areas
- vocational training services for skills development

2.2.3. Financial Structure of PPP

PPPs have built up a particular type of obligation financing to term-based undertaking account that is fitted to give the method for subsidizing that is required for new, long haul, single-reason resources the eminent purpose of the fund of venture is that loan specialists' grouping of hazard depending absolutely on the future income that a task is relied upon to create all through its whole operational lifetime.

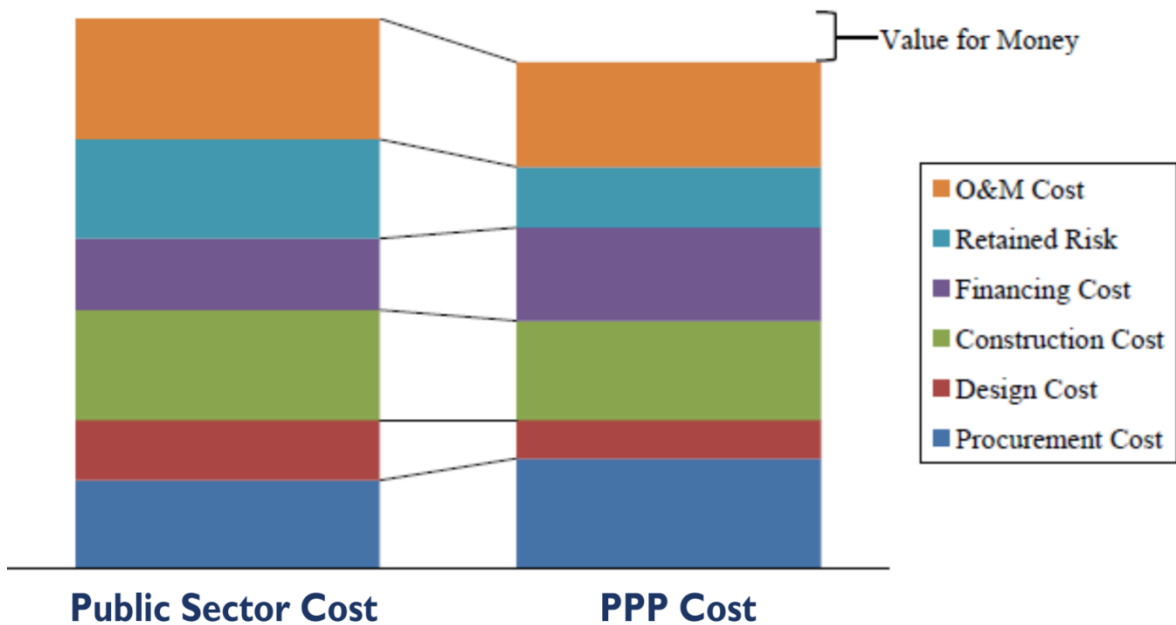


Figure 2: Difference in costs (The National Council For PPP, 2015)

2.3. Main Factors That Introduces PPP's

2.3.1. Globalization

With globalization; the pressure of increased competition in international goods and services in markets, liberalization of capital markets and accordingly its integration and production gaining international characteristics changes the economic nature of governments. (Akbulut, 2009)

2.3.2. Governance

Within the framework of the liberal state concept narrowing down public services from the responsibilities of a government by the introduction of PPP's gives the advantage to

dominate the thought of effective provision which leads to good governance. (Tokatlioğlu, 2005)

2.4. Literature Review

The main limitations on municipal finance can be listed as; rapid urbanization, continuous increase on demand for services, adapting to the new legislations, restrictions on income sources steadily rising debt stock, and institutional capacity problems. To provide better services in cities, municipalities need capacities in procurement, contract management, professional and often unionized labor management, and ongoing expertise in capital and operating budgeting and finance. Within this frame PPP, emerges as the common alternative as a solution tool for those challenges municipalities are facing. Municipalities tend to favor PPP's, because of the following reasons: Benefits of increased productivity, shorter implementation time, greater inventions (development of creative and innovative perspective), improvement of service and distribution, financing of projects, reduction of costs, more efficient and efficient management techniques, better quality in service delivery, reduced problems from government bureaucracy and paperwork, increasing the speed and efficiency of more local services and the expansion of local bodies economically as much as administratively.

Collaboration for durability among public and private actors in that they together develop production and share risks, costs and resources those are associated with these services (Van Ham and Koppenjan,2001)

An arrangement where states need capital-income for good infrastructure and efficient facility is built to use a complicated partnership of government and (mostly) private funds and then operated by a private organization under a long-term franchise, contract or lease (Savas,2000). A form of structured cooperation as PPP in the planning/development as well as maintenance of facilities in which they reduce risks, rise profits, share assets and duties (Koppenjan,2005). Complicated, long-term agreements between private and public sector utilizing or give financing consequently to some combination of open assets, open properties or expenses. (Bloomfield,2006). Courses of action where private associations take an interest in or offer help the general population front and a PPP venture brings

about an agreement for a private substance to convey open foundation-based administrations (Grimsey and Lewis,2005). Authoritative plans in which decided dangers are acquired from open offices as an approach to subsidize these deficiencies, upgrade rivalries, enhance working efficiencies and decrease working costs.

A long-term legally binding game plan between people in general and private areas where common advantages are looked for and where at last (a) the private segment gives administration and working administrations as well as (b) puts private back in danger (Garvin,2010)

A contracting game plan in which a private gathering (ordinarily a consortium) is organized around an exceptional reason vehicle (SPV) (Raisbeck et al, 2010)

Private associations are advancing declarations among government and private region relationship in which the private affiliation shares in the essential initiative and age of an open good or organization that has by and large been given by individuals when all is said in done section and in which the private division shares the peril of that creation (Forrer et al,2010)

A helpful wander between the general population and private divisions, based on the skill of each accomplice, that best meets plainly characterized open needs through the fitting portion of assets, dangers and prizes. (CCPPP,2015)

PPPs are ordinarily medium to long haul game plans between general society and private areas whereby a portion of the administration commitments of people in general part are given by the private division, with clear concurrence on shared destinations for conveyance of open framework as well as open administrations. (PPPIRC,2015)

Open private organizations are authoritative assertions framed between an open office and a private segment element that take into account more noteworthy private area support in the conveyance and financing of transportation ventures. (Federal Highway Administration,2015)

Health	<ul style="list-style-type: none"> • Medical Facilities • Ancillary infrastructure (offices / training facilities)
Education	<ul style="list-style-type: none"> • Schools, Colleges, Universities • Tertiary Facilities • Student Housing
Housing	<ul style="list-style-type: none"> • Military Housing • Low Income Housing
Civic and Utilities	<ul style="list-style-type: none"> • Community and Sports Facilities • Local Government Facilities / Commercial Office Buildings • Waste and Wastewater Facilities
Transportation	<ul style="list-style-type: none"> • Roads and Highways • Bridges and Infrastructure • Ports and Airports
Corrections and Justice	<ul style="list-style-type: none"> • Prisons • Courthouses
Energy	<ul style="list-style-type: none"> • Energy Efficiency / Renewable Energy • Combined Heat and Power (Cogeneration) Plants, Power Plants • Smart Grid /Microgrid

Figure 3: PPP opportunities (The National Council For PPP, 2015)

2.5. Public Private Partnerships Around the World

PPPs, as a sort of financing, were led in the UK in the mid-1990s (those including financing are ordinarily named Private Finance Initiative or PFI). In the US, they formed into a conspicuous acquisition rehearse in the late 1980s-mid 1990s. Nonetheless, dissimilar to the path in different countries PPPs "took off" when they were exhibited – the US has been generously more reluctant about them. As per the sign by Public Works Financing (PWF) the US is a slump in the PPP grandstand (WEF, 2016). Contrasted and various distinctive countries, for example, Australia, Germany, UK and Canada, only somewhat level of American foundation ventures is financed through PPPs.

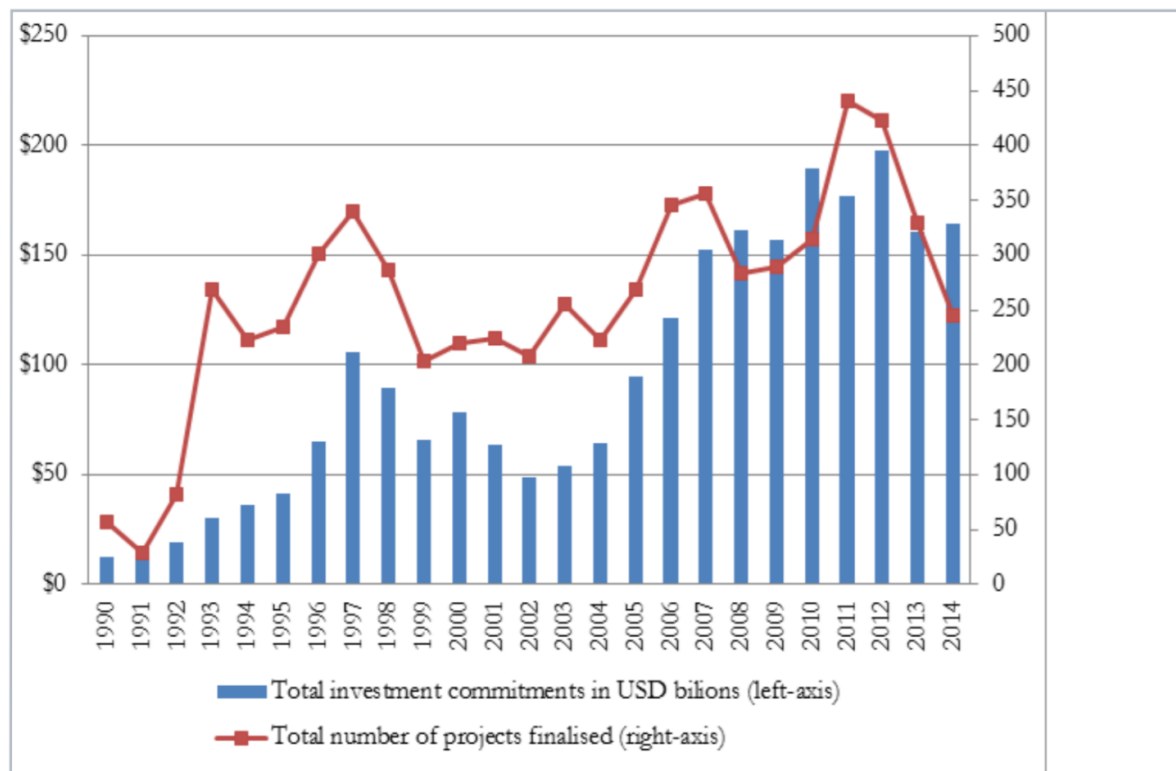


Figure 4: Private participation in infrastructure projects and investment commitments, 1990 – 2014 (World Bank, Private Participation in Infrastructure Projects Database (<http://ppi.worldbank.org/>))

Figure 4 above illustrates that there has been a great increase in the private sector's support in infrastructure during the period of 1990s, topping in 1998. After a two-year decrease, both the number and sum climbed again for over ten years until 2012. The normal size of ventures expanded from \$182 million of the year 2003 to \$322 million in the year of 2013, except crested in 2010 at \$410 million (World Bank, 2015). With a common perspective (this is an indication of the developing pattern in mega-projects in framework).

Country	Total length of toll roads in operation (km)	GDP per Capita (US\$) 1997	Autos per 1,000 pop. (1997)	Extent of Private Sector Involvement
Argentina	197	9,700	151	Moderate
Brazil	856	6,300	67	High
Chile	3	11,600	109	Moderate
China	4,735	3,460	8	High
Colombia	1,330	6,200	38	High
France	6,716	22,700	521	High
Hong Kong	68	26,800	74	High
Hungary	254	7,400	272	Moderate
Indonesia	472	4,600	21	High
Italy	6,440	21,500	679	High
Malaysia	1,127	11,100	152	High
Mexico	6,061	7,700	133	High
Philippines	168	3,200	12	High
Spain	2,255	16,400	457	High
Thailand	91	8,800	105	Moderate
United Kingdom	8	21,200	406	High
United States	7,363	30,200	760	Low

Figure 5: Transportation PPP Transportation projects worldwide (World Bank, 1999; World Bank, 2002; Harris, 2003)

Various outcomes of PPP initiatives from the above table were concluded by (World Bank, 1999; World Bank, 2002) and summarized below.

- Argentina: The toll street concession program exchanged to private administrators 33% of the intercity street framework and most by far of the frontage roads to Buenos Aires. Real issues were: mind boggling offering criteria and principles for contract renegotiations; term of concession periods; negative open reaction; the requirement for a very much characterized legitimate and administrative administration; and the significance of organizations.
- Brazil: Over 850 km exchanged to private part, which is relied upon to put over US\$1.1 billion in the following 25 years. Significant issues were: the part of multilateral advancement banks, especially in giving long haul financing; the utilization of cross-appropriations to support unbeneficial toll streets; utilization of moderately low toll rates to cultivate open acknowledgment; and weakness to monetary emergency.

- Chile: Authorized a law considering the respect of concessions for the improvement, support, and assignment of toll boulevards, tunnels, and related system under BOT designs, which mean to draw in US\$4 billion from 1997 to 2000. Main problems were: focusing destinations on the headway of palatable road structure and no more diminished possible costs and most noticeable efficiency, keeping up a key separation from goals unimportant to these thought; direct and centered offering methodologies, with the terms of the understanding clear and comparable for all individuals, leaving as pitiful as possible to future exchanges; arranging of crucial information (e.g., development assess for the base year, basic building, fundamental layout, soil inspects) by the organization; endeavoring to keep tolls at levels that customers will pay; and diminishing advancement shot, with the organization giving bidders reference traces.
- Colombia: Called for an amount of US\$1.2 billion in private wander for the 1995-1998 period to restore 1,080 km and development of 250 km of new street. Real issues were: use of a private-open segment association to convey extra assets to the venture and increment proficiency; utilization of focused offering to limit administrative help and leftover hazard; need to construct extend incomes in light of reasonable toll rates; advantages of giving an in advance capital commitment as opposed to an operational sponsorship; advantages of incorporating existing tolled offices in the concession bundle; need to enable concessionaires to take a situation in the task's future upside income; importance of value venture readiness; and supportive pretended by a universal improvement bank, for example, The World Bank.
- China: Assessments of in excess of 70 percent extension in surge hour gridlock measures in the 1994-2000 has set off the improvement of 130,000 km of new boulevards by 2000, which requires over US\$150 billion theories. Regardless of the way that there remains an impressive inadequacy in the financing available for utilization, China has been setting up the system for huge and tried and true private fragment speculation. Critical issues were: using of existing expressway points of interest for bring new backings up in capital markets; necessity for a legal and regulatory condition accommodating for private financing for new toll interstates;

prerequisite for adequate institutional breaking point and pay for arrive acquirement and resettlement; dependability and duties from open components; prerequisite for versatile sorts of wander associations to empower remote theory; and prerequisite for clear contracting procedures.

- France: The progress of unrivaled streets in France might be isolated into four stages. In the vital stage, from 1955-69, a certification was made to the utilization of toll roads to finance motorway headway by open affiliations. The second stage, one of movement and privatization, kept going from 1969 to 1981. The third stage, from 1982 to 1993, included emergency association through a state takeover and a national strategy of cross-sponsorship. The present stage, beginning in 1993, is one of organizing understandings and mix inside the comprehensive group part. Basic issues were: relative positive conditions and injuries of motorway financing through cross endowments; relative slants and weights of toll financing of streets; productivity of private concessions for interstates; issue of planning toll rates of concessionaires; centrality of guarding against potential past compromise conditions when headway affiliations acknowledge concessions; and relative point of confinement of open and private segment relationship to consider organic contemplations.
- Hong Kong: in spite of an absence of open subsidizing, intentions in presenting BOT were not the essential concern. Principle inspirations were: present imaginative innovation; develop required foundation more quickly than would have been conceivable utilizing regular techniques; manufacture and work framework in a more effective way than it was believed that the general population division alone would have the capacity to do; and hold open assets for needs that may emerge after Hong Kong returned to the People's Republic of China. Significant issues were: distinguishing proof of BOT ventures in view of a long haul design; and clear hazard sharing based authoritative statutes authorized for each undertaking; straightforward offering and choice methodology; free checking of the delicate procedure; the significance of permitting the private segment greatest adaptability in course determination and configuration, tending to income chances through firm and reasonable toll modification systems; concession

termination and "re-offering"; keeping up the adaptability to use such instruments as improvement rights to supplement extend financial aspects; and the significance of utilizing experienced temporary workers for mechanically refined tasks.

- Hungary: at first built up a toll motorway arrange on a BOT premise, which required the advancement of four motorway hallways. Real issues were: requirement for dependable activity estimates; significance of open acknowledgment; significance of all around drafted concession laws; propriety of Government commitments of privileges of-way; potential irreconcilable circumstances in contractual worker driven undertakings; part of multilateral bank support; and change toward PPP.
- Italy: a toll motorway has been created through giving concessions, completely to organizations controlled by open bodies. There are around 28 toll motorway concessionaires (1993), with 27 of these being semi-open organizations. Significant issues were: the making of a monetarily solid toll street administrator; the significance of winning open acknowledgment for toll builds; the constrained utilization of direct government sponsorships; the utilization of unique records to give money related help to fiscally frail concessionaires; and the utilization of a cost top plan for toll increments.
- United Kingdom: because of lawful confinements and solid open protection, coordinate appraisal of tolls has up to this point just been utilized for short street joins, for example, extensions and passages through Design-Build-Finance-Operate (DBFO) component. The concessionaire normally gives the office and the administrations to the Government as a byproduct of "shadow tolls" that depend on expressway utilization and the accessibility of the office. Significant issues were: proper sharing of income chances; the similarity between suitable benefit levels and powerful impetuses for the private sector; the fitting degree and methods for government audit of private part extends; the checking of undertaking exercises through an open request and additionally free council process; the significance of utilizing an accomplished temporary worker; and creative financing in a develop money related condition.

CHAPTER 3

URBANIZATION PROCESS IN NORTH CYPRUS



Figure 6: TRNC Map (Kutlu, O. (n.d.). Avrupa Birliği ve Kıbrıs. Retrieved from <https://turk-dunyasi.cokbilgi.com/kibris-kktc-haritasi/>)

North Cyprus is the third biggest island in the Mediterranean with an area of 3,355 square kilometers which compiles to one third of the total island. Cyprus is in a strategic geographical position as it is an important connection for traffic between Turkey, North Africa and the middle-east. Nicosia is the capital city and tourism is considered one of the main economic sector that constituted in 8.5% of the GDP in 2012. Major entry to the country is done by air transport, the country has one airport Ercan Airport, is functioning and open to passenger traffic. The official language used in North Cyprus is Turkish but also English is widely used due to the British presence in the 19th and 20th centuries. The country is separated into five administrative districts; Lefkosa, Gazimagusa, Girne, Güzelyurt and Iskele Districts are administered by an "district officer", who is the representative of the local governments inside the districts. There are 28 urban municipalities and 187 rural municipalities in overall districts (TRNC Prime Ministry, 2009). The country has 40% of its population in rural areas. This urban– rural proportion differs a lot from most EU nations (UNDP, 2007), which are exceptionally urbanized. The arrangement of higher education through open and private universities is likewise turning into an inexorably essential for financial sector. New private universities established in

TRNC steadily increase the value of the North Cypriot economy both through their students economic exercises and with the results of their research and development studies.

The arrangement of higher education through open and private universities is likewise turning into an inexorably essential Economic sector. New private universities established in TRNC steadily increase the value of the North Cypriot economy both through their student economic exercises and with the results of their research and development studies.

3.1. Demographics

According to the latest Statistical Yearbook 2016 the population data given in the table below are the data recorded since the establishment of TRNC in 1983.

Table 3: Population Census (TRNC Statistical Yearbook 2016)

Year	Population
1978	146740
1996	200587
2006	256644
2011	286257

Table 3 indicates the population of TRNC after its establishment in 1983. We can see that the increase in last 10 years is almost the double of the first 20 years which indicates that a rapid growth is expected. Hence taking the rapid population growth into consideration there must be a clear focus on urban services in order to meet peoples demand. The major reason for the increase in population was the need of labor force.

	2006		2011	
	DE-JURE	Dağılım (%)	DE-JURE	Dağılım (%)
KKTC TOPLAM	256,644	100.0	286,257	100.0
LEFKOŞA İLÇE TOPLAMI	84,776	33.0	94,824	33.1
LEFKOŞA	56,146	21.9	61,378	21.4
AKINCILAR	462	0.2	390	0.1
ALAYKÖY	3,478	1.4	3,884	1.4
GÖNYELİ	12,393	4.8	17,277	6.0
DEĞİRMENLİK	12,297	4.8	11,895	4.2
GAZİMAGUSA İLÇE TOPLAMI	63,603	24.8	69,741	24.4
GAZİMAGUSA	35,785	13.9	40,920	14.3
İNÖNÜ	2,893	1.1	2,927	1.0
YENİ BOĞAZIÇI	5,878	2.3	6,618	2.3
AKDOĞAN	2,581	1.0	2,471	0.9
BEYARMUDU	4,290	1.7	4,125	1.4
PAŞAKÖY	3,300	1.3	3,561	1.2
VADİLİ	2,362	0.9	2,390	0.8
PİLE	462	0.2	479	0.2
GEÇİTKALE	2,460	1.0	2,380	0.8
SERDARLI	2,432	0.9	2,411	0.8
TATLISU	1,160	0.5	1,459	0.5
GİRNE İLÇE TOPLAMI	57,902	22.6	69,163	24.1
GİRNE	27,357	10.7	33,207	11.6
ALSANCAK	5,153	2.0	6,597	2.3
ÇATALKÖY	4,183	1.6	5,652	2.0
DIKMEN	6,761	2.6	9,120	3.2
ESENTEPE	2,274	0.9	2,414	0.8
LAPTA	12,089	4.7	12,118	4.2
KARAMAN (YUKARI KARMİ)	85	0.0	55	0.0
GÜZELYURT İLÇE TOPLAMI	29,264	11.4	30,037	10.5
GÜZELYURT	18,562	7.2	18,946	6.6
LEFKE	10,702	4.2	11,091	3.9
İSKELE İLÇE TOPLAMI	21,099	8.2	22,492	7.9
İSKELE	7,222	2.8	7,906	2.8
MEHMETÇİK	3,159	1.2	3,729	1.3
BÜYÜKKONUK	2,849	1.1	2,860	1.0
YENİ ERENKÖY	5,580	2.2	5,627	2.0
DİPKARPAZ	2,286	0.9	2,349	0.8
KANTARA	3	0.0	21	0.0

Figure 7: Population Distribution by district (TRNC population Census 2011)

Figure 7 above illustrates the difference in official population census numbers from the year 2006 and 2011. We can see that there is an average increase of 30000 inhabitants but the percentage distributions have not been changed much from 2006. Construction and education industries in North Cyprus have been growing rapidly throughout the last couple of years due to the growing economy, high turnover, political factors in the region and the increasing number of foreign investors and students. This rapid growth urged relevant parties to act fast without considering the necessary experience and knowledge of proper management thus emerged a great problem of Urban planning therefore the need to use new methods and technologies in order to meet the essential demands associated with urban resilience is becoming more essential. Although the amount of investments and developments in North Cyprus is growing rapidly, urban services are still not meeting the

full demands of the population Therefore, implementation of good practices around the world would be advantageous at this stage, yet a very challenging process. As a result of the fast-growing economy and the lack of better urban planning, this could lead us to a point of insufficient services where meeting demands for urban services and a better living will get more difficult

The main challenge for urbanization in Cyprus is the emigration as the vast number of students and foreign labor are increasing rapidly every year and this is making municipal services much more difficult to meet demands. In figure 6 we can see the number of students perusing higher education in North Cyprus and Near East University which is the main concern for our focus area Gonyeli. In just 4 years the number of students has raised to 96936 from 61457.

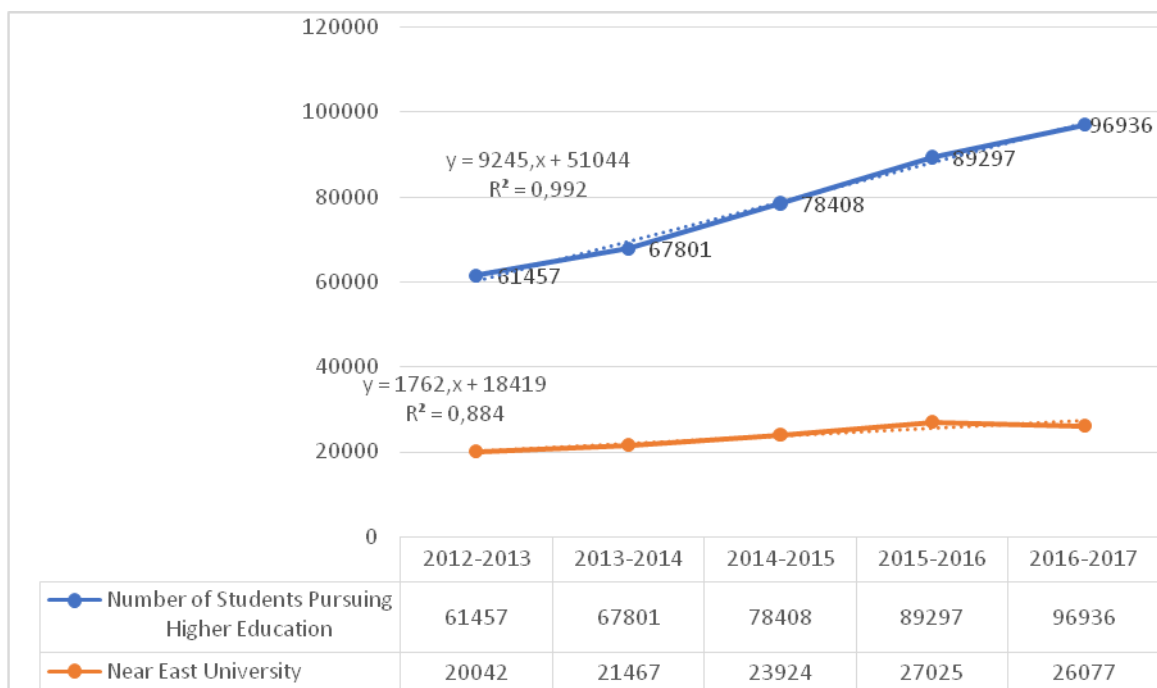


Figure 8: Number of students in Cyprus (TRNC Statistical Yearbook 2016)

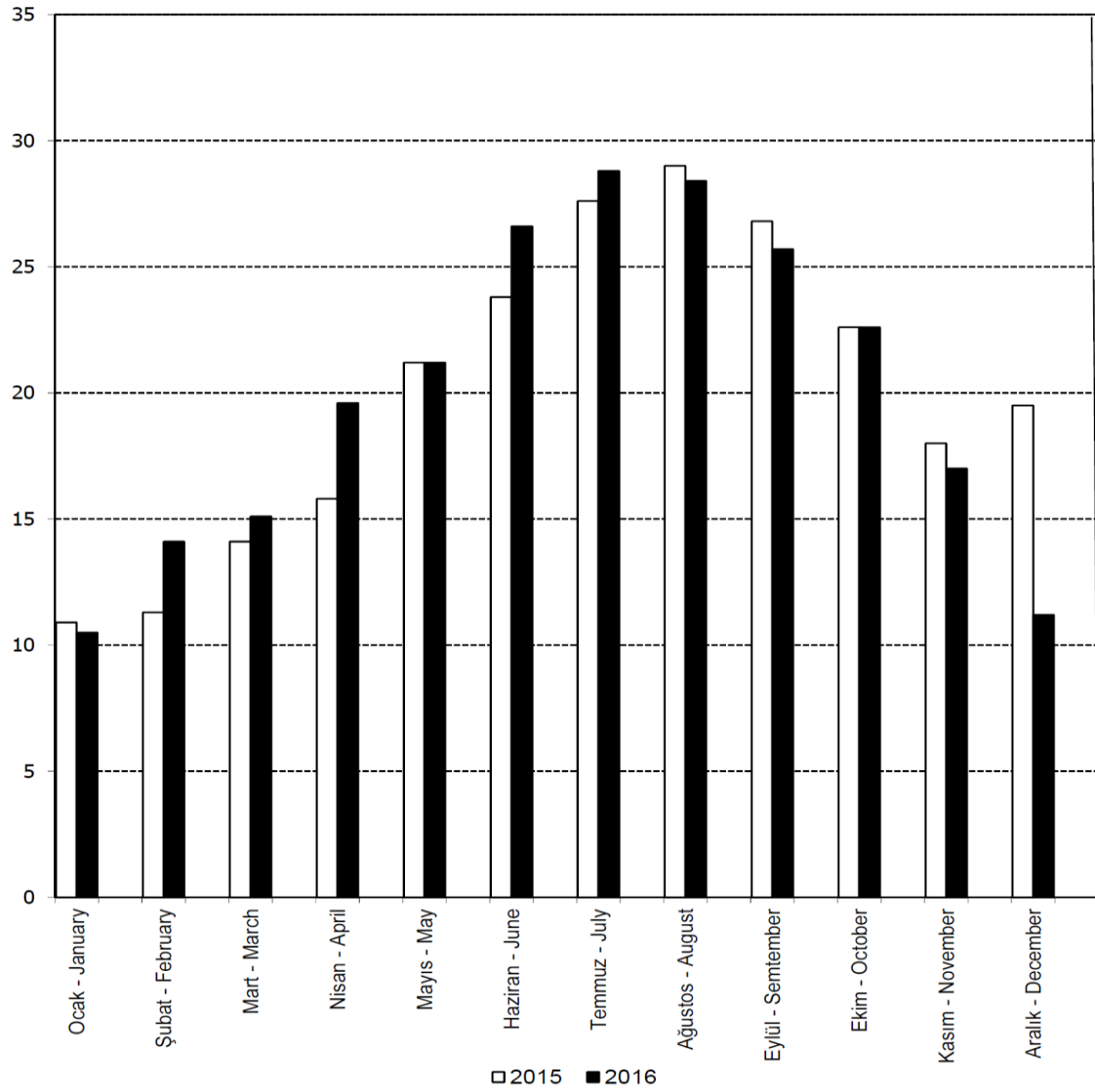


Figure 9: Mean Air Temperature (TRNC Statistical Yearbook 2016)

Figure 9 illustrates the mean air temperature in TRNC for years 2015 and 2016. TRNC enjoys a typical Mediterranean climate where winters are mild and wet while summers are hot, long and dry.

3.2. Economy

The economy of Northern Cyprus is dominated by the service sector with a critical part of organization costs supported by Turkey. The TRNC utilizes the Turkish lira as its currency, which interfaces its monetary circumstance to the Turkish economy. As a result of its international status and the embargo on its ports, the TRNC is vigorously reliant on Turkish military and financial support. All TRNC exports and imports need to take place through Turkey, unless they are delivered locally, from materials sourced in the territory or imported by means of one of the island's recognized ports. The continuing Cyprus issue affects the financial improvement of the TRNC. The Republic of Cyprus, as the worldwide recognized authority, has declared airports and ports in the zone not under its effective control to be closed. All UN and EU member nations respect the conclusion of those ports and airports as indicated by the announcement of the Republic of Cyprus which has international law supporting its position.

Table 4: TRNC Economic Data (TRNC Economic Indicators Report 2016)

	2009	2010	2011	2012	2013	2014	2015	2016
Gross Domestic Product (million Turkish Lira)	5.376,3	5.614,1	6.508,9	6.955,1	7.606,9	8.858,6	10.222,5	11.302,8
Gross Domestic Product (million Dollar)	3.477,3	3.727,1	3.878,6	3.862,6	3.983,9	4.040,2	3.749,2	3.843,5
Real Growth Rate (%)	-5.5	3.7	3.9	1.8	1.1	4.8	4	2.4
Gross Domestic Product per Capita	13930	14703	15403	15037.9	15302	15109	13457.2	14141.4
Inflation Rate	5.7	3.3	14.7	3.6	10.2	6.5	7.8	6.5
Budget Deficit (million Dollar)	-491	-376	-299	-128	-285	-195	-127	-255
Employment	91550	93498	93470	96539	97868	103149	112811	115716
Unemployment	12941	12619	9864	9174	8929	9320		
Unemployment Rate (%)	12.4	11.9	9.5	8.7	8.4	8.3	7.4	7.4
Export (million Dollar)	71.1	96.2	152.9	122.4	120.7	133.9	118.1	105.4
Import (million Dollar)	1326.2	1604.2	1699.9	1705.3	1699.4	1784.3	1500.6	1505.1

3.3. Pilot Area

In their capacity as the third and lowest sphere of government and the one that functions closest to local communities, municipal governments have often been described as comprising the sphere of government that is tasked mainly with the development and provision of services to communities.

Gönyeli is a town in Cyprus, close to the capital city Nicosia. Throughout the years the town has converged with North Nicosia, making it part of the city. According to the latest population census done in 2011 Gönyeli had 17000 inhabitants. Gönyeli Municipality organizes Gönyeli Municipal Folk-Dance Festival, where teams from foreign countries participate each year where dance, sports and concert activities are held. To conduct this research Gönyeli Municipality was selected as the focus area due to their relative efficiency and level of service where we tested our hypothesis. First we conducted a questionnaire with department heads to evaluate the municipal service level and later investigated the outcomes by SWOT analysis.

3.3.1. Municipal Departments

- Press and Public Relations
- Public Works and development
 - development department
 - **Park and Garden Department**

Parks and Garden department is responsible for projects such as landscaping, flowering, creation of community parks and their maintenance. The department has their own employees but as complying to all works is difficult due to the insufficiency in number of employees they use the common method of outsourcing.
- Information and Technology
- Public services
 - Health and social services department

- **Urban waste management**
The main role of the department is collecting garbage, delivery and disposal in designated areas.
- **Urban Transportation**
Consists of responsibilities such as public transportation networks for Gonyeli area.
- Building site
- Culture and Art
 - **Vocational training and skills development**
 - 7-10 age group painting courses
 - 7-14 age group Basketball training
 - Language courses for adults (deutsch-English-Greek)
 - 8-12 age group theater club courses
 - Theater courses for 25 and above age group
 - Gardening courses
 - Latin, aerobic and oriental dance weight loss courses
 - Yoga classes
- Financial Affairs Branch
 - Department of Finance and Accounting
 - Collection department
 - Real Estate Department
- Gauge reading and control
- Secretariat
- **Water and sanitation**
Water and sanitation department is one of the most important department in the municipality they are obligated with meeting water supply demands, sanitation services and pipeline networks
- Special Services for the Elderly
- City police and Inspection Unit

CHAPTER 4

URBANIZATION PROCESS IN ISTANBUL

Istanbul is the biggest city of Turkey, situated on an average region of 5,343 square kilometers. It is the most populated city and furthermore thought to be the dynamo of the nation's economy. At the same time, it is the social and cultural center of Turkey. Istanbul is a cross-country city in Eurasia, acting as a seesaw between the Bosphorus, the Sea of Marmara and the Black Sea which separates Europe and Asia. Istanbul Metropolitan Municipality is the organization responsible for urban services in the city, by 2016 Istanbul has an expected population of more than 15 million.



Figure 7: Istanbul map (<http://www.maphill.com/turkey/istanbul/simple-maps/savanna-style-map/>)

With a balanced Gross Domestic Product (GDP) of US\$301.1 billion Istanbul's economy has been one of the rapidest developing among OECD metro-cities. Istanbul is in charge of 27 percent of Turkey's GDP, with 20 percent of the nation's work force living in the city. Its GDP per capita and profitability are more noteworthy than their national midpoints by 70 percent and 50 percent, respectively, partially because of the attention on high-value included exercises. With its high population and significant commitment to the Turkish economy, Istanbul is in charge of two-fifths of the country's expense income. That incorporates the tax revenue of 37 US-dollar billionaires situated in Istanbul, the fifth-most significant number among urban areas around the world.

4.1. Istanbul Metropolitan Municipality (IBB)

Istanbul Metropolitan Municipality (herein after IBB) holds an imperative place in local organization association of Istanbul. Its region of duty incorporates the whole provincial territory, which spans an average territory of 5,343-kilometre square. IBB has 23 municipal enterprises, 2 backup open utility companies (Transport Authority and Water and Sanitation Authority) and 43,500 total employees. It is in charge of wide range of regions including environment, natural-gas supply, energy, infrastructure, planning and development, IT, transportation, community services and vocational education, health-wellness, food & catering, culture, tourism etc. IBB is a member of Union of Turkish Municipalities (TBB), Union of Municipalities of Marmara Region (MBB), United Cities and Local Governments (UCLG), World Academy for Local Governance and Democracy (WALD), World Association of Major Metropolises (METROPOLIS), Network of Major European Cities (EUROCITIES), Organization of World Heritage Cities (OWHC), European Cities against Drugs (ECAD), WHO Healthy Cities Network and so on.

According to the 26th article of the Metropolitan Municipality Law No. 5216 published in the Official Newspaper dated 23.07.2004 and numbered 24431, the Metropolitan Municipality may establish capital companies in the fields of duties and services given to it by the methods specified in the related legislation. A number of services are being carried out through these special purpose entities which have a separate legal personality and budget, semi-commercial nature, but are under local administration and under the

general supervision of the local government According to the Law No. 3030 on the Administration of Metropolitan Municipalities, Metropolitan Municipality is defined as a city with more than one district within the borders of the municipality, the municipalities established in these cities were named as Metropolitan Municipality. According to this; The borders of the Metropolitan municipalities, the municipal borders of the metropolitan cities in which they were named, and the borders of the district municipalities, were considered as the property boundaries of the remaining parts of these municipalities within the metropolitan municipality. The limits of the Istanbul Municipality before the enactment of Law No. 3030 were also determined as the borders of Istanbul Metropolitan Municipality.

The Law No. 5747 "Establishment of the District within the Borders of the Metropolitan Municipality and Making Amendments in Some Laws" dated 06/03/2008 dated 22/03/2008 and numbered 26824 were published in the Official Newspaper and entered into force. According to this law, legal entities of the first stage municipalities in Istanbul were abolished and the legal personality of the Municipality of Eminönü was removed and joined to the Fatih Municipality along with the neighborhoods and the townships of Arnavutköy, Ataşehir, Başakşehir, Beylikdüzü, Çekmeköy, Esenyurt, Sancaktepe, Sultangazi names and new districts were established. The number of districts in 32 provinces in Istanbul has been 39. Regulations were made in Administrative Borders and Structures with Law No. 6360 On 12/11/2012, the Law No. 6360 on "Amendment of Decree on Establishment of the Metropolitan Municipality and Twenty of the Districts in the Thirteen Provinces and Certain Laws and Decrees on the Laws" on 12/11/2012 and removing the legal entities of the villagers within the provincial boundaries of İstanbul. Istanbul Province and Metropolitan Area 35% (1869 km²) of Istanbul's total land area within the jurisdiction of the Istanbul Metropolitan Municipality is located in Anatolia, and 65% (3474 km²) is located in Europe.

Under the specified and relevant legislations by Turkish Government, Metropolitan Municipalities may establish capital companies as PPP models to share the responsibility in the field of duties and services given to it. Many services are carried out through these special purpose organizations which have a separate legal personality and budget, semi-

commercial nature, but they are under local governance and under the general supervision of the local government.

4.1.1 Private Sector in Water and Sanitation: Hamidiye A.Ş.

Turkey's leading water organization in trades. They have additionally been the official beverage of numerous international gatherings such as the UN climate summit in Copenhagen, International Monetary Fund (IMF) gatherings and the World Water Forum (WWF). Hamidiye A.Ş. contributes to the urban services as a private asset as; giving unpack-aged spring water to ghettos, repository and dispenser purification in public areas, holding instructional courses and workshops in instructive institutions on water quality and water resource management.

4.1.2 Private Sector in Urban Waste Management: İstanbul Environmental Management in Industry and Trade A.Ş. (ISTAC A.Ş.)

Istac A.Ş. is a waste management company in Turkey. When Istac A.Ş. was built up as a municipal enterprise in 1994 in Istanbul, the entity had progressed towards becoming one of Turkey's biggest recycling, services and disposal entities. By concentrating on high-quality services, coordinated waste management practices and environmental innovative work, Istac Inc. has kept up a one of a kind reputation for environmental management. Istac A.Ş. contributes to urban services as a private entity as; Project and Consulting services for urban waste collection and disposal services, Industrial waste management, research and development services in their own environmental laboratory, medical waste disposal, hulk disposal, excavation construction and demolition waste management, environmental training services.

4.1.3 Private Sector in Urban Mobility:

Metro İstanbul A.Ş

Metro A.Ş. contributes the urban services as a private entity as: 20 years' experience and its highly-qualified workforce, Metro İstanbul offers the following products and services

in urban railway systems: Operations, maintenance, Engineering and Consulting Services, Renovation and Turnkey Systems, Operations Management Tools, Rolling Stock Design and Manufacture, Training Services.

Otobüs A.Ş.

Otobüs A.Ş contributes the urban services as a private entity as; using the high technology solutions required by modern urbanism, meeting the needs of Istanbul's public transportation needs by planning vehicles and service forms that will respond not only to the day but also to the mass transportation needs of the future.

4.1.4 Private Sector in Urban Energy:

Enerji A.Ş.

Enerji A.Ş contributes the urban services as a private entity as: energy management and energy efficiency, fuel management, street lighting, sea waste-to-energy recovery, training services on energy efficiency and energy management.

İGDAŞ A.Ş

İGDAŞ A.Ş contributes the urban services as a private entity as: providing natural gas supply to households, air pollution control, gas quality analysis and building up connections in international level to improve the gas distribution quality. And development projects for quality improvement of cultivation sites and plants.

4.1.5 Private Sector in Urban Parks and Recreational Areas:

Istanbul Planting Landscape Educational Services and Zoo Management Industry and Trade Co. (Ağaç A.Ş)

Ağaç A.Ş contributes urban services as a private entity as: landscaping of parks and gardens, afforestation of catchments and to provide the supply of plants for those aims. Beside these activities, the cooperation is carrying out research

Private Sector in Vocational Training Services for Skills Development:Istanbul Metropolitan Municipality Art and Vocational Training Courses (İSMEK)

İSMEK is a typical public funded education association going for upgrading individual background of occupants in Istanbul, enhancing professional and artistic knowledge, improving city culture and the experience of the life in the city, helping them turn into a dynamic maker rather than a passive consumer, adding to their income generation, improving their employ-ability chance.

Istanbul Metropolitan Municipality has been indicated the best model in PPP models for tackling urban challenges by the United Nations Development Program Istanbul International Center for Private Sector in development and the model will be presented as the best-case model, to be published in 2018. Istanbul Metropolitan Municipality was used as a reference of comparison because of the cultural and social structure similarities and the demographic bond between Istanbul and TRNC.

CHAPTER 5

SWOT ANALYSIS

Considering the financial problems in the developing countries, governments began to see the private sector as an alternative for additional sources to meet the budget gaps and minimize the fiscal risks, While the need for services increases by the effect of urbanization, private sector intervention in municipal activities results as not only on time within the budget projects but also new innovations and technologies. As aforementioned in the above chapters, Public-Private Partnerships (PPPs) is one of the models for the engagement of the private sector in building urban resilience. In this Chapter, the research aims to explore the benefits and risks of PPPs models. For this purpose, Strength-Weakness-Opportunities and Threats (SWOT) analysis was used. SWOT analysis is a preliminary decision-making tool that sets the stage for a project/model. As the model entitled as the acronyms of the four elements; Strength where the advantage over others, Weakness where it characterizes the disadvantages relative to the others, Opportunities where it elements the environment which may exploit the potential advantages and Threats where it reveals the potential trouble the model may face.

SWOT analysis starts with gathering the information for the candidates in concern; this information might be demographic, community health, culture, economics etc. This information is sorted into with the four elements of the analysis. The first two elements Strengths and Weakness are originated the factors inside the organization where opportunities and threats are the external factors. The SWOT matrix for every alternative under consideration gives the assessment of determining which alternative is more effective and efficient. Strengths, weaknesses, opportunities and threats (SWOT) analysis indicates a framework for helping the researchers or planners to identify and prioritize the business goals, and to further identify the strategies of achieving them. SWOT analysis is a technique used to analyze the strengths, weaknesses, opportunities and threats of businesses. In all countries, farming practices play a vital role in food security.

Population growth is the major reason for increased food demands and it puts additional pressure on the natural resource. Countries with rapid population growth face especially

difficult challenges in ensuring food security. As such, SWOT analysis is used to identify strategies for agricultural development, especially in farming systems, and they help the researchers or planners to manage and prioritize them for achieving food security



Figure 8:SWOT components (John A. Dulton e-Education Institute, Penstate, PA, USA)

Regarding this frame; a Questionnaire (ANNEX I) was prepared to be carried out for both Istanbul Metropolitan Municipality which has the PPP model and Gonyeli Municipality. The questionnaire includes four parts. In the first part the questions are selected to evaluate the strengths as present factors that provoke the organizational performance. The second part includes the questions to recognize the fundamental weakness of the organization. The third and the fourth parts include the questions to forecast the external opportunities and the threats that might affect the organization.

5.1. SWOT Matrices

In this section we conducted a series of field research with Gonyeli Municipality department chiefs and the mayor of Gonyeli. In the other hand we also conducted a research with Istanbul Metropolitan Municipality to understand more about municipal services in big cities and point out the flaws and deficiencies in Gonyeli Municipality that can be adjusted with the introduction of private sector. As the first step we prepared questionnaires consisting of four different sections, strength, weakness, opportunities and threats, complying with SWOT analysis. The results of the questionnaires were analyzed afterwards with SWOT analysis technique was used to indicate the current constraints and future possibilities later elaborated on by a scoring table.

5.1.1. Gonyeli Municipality SWOT

Table 5: SWOT analysis for Gonyeli Municipality

Strength	Weakness
<ul style="list-style-type: none"> • Regular staff wage payments and stable economic status • Planned payments for handicraftsman • Financial sources such as service bills, taxes, government, Turkish Republic Embassy and EU funds • Service building and service vehicles • Applying new innovative projects • Cooperative workshops with foreign municipalities • Online bill payments and complaints • Instant acting problem solving teams 	<ul style="list-style-type: none"> • Lack of specific job descriptions for staff • Late approvals of municipal budgets by government • Lack of creating new income sources • Employee related problems • Lack of long-term plans and save the day approach • Insufficient number of employees • Distorted pavements after water-pipe works
Opportunities	Threats
<ul style="list-style-type: none"> • Increase in government incentives with population growth • Income increase in municipal budget with the increase in population and increase in housing • Peoples increasing reliability for municipalities • Increasing employee efficiency • Increasing center of attractions 	<ul style="list-style-type: none"> • Insufficiency in number of employees with increasing demand • Rapid growth in population texture • Regulation changes by central government • Increase in service cost every year

5.1.2. Istanbul Metropolitan Municipality SWOT

Table 6: SWOT analysis for Istanbul Metropolitan Municipality

Strength	Weakness
<ul style="list-style-type: none">• Local and nationwide leading projects in public and private sector• Direct effect to economic growth• Public sector privileges• Private sector work discipline, efficient and effective working• Public finance• Flexible working hours• Service buildings, service vehicles and available lands• Landscape and transportation services	<ul style="list-style-type: none">• Compulsory discomfort during infrastructure works
Opportunities	Threats
<ul style="list-style-type: none">• Increasing importance in municipal services with population growth• Directing private partnerships to export• Decrease in service cost due to good quality in services	<ul style="list-style-type: none">• Uncontrolled population growth• increase in costs due to high quality in services

Among the most important outcomes of the SWOT analysis is that as seen in table 7 above Istanbul Metropolitan Municipality has achieved greatly with the introduction of partnerships with private sector to the extent of minimizing their weaknesses and prospective threats.

5.1.3. IBB Park and Garden Department SWOT

Table 7: SWOT analysis for Istanbul Metropolitan Municipality Park and Garden Department

Strength	Weakness
<ul style="list-style-type: none"> • The best in landscape sector among the other municipalities • Speed and quality of works • Authority and responsibilities • Ability to finance high cost projects • Public finance sources • Flexible working hours • Using special and valuable trees • %400 increase in green areas 	<ul style="list-style-type: none"> • Long process on legal procedures • Vertical garden applications • Employee tiredness due to doing both administrative and application tasks in busy times of the year • Bureaucratic obstacles • Smart-city applications
Opportunities	Threats
<ul style="list-style-type: none"> • Increasing importance to service sector • Economic growth • International funds • Decrease in service costs 	<ul style="list-style-type: none"> • Higher population growth than green area per capita growth

5.1.4. Gonyeli Municipality Park and Garden Department SWOT

Table 8: SWOT analysis for Gonyeli Municipality Park and Garden Department

Strength	Weakness
<ul style="list-style-type: none"> • Achievements in landscape, seasonal flower maintenance • Increase in green areas • Creating new parks, green areas and their maintenance • Municipal service building 	<ul style="list-style-type: none"> • Insufficient workforce to regularly carry out cleaning • Adapting to bad weather conditions
Opportunities	Threats
<ul style="list-style-type: none"> • Increasing importance to service sector • Economic growth 	<ul style="list-style-type: none"> • Absence of competition • Decrease in service performance with rapid population growth • Working in bad weather conditions

5.2 Weighted SWOT

SWOT analysis can be very subjective, the "weighted SWOT" is used by adding "weighting criteria" thereby decreasing bias thru analysis. Therefore, external and internal factors evaluation matrix were designed. For each fact a scoring scheme was designed, the intervals for weight is between 0.01 to 0.1 and intervals for rating is 1.0 to 3.0.

Table 9: IFE and EFE matrices for Gonyeli Municipality

	Internal factors	Weight	Rating	Weighted Score
Strength	1-Regular staff wage payments and stable economic status	0.06	1.5	0.09
	2-Planned payments for handicraftsman	0.06	1.5	0.09
	3-Financial sources such as service bills, taxes, government, Turkish Republic Embassy and EU funds	0.06	1.5	0.09
	4-Service building and service vehicles	0.04	1.5	0.06
	5-Applying new innovative projects	0.03	2	0.06
	6-Cooperative workshops with foreign municipalities	0.03	2	0.06
	7-Online bill payments and complaints	0.06	2	0.12
	8-Instant acting problem solving teams	0.07	2.5	0.175
Weakness	1-Lack of specific job descriptions for staff	0.08	2.5	0.2
	2-Late approvals of municipal budgets by government	0.07	2.5	0.175
	3-Lack of creating new income sources	0.06	1.5	0.09
	4-Employee related problems	0.06	2	0.12
	5-Lack of long-term plans and save the day approach	0.07	2.5	0.175
	6-Insufficient number of employees	0.06	2	0.12
	7-Distorted pavements after water-pipe works	0.07	2.5	0.175
	External factors	Weight	Rating	Weighted Score
Opportunities	1-Increase in government incentives with population growth	0.06	2	0.12
	2-Income increase in municipal budget; with the increase in population and increase in housing	0.05	2	0.1
	3-Peoples increasing reliability for municipalities	0.03	1.5	0.045
	4-Increasing employee efficiency	0.02	1.5	0.03
	5-Increasing center of attractions	0.04	2	0.08
Threats	1-Insufficiency in number of employees with increasing demand	0.08	2.5	0.2
	2-Rapid growth in population texture	0.02	1.5	0.03
	3-Regulation changes by central government	0.05	2	0.1
	4-Increase in service cost every year	0.03	1.5	0.045

Table 10: IFE and EFE matrices for Istanbul Metropolitan Municipality

Strength	Internal factors	Weight	Rating	Weighted Score
	1-Local and nationwide leading projects in public and private sector	0.03	1.5	0.045
	2-Direct effect to economic growth	0.06	2	0.12
	3-Public sector privileges	0.08	2.5	0.2
	4-Private sector work discipline, efficient and effective working	0.08	2.5	0.2
	5-Public finance	0.07	2.5	0.175
	6-Flexible working hours	0.08	2.5	0.2
	7-Service buildings, service vehicles and available lands	0.07	2.5	0.175
	8-Landscape and transportation services	0.05	1.5	0.075
Weakness	1-Compulsory discomfort during infrastructure works	0.3	1.5	0.45
Opportunities	External factors	Weight	Rating	Weighted Score
	1-Increasing importance in municipal services with population growth	0.06	2	0.12
	2-Directing private partnerships to export	0.08	2.5	0.2
	3-Decrease in service cost due to good quality in services	0.05	2.5	0.125
Threats	1-Uncontrolled population growth	0.04	2	0.08
	2-Increase in costs due to high quality in services	0.05	2.5	0.125

IFE (Internal Factors Evaluation) and EFE (External Factors Evaluation) matrices indicates a framework for guiding the decision makers to identify the current issues and prospective challenges as well as build up new strategies to achieve goals. Remarks those were pointed out by the Weighted SWOT Analysis gives a clear comparison between the two municipalities. For our pilot area the municipal services are dominated by the public sector which comes with economic advantages but also weaknesses such as innovation, work discipline and time-consuming procedures. In the SWOT Analysis the Opportunities are significant factors for planners that can compromise with weaknesses in the future, in this case the available opportunities are not sufficient enough to depend on to overcome the weakness. While also considering the threats, insufficiency in the service industry could be easily forecasted.

On the other hand, IBB with the Public Private Partnership Model and as carrying out some inclusive business models they are already benefiting from advantages of public finance for enabling local and nationwide leading projects in the municipal services which is directly affecting the economic growth. The greater advantage pointed out through the analysis is the ability of taking major place in social responsibility projects empowering the bottom of the pyramid for ending the poverty, tackling with environmental challenges and to be adaptable to innovative techniques to achieve sustainable development goals. Although the availability of opportunities exist the model clearly indicates the independency towards them and also how insignificant threats can be. Furthermore, comparing the totals of the weighted SWOT matrices;

Table 11: Total percentages for weighted SWOT factors

SWOT	Istanbul Metropolitan Municipality	Gonyeli Municipality
Strength	%119	%74.5
Weaknesses	%4.5	%105.5
opportunities	%45.5	%37.5
Threats	%20.5	%37.5

CHAPTER 6

CONCLUSIONAND RECOMENDATIONS

This thesis aims to contribute to Civil Engineering literature by conducting a research on urbanization. Although urbanization is a new era, it is considered to be the hot topic to ensure sustainable development by means of the challenges it brings up. As aforementioned in the previous chapters, the only way to benefit from urbanization is to impose good and effective management strategies.

The main reason that dragged us to focus on this topic is, Turkish Republic of North Cyprus (TRNC) for being a developing country and still has a lot of path to take to ensure sustainable livelihoods. In the latest years, Nicosia, the capital city of TRNC, turned out to be an attraction center for immigration from the surrounding countries. Recalling the geopolitical location of the island, there are ongoing conflicts and instability in the surrounding countries. By this regard, the immigration to the country has been fastest in the latest years (TRNC Statistic 2017). Especially, since there are many Universities recognized by international accreditation authorities, the student immigration to the country has very high rates comparing to many countries around. All these reasons put a pressure on managing the cities by means of growing demand for basic services. The thesis also provides some recommendations to tackle with the ongoing influence on population growth and mitigate the negative effects of immigration.

In the first chapter, one can find a brief explanation of the urbanization and the challenges that urbanization brings up. The chapter also focuses on the importance of building urban resilience as a way to deal with urbanization in an efficient and sustainable way. Public Private Partnership (PPP) is proposed as a solution to provide economical resilience to build sustainable livelihoods.

In the second chapter, we went through the literature review to present some good examples for the implemented PPP models in different forms around the globe.

The third chapter includes some important information on the pilot area, TRNC, Nicosia, Gonyeli Municipality and supported it with statistical information. Gonyeli Municipality

is one of the biggest municipalities in TRNC by means of economical availability and jurisdiction. Accounting, Nicosia is the capital city of TRNC and all of the government building locate in Nicosia and most of the universities as well, Gonyeli Municipality is the most preferred residents are for both civil servants and students. So, one can conclude it is one of the areas receiving migration influx in the island where the urbanization rate is the highest.

The fourth chapter of the thesis covers information about Istanbul Metropolitan Municipality. After having researched on the possible role models around the world, Istanbul Metropolitan Municipality (IBB) made a spark by its effective PPP models for municipal service deliveries. Although the covering is highly greater than the Gonyeli Municipality, they both have identical properties like geopolitical location, inhabitant's ethnical roots and historical cultural bounds. So, not just for its playing role model but also taking into account on similar properties we have chosen IBB as a best practice model for evaluating whether the same policies may be implemented in Gonyeli Municipality or not.

In Chapter Five Strengths-Weakness-Opportunities and Threats (SWOT) Analysis was used as tool to analyze two different models. Same questionnaire (Appendix) was obtained to same departments in the both municipalities. After the model was applied by statistical weighted method, IBB and its PPP models had better performance.

Integrating the private sector into urbanization can give the local authorities leverage their service quality, supplement the limits for growing demand, mitigate the fiscal problems, promote applying innovative technologies. But the legal framework for the collaboration should be designed clearly and effectively to build a mutual trust thus each party know its responsibilities. Likewise, during the terms of agreements both parties should demonstrate a strong stable commitment to build up their capacities. PPP models do not only contribute to service delivery but also by implementing inclusive business models they can create jobs and contribute to value chain for both local and central economy.

The thesis covers just economical and technical aspects of PPP models to be implemented. Nevertheless, the impact on social aspects has not been reviewed because of time limit. As one of the dimensions where urbanization acts is Social dimension, so we propose

focusing on this dimension will also create value. Therefore; social inclusion must be reviewed as well. Public awareness for the PPP models and its advantages should also be evaluated. We trust the outcomes will accommodate a different perspective for future researches.

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APPENDICES

Appendix 1: Gonyeli Municipality Mayor survey questions



YAKIN DOĞU ÜNİVERSİTESİ İNŞAAT MÜHENDİSLİĞİ BÖLÜMÜ

“Şehirlerin Problemlerine Kamu-Özel Sektör İş birlikteliği Çözümleri “

Yüksek Lisans Tez Çalışması

Gönyeli Belediyesi Hizmetleri Değerlendirme Anketi

Katılımcı:

Sayın Ahmet Benli

Gönyeli Belediye Başkanı/Kıbrıs Türk Belediyeler Bilirği Başkanı

Anketör: Saad Ghith

Değerlendiren:

Prof. Dr. Hüseyin Gökçekuş

Yakın Doğu Üniversitesi İnşaat Mühendisliği Bölüm Başkanı

1. KKTC’de Yerel Yönetim-Merkezi Yönetim İlişkisi nasıldır?
 - a. Merkezi Hükümet sizin yönetim şeklinizde hangi alanlarda söz sahibi?
2. Merkezi Yönetimlerdeki değişimler hizmetlerinizi **Politik** ve **Ekonomik** olarak nasıl etkiliyor
3. Vergilendirme politikanızda Merkezi Yönetim ne kadar etkili?
4. Hizmet sunumuzdaki tarifeler (su temini/atıksu bertarafı) hangi parametrelerle belirleniyor ve bu tariflerede vergi ne kadar etkili?
5. Uluslararası Hukuk (AB Müktesebatı vb. Uluslararası Antlaşmalar) hizmet kalitenizde ne kadar etkili?
6. KKTC Yerel Yönetimler Kanunu ne kadar güncel?
7. Hizmet alanınızda taleplerinize ne ölçüde karşılık veriyor?
8. Belediyecilik Hizmetlerinde Kamu-Özel Sektör İşbirlikteliği modellerine bakış açınız nedir? (Olumlu/Olumsuz)
9. Belediyecilik deneyimleriniz göz önünde bulundurarak, özel sektörün katılımı hangi alanlarda fayda sağlamaktadır? Özel sektör katılımını hangi alanlarda zararlı/gereksiz buluyorsunuz?
10. Hangi hizmet alanlarında katkı alıyorsunuz?

Appendix 2: Gonyeli Municipality Department chiefs meeting and department evaluation questions



YAKIN DOĞU ÜNİVERSİTESİ İNŞAAT MÜHENDİSLİĞİ BÖLÜMÜ

“Şehirlerin Problemlerine Kamu-Özel Sektör İş birlikteliği Çözümleri “

Yüksek Lisans Tez Çalışması

Gönyeli Belediyesi Hizmetleri Değerlendirme Anketi

Şube (Bölüm) Adı:

Sorumlu Kişi İsim Soy İsim:

İlgili Bölümün Hizmet Alanları

1.BÖLÜM SORULARI

1. Verdiğiniz Hizmet/İş Yüğü göz önünde bulundurularak; en güçlü olduğunuz hizmet alanları hangileridir?
2. KKTC bünyesindeki belediyelerce verilen benzer hizmetleri göz önünde bulundurarak hizmetlerinizi daha başarılı olarak tanımlayabileceğiniz bölümler hangileridir ?
3. KKTC bünyesinde belediyeçilik hizmetlerindeki rekabet göz önünde bulundurularak, kendinizi “avantajlı” olarak tanımlayabileceğiniz alanlar hangileridir.
4. KKTC bünyesinde belediyeçilik hizmetlerinde diğer belediyelerden farklı olan hizmetleriniz nelerdir ?
5. Hizmet kaynak alanlarınız nelerdir (Finansal Kaynaklar)?
6. Hangi hizmet alanlarında Çevrimiçi (Online) olarak hizmet vermektесiniz?
7. Bölümlerinizin ve bölüm çalışanlarının varolan çalışma koşulları çerçevesinde sahip oldukları avantajları nasıl sıralayabilirsiniz?
8. Gönyeli Belediyesi olarak hizmetlerinizde kullandığı en değerli varlıklar nelerdir ? (örn: Belediye binası, Ek Hizmet Binaları v.b)
9. Gönyeli sakinlerinin geri beslemeleri göz önünde bulundurularak, en çok memnuniyet yaratan hizmetleriniz nelerdir?

2. BÖLÜM SORULARI

1. Verdiğiniz Hizmet/İş Yüğü göz önünde bulundurularak; zayıf olduğunuzu düşündüğünüz hizmet alanları hangileridir?
2. KKTC bünyesindeki belediyeler arasında verilen benzer hizmetleri göz önünde bulundurarak bölümünüzün hizmetleri bakımından daha zayıf olarak tanımlayabileceğiniz etkinlikler hangileridir.

3. Gönyeli sakinlerinin geri beslemeleri göz önünde bulundurularak, en çok memnuniyetsizlik yaratan hizmetleriniz nelerdir?
4. Bölümlerinizin ve bölüm çalışanlarının varolan çalışma koşulları çerçevesinde dezavantajlarını nasıl sıralayabilirsiniz?
5. Vermekte olduğunuz hizmetleri kısıtlayıcı unsurlar nelerdir ?
6. Hizmet sunumu için gerekli kaynak eksikliğinizin bulunduğu noktalar nelerdir ?
7. Gönyeli Belediye hizmetlerini geliştireceğiniz noktalar hangileridir?

3. BÖLÜM SORULARI

1. Kentleşme etkisi ve nüfus artışı göz önünde bulundurularak olası yönetmenlik değişikliklerinden nasıl faydalanılabilir?
2. KKTC’de belediyecilik önem kazanıyor mu?
3. Ülke ekonomik gelişimi belediyecilik hizmetlerine olumlu katkı sağlıyor mu?
4. Değerlendirmedığınız olanaklarınız mevcutsa; bu olanaklardan hangi gelişim /değişimlerle faydalanabilirsiniz?
5. İleriye dönük olası kaynak yaratma olanaklarınız mevcut mudur?
6. Finansal yapı göz önünde bulundurularak hizmet bedellerinde azalma mevcut mu?

4. BÖLÜM SORULARI

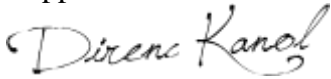
1. Verdiğiniz hizmet alanları göz önünde bulundurduğunda; olası rekabetçileriniz kimlerdir?
2. Nüfus artışı ve hızlı şehirleşme etkisiyle hizmet performansınızda düşüş var mı ?
3. Nüfus dokusundaki hızlı değişimin belediyecilik hizmetlerinize olumsuz etkileri nelerdir?
4. Finansal yapı göz önünde bulundurularak hizmet bedellerinde artış mevcut mu?
5. Var olan kaynaklarımızda azalma var mı (Finansal Kaynaklar)?
6. Hızlı kentleşme etkisi ve nüfus artışı göz önünde bulundurularak olası yönetmenlik değişikliklerinden dezavantajınıza olacak değişimler nelerdir?

16.05.2018

Dear Saad Jamal Saad Mohamed Ghith

Your application titled **“The Role Of Private Sector For Building Urban Resilience”** with the application number YDÜ/FB/2018/28 has been evaluated by the Scientific Research Ethics Committee and granted approval. You can start your research on the condition that you will abide by the information provided in your application form.

Assoc. Prof. Dr. Direnç Kanol
Rapporteur of the Scientific Research Ethics Committee

























Note: If you need to provide an official letter to an institution with the signature of the Head of NEU Scientific Research Ethics Committee, please apply to the secretariat of the ethics committee by showing this document

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