JUNE 2018

Master /- Industrial Engineering

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PROBLEMS ENCOUNTERED WITHIN THE STRATEGIC PLANNING IN PUBLIC ADMINISTRATION AND SOLUTION PROPOSALS

M.Sc. THESIS

IN

INDUSTRIAL ENGINEERING

HATİCE EKSEN

June 2018

Problems Encountered within the Strategic Planning

In Public Administration and Solution Proposals

M.Sc. Thesis

in

Industrial Engineering

University of Gaziantep

Supervisor(s)

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June 2018

REPUBLIC OF TURKEY
UNIVERSITY OF GAZİANTEP
GRADUATE SCHOOL OF NATURAL & APPLIED SCIENCES
INDUSTRIAL ENGINEERING

Name of the thesis: Problems Encountered within the Strategic Planning in Public Administration and Solution Proposals

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Exam date: 28/06/2018

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ABSTRACT

PROBLEMS ENCOUNTERED WITHIN THE STRATEGIC PLANNING IN PUBLIC ADMINISTRATION AND SOLUTION PROPOSALS

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Master's Thesis, Department of Industrial Engineering
Thesis Supervisor(s): Prof. Dr. SEÇKİNER, Serap Ulusam
June 2018
71 pages

Strategic Planning approach in public administration in Turkey gained legal status aftermath the promulgation of Public Finance Management and Control Law no.5018 in 2003. The study's aim is to identify the differences and the problems encountered between the first and second strategic planning preparation process and develop solution proposals while analyzing the current situation of the strategic planning system in central public administrations in Turkey.

In this study, first of all, the conceptual framework is presented with the literature search. Survey method is used in order to gather datas related to thesis subject. This research primarily hypothesize that ' there is no difference among the institutions related with the preparation, monitoring and evaluation processes of Expired Stratejic Plans (DSESPs) and Current Strategic Plans (YSPs) and the datas gathered from the institutions are evaluated.

The results indicate that there is no such a difference among the institutions related with the preparation, monitoring and evaluation processes of Expired Strategic Plan (DSESP) and Current Strategic Plan (YSP). Institutions generally form their strategy documents according to the available minimum conditions inside the strategic planning guide. At the end of the study, proposals such as ensuring effective participation and ownership by senior management have been developed.

Keywords: Strategy, Strategic Plan, Public Administration, Stakeholder, Goal, Vision, Mission, Purpose.

ÖZET

KAMU YÖNETİMİNDE STRATEJİK PLANLAMA SÜRECİ YAŞANAN SORUNLAR VE ÇÖZÜM ÖNERİLERİ

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Haziran, 2018
71 sayfa

Türkiye'de kamu yönetimi'nde stratejik planlama yaklaşımı 2003 yılında 5018 sayılı Kamu Mali Yönetimi ve Kontrol Kanunun yayımlanmasıyla yasal zemine kavuşmuştur. Çalışmanın amacı, Türkiye'de merkezi kamu idarelerinde stratejik planlama sisteminin mevcut durumunun analiz edilerek , ilk ve ikinci stratejik planlama hazırlama sürecinde farklılıkları ve yaşanan sorunları tespit edip çözüm önerileri geliştirmektir.

Çalışmada öncelikle literatür taraması yapılarak kavramsal çerçeve ortaya çıkartılmıştır. Tez konusu ile ilgili verilerin elde edilmesinde anket yöntemi kullanılmıştır. Araştırmada öncelikle "Kurumlara ait Dönemi Sona Ermiş Stratejik Planlar (DSESPs) ve Yürürlükteki Stratejik Planlar (YSPs)'ın hazırlık, izleme ve değerlendirme süreçleri arasında fark yoktur" hipotezi oluşturulmuş ve kurumlardan elde edilen veriler değerlendirilmiştir.

Sonuçlara göre, kurumların Dönemi Sona Ermiş Stratejik Plan (DSESP) ve Yürürlükteki Stratejik Plan (YSP) hazırlama, izleme ve değerlendirme süreçlerinde önemli farklılıklar olmadığı tespit edilmiştir. Kurumlar genellikle Strateji planlama kılavuzunda varolan asgari şartlara göre strateji belgelerini oluşturmakta ve uygulamaktadır. Çalışmanın sonunda, etkin katılımcılığın sağlanması, üst yönetim tarafından sahiplenilmesi gibi öneriler geliştirilmiştir.

Anahtar Kelimeler: Strateji, Stratejik Plan, Kamu Yönetimi, Paydaş,Hedef,Vizyon,Misyon, Amaç.

To my family, they inspire and motivate me to reach for my goals

ACKNOWLEDGMENTS

Foremost, I would like to express my appreciation to my supervisor Prof. Dr. Serap ULUSAM SEÇKİNER for her keen interest, her careful supervisor, valuable suggestions and encouragements throughout this research and also providing help for this work.

Moreover, I would like to thank for Dr.Canan ARIKBAY, Saniye Hameşoğlu THOMAS and Selen YÜCESOY for all of their contributions.

There are number of people without them this thesis might not have been written and to whom I am greatly indebted.

Finally, I would like to thank my family, for all of their support and encouragement.

PREFACE

The necessities and lifestyle habits of the society are developing together with the development of technology through the world. In such an environment, public institutions, using traditional methods, have difficulties in adapting to everchanging atmosphere. For this reason, Turkey has undergone reform studies towards public institutions like many other countries.

In our country, it has experienced a strategic planning transition in public administration aftermath the promulgation of Public Finance Management and Control Law no.5018 in 2003. In accordance with the law, the preparation of strategic plan has become compulsory for public agencies under general budget and for the special budgeted administrations. However, it is observed that some problems have experienced both in the preparation and implementation of the strategic plan.

The aim of this master's thesis is to identify the differences and the problems encountered between the first and second strategic planning preparation process and develop solution proposals while analyzing the current situation of the strategic planning system in central public administrations in Turkey. Survey method is used in order to gather datas related to thesis subject.

Central public agency, liable to prepare strategic plan and making a transition to the implementation stage after the preparation of the first and second strategic plan, is included within the scope of the research except for the universities and advanced technology institutes in the public administrations which take place in I, II and IV numbered tables of the law no.5018.

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LIST OF ABBREVIATIONS

In English

DSESP ……………………………………. Expired Strategic Plan

YSP ………………………………….... Current Strategic Plan

HASP ………………………………….... Strategic Plan at Preparation Stage

DPT …………………………………… State Planning Organization

TBMM ……………………………………. Turkish Grand National Assembly

In Turkish

DSESP ……………………………………. Dönemi Sona Ermiş Stratejik Plan

YSP ………………………………….... Yürürlükteki Stratejik Plan

HASP ………………………………….... Hazırlık Aşamasındaki Stratejik Plan

DPT …………………………………… Devlet Planlama Teşkilatı

TBMM ……………………………………. Türkiye Büyük Millet Meclisi

CHAPTER I

CONCEPTUAL FRAMEWORK

Strategic decisions are taken when an uncertainty becomes dominant and there exists strategic decisions so as to rule out this uncertainty. Uncertainty may be the uncertainty of future, the uncertainy on what can be successful, the uncertainty on how the rivals behave and so on. If all these became certain then there would be no 'strategically important' decisions. Having uncertainty causes to take accurate or inaccurate strategic decisions and therefore it results in becoming successful or unsuccessful. Another interpretation of this presupposition enable the administrative 'preference' due to the environmental uncertainty. Because, preferences are not taken by authorities when a full certainty forms and it is determined by the environment itself (Barca, 2005:28).

Globalization is defined that the interconnectedness of the world and actions in distant location rapidly impact conditions local and far from it (Sloan, 2017).

Citizens' expectations have also changed and raised together with changing conditions as a result of globalization. In this new atmosphere, the quality and timeliness of the service in public organizations are at the highest level without evaluating the quantity. In this context, it has realized a transition to strategic planning practices in order to shape the future within the scope of public administration reform studies.

Strategic planning system, taking place in total quality management and defined as the determinant actor in directing the future of an organization, seeks answers for the questions 'Where are we right now?' , Where we would like to be?' , ' How can we reach the place we would like to be?' and 'How can we determine the road map towards our development?' (Steiner, 1989:15).

It gained legal status aftermath the promulgation of Public Finance Management and Control Law no.5018 in 2003. In accordance with the law, the preparation of strategic plan has become compulsory for public agencies under general budget and for the special budgeted administrations. Within this process, a significant part of these administrations have completed their first strategic plan periods and second plan studies.

There are structural differences between private sector bussinesses and public institutions. For this reason, the strategic planning study in public administrations should be carried out with a different point of view, which is necessary to ensure that the distinctive characteristics of organizations are not overlooked.

Within this context, the study’s aim is to identify the differences and the problems encountered between the first and second strategic planning preparation process and develop solution proposals while analyzing the current situation of the strategic planning system in central public administrations in Turkey. Survey method is used in order to gather datas related to thesis subject. Central public agency, liable to prepare strategic plan and making a transition to the implementation stage after the preparation of the first and second strategic plan, is included within the scope of the research except for the universities and advanced technology institutes in the public administrations which take place in I, II and IV numbered tables of the law no.5018.

This research primarily hypothesize that ‘ there is no difference among the institutions related with the preparation, monitoring and evaluation processes of DSESPs and YSPs’ and the datas gathered from the institutions are evaluated.

In the first chapter of the study, basic concepts are handled, and it is mentioned about the strategic planning approach in Turkish public administration in the second chapter. For the third chapter, problems encountered within the strategic planning in public administrations in our country and solution proposals are taken into consideration.

1.1. Strategy and Strategic Planning in The Literature

The notion of strategy, easy to understand but hard to define, brings some common meanings with it. This common perception coming with the strategy concept does not create any serious discussion. However, we become aware that the same things are not understood when we take strategy expression into handle. The reason is that the strategy concept itself has transcended its meaning beyond its first usages (Pamuk et al., 1997:19).

Strategy is a military oriented concept used to mean an aim of gaining a battle or a conflict in a war. However, today we use this concept in every area of our life. It means ways and techniques which are going to be used for achieving an identified aim or goal by using human and non-human all tools (Çevik,2001:310).

Strategy means road, line or bed in Latin language, but it is initially used in military. The strategy has an important place in some important incidents such as the conquest of İstanbul, Siege of Vienna by Ottomans, Second World War, Turkish War of Independence.

In literature, the word strategy is thought to be derived from two Greek words 'stratos' meaning army and ' agein' denoting rule or administration (Akın, 2017). It is used as expressing the art and knowledge of Greek General Strategos (Eren, 1979). In military, strategy concept includes the planning and the administration of the war or struggle and it is under responsibility of a general (Steiss, 2003:1).

In the Battle of Granicus in 334 BC, Alexander the Great defeated Persian Empire with its 35.000 strength army after passing through the Dardanelles to the Asia Minor (Akın, 2017).

In the military strategy, it should initially be evaluated troop's powerful and weak sides (introspection) and then the situation of the external powers (extrospection), quantity and the quality of the weapons and also the evaluation of the battleground. When all these factors taken into consideration, the deployment of the powers together with equipments and tactics against the enemy is used in order to attain victory (Eren, 1979).

According to Mazzucato (2006), allowing a firm to become better than its competitiors and sustaining this competitive advantage, the action is strategic. The strategy is to choose which game to play and how well a specific game plays.

According to Freedman (2013), strategy is the ability to look at long-term and important things rather than short-term and insignificant things, to see the causes rather than the signs and to see the forests rather than the woods.

According to Paret (1986, 3), "*the strategy is to get the millitary goals and the political purpose of the war by the use of armed*."

The Dictionary of United States Military Terms for Joint Usage define Military Strategy as "*the art and science of employing the armed forced of a nation the objectives of national policy by the application of force, or the threat of force***."** (Weigley, 1973, xvii).

According to Wordsmyth Dictionary "*strategy is a plan, method, or series of actions designed to achieve a specific goal or effect*."

Webster's dictionary (1970, 867) defines strategy as `strategia', "*science and art of employing the political, the economic, psychological and military forces of a nation or group of nations to afford the maximum support to adopted policies in peace or war*". The current paper is not about the military sense of strategy.

Acoording to Grant (2015, 4-5), Strategy is related to get success and common elements in successful strategies are as below:

- Goals that are consistent and long term
- Profound understanding of the competitive environment
- Objective appraisal of resources
- Effective implementation

Strategy is the art of survival in the face of change. In other words, strategy is an effort to reach the position that it wants to be established in a competitive environment. Strategy is management of future in competition. Strategy is not related to military, industry, goverment organization but also everbody.

When the strategy and planning is interpreted all together, it is understood that strategy is described as the optimal way of attaining the goal and targets, while the planning is the most efficient way of administrating the resources in future in the most correct way. Considering these notions, strategic planning can be defined as the way or method to be reached between today and the future (Saygılı, 2014:4).

Besides, planning is a long process that ensures the efficiency and effectiveness for inner units and the effectiveness with inner and outer units of the organization together with analyzing and decision-making (Gary, 1990).

Strategy may sometimes be confused with the policy, tactic, programme and plan notions in the administration literature and sometimes they are uttered as strategy.

For this reason, it is beneficial to make a distinction between the strategy and the abovementioned concepts.

1.2. Comparing Strategy with Other Concepts

Institutions often use the concepts of policy, tactics, planning, strategy, strategic planning and strategic management when working in their field of activity. These concepts are similar but there are some differences and they are seen to support each other. It is useful to consider the relationship between concepts by revealing the differences between these concepts.

1.2.1. Strategy and Policy

Policy is a roof determining the behaviours of the individuals in an organization and a whole of signs that prevents getting out of line in the purpose and also it assures that it can be advanced on the common ground. Policy, having the characteristics of a guide, comprises the set of principles and body of rules related with the practices (Pamuk et al., 1997:20).

Strategy is a concept related to vision, designing, including policy. Policy consists of a set of principles, rules and orders that are close to the application. Although the strategy is variable due to changes in environmental conditions, policy is also less flexible. Moreover, while the strategy is closer to the general objective, it is not possible to explain every political practice with realizing the institution's overall objectives (Eren, 2000:13). Politics determines the itinerary so as to gain the ends and contains more specific situations. It can be exemplified as tax policies, wage policies, employment policy and so on.

Merriam - Webster's online dictinary defines that policy is made to lead and decide present and future decisions in current conditions.

Birkland (2011, 8-9) mentions 5 key attributes of policy:

1. Policy is developed to overcome problems at times.
2. Policy is formed on the behalf of public.

3. Policy is made to achieve a purpose.
4. Even though the bases of policies could be proposed from the sources indirectly or apart from the government, the policy is developed by the government itself.
5. Perception and implementation of the policy differ from public to government according to their dynamics.
6. Policy is an indicator of the government decision on a subject to be done or not.

1.2.2. Strategy and Tactic

Tactic is much more detailed than strategy in terms of method and technique. It is the distribution plan of the available powers and resources in order to achieve the strategy aims. Tactic is connected with mobilization of these located powers, that is to say, the implementation of all these. While strategy is an ideational act related with regulation, order and projection, tactic is a detailed order of the implementation. The implementation of the strategy certainly requires some tactics. Thus, tactic is a tool realizing the strategy and indispensable continuation (Çelik, 2011:4).

Tactic, can be defined as a plan of action, describes the priorities associated with the activation of the powers and resources of the organization, determinnation of the methods going to the target and it predominantly needs the implementation. It is the preparation of the choices and details that is estimated in advance. Strategy is an 'ideational' fact related with order and design while the tactic is more specific and more brief way of ideas and it is related with implementation oriented order (Pamuk et al., 1997:20).

Owyang (2013), sorts out the differences between strategy and tactic under seven titles.

1. Strategies determine the general purposes of an organization and organize considering all resources. On the other hand, tactic use allocated resources in order to reach the targets and missions towards this general purposes.
2. Persons determining the strategy have the power which affects and determines all the resources. These persons ponder on how they set up the tactics serving for general purpose. Yet, the persons applying the tactics

manoeuver in line with this purpose and also use allocated resources for themselves.

3. The persons determining the strategy are responsible for the general success of the organization. On the other hand, the persons applying the tactics are responsible for specific success on a certain field and the resources allocated for this field.
4. Strategy, in a broad sense, contains all the resources of an organization together with rivals, clients, the overall economy and all the market conditions. Tactics, on the one hand, use subset of the resources within the scope of a plan or process.
5. There is no need to say that while strategy is a long term one tactics is short term and more flexible according to market conditions.
6. Strategy uses experience, research, idea and also communication method. Tactic uses the best applications, plans, processes and equipments.
7. Strategy produces open organizational targets, plans, maps, trafic signs, key measurement criteria. Tactics produces open and clear project outputs by using human, time and tools.

1.2.3. Strategy and Plan

According to Bucknell (2013), A strategy is a solution to go where you want to be (A) from where you are (B), while the plan defines how you will reach (A) to (B).

The act of detection of the needed tools has paved the way for plan concept in order to develop specific aims of the society. Plan is an activity that helps achieve one's goals, know and solve the uncertainties and risks towards future (Eke, 2012:17).

Plan, in the broad sense, can be defined as method of procedure and behaviour styles while planning can be defined as determination of the targets and preference their tools (Yılmaz, 2003:68).

Plan is the sum of a decision or decisions. The decision or decisions' feature refers the situations that is desired to be in future time periods. Therefore, 'plan, in a broad term, can be defined as the position which is desired to be in the future and what will be realized'. Such a decision is planned. Hence, decision making and planning may have the same meanings. Only difference is its having more than a decision, sum of decisions (Koçel,1993: 60).

Plan is a written foresight, strategy, on the other hand, is just a concept inside the administrators' minds in some situations. Strategy involves the mind, that is some part of them is under mental record. In this sense, strategic planning is associated with the relation between the organizations and the environment. As understood from the abovementioned explanations and definitions, strategy is related with long term choices and aims. Plan is the designation of tools and methods to achieve the goals and the detection on how the things will be done (Altıntaş, 2012).

1.2.4. Strategic Management and Strategic Planning

Planning, in the most general sense, is a knowledge-based strive for getting the resources into action, efficient usage of them and get a result so as to realize previously determined targets (Gözlükaya, 2007:12).

Planning is the action determining on how, when, where, why, which tools and who will be reached in that action (Çiğdem, 2007:45).

Rapid changes, technological developments, formation of new sciences, inventions, increase in discoveries and fierce competition environment coming with these situations have deeply affected institutitons and societies throughout all the world and still in progress. Institutitons have developed various methods and techniques to stand against this fierce competition environment. One of these developed techniques is 'strategic planning' and 'strategic management'(Çetin, 2013:88).

Strategic planning can be defined as the negotiator, disciplined effort to produce basic decisions and actions determining and leading on what an organization (or another presence) is, what it does, why it does (Bryson, 2011:7-8).

Strategic management can be defined as the formulation to reach the organization's targets, the science and art of the implementation and evaluation (David, 2001:5). Strategic management is a multi-staged and systematic administration model that makes important decisions while predicting threats and opportunities in inner and outer environment within the context of goal and targets by the leader staff, containing the implementation of these decisions and performance measurement processes (Akçakaya, 2016:68-69).

As it is understood from the definition, strategic management contains not only the formation of the future strategies but also the control of the realization and implementation success. Strategic planning is the first stage of the formulation field for strategic management. Strategic planning can be defined as a disciplined effort to make important decisions and actions that determine and indicate what to do and why (Bryson, 2004:6).

Today, strategic planning and strategic management concepts used as synonyms especially in practice.

As strategic planning only concentrates on the planning rather than implementation and control which are the other cycles of the administration, it has emerged as one of the weakest sides of the strategic planning. For this reason, he accepts the strategic management as the advanced form of the strategic planning (Toft, 2000:4).

In this study, strategic planning term is preferred. This preference has made up for two reasons. First reason is the usage of strategic planning in public administration in Turkey during the latest reform process. Strategic planning term is used both in practice and in legal regulations. Owing to the fact that this study is intended to public institutions, it has leaded to make this preference. The other reason in the usage of strategic planning term is the study's predominantly evaluation of planning dimension together with administration process.

In the Public Finance Management Law no.5018, ' Strategic Plan is defined as the plan that includes middle and long term goals, fundamental principle and policies, target and priorities, performance criteria of the public administrations and allocation of resources together with itineraries so as to achieve all of these.'

CHAPTER II

STRATEGIC PLANNING APPROACH IN TURKISH PUBLIC ADMINISTRATION

2.1. History of Strategic Planning in Public Administration

The Art of War by Sun Tzu, a study on the military tactics and war written B.C. 6 century, emphasizes the strategy (Grant, 2015:12). Firstly, strategy emerged within millitary field. And over time, it spreads other fields (industry, public etc.)

According to Kaufman and Jacobs (1987), strategic planning emerged in the 1950s in the private sector.

Businesses / institutions have to plan their future to sustain their assets. Planning techniques used by the bussinesses have also affected by the environmental conditions and planning techniques have developed in the same way with the changing conditions to provide firms' sustainability. While budgeting techniques are sufficient initially, the increase in the consumption has paved the way for bussinesses' more carrying about the production planning. Bussinesses have to make long term plans instead of short term ones in the upcoming years.

After the emergence of the long term, it is now taken one step forward to the inclusive planning approach. However, this approach is not adequate for a firm against the environmental changes since the changes in the environment cannot be predicted with only past datas. Firms' focal point have shifted from production to marketing together with slowdown in the growth in 1960s in the USA. After that, selling what is produced has become more important than large production. Powers shaping the market and the position that should be taken in the market have gained importance. Shaping the future with the past datas does not bring the firms to the desired places. A new perspective that pays attention to the development and characteristics of the market and makes a comparison between the firm and its potential seeks an answer to this situation. In this sense, strategic planning/management has emerged as the administrative tool for this necessity (Erkan, 2008:23).

The introduction of the strategic management to the public administration has begun in the early 1980s. In those years, as the public administration is under the intense pressure of oil crisis, population movements, change of values, limitation of taxes, privatizations, centralization and decentralization understandings, developments in the information technologies, development of service sector, unstable macroeconomical indicators, striking changes and transformations have experienced (Bryson, 1988:74).

Growing economical, political and technological changes together with 1980s have also resulted changes in the public administration understanding alongside private sector. Citizens have demanded timely, qualified and fast services in parallel with the developments throughout the world.

Critics have increased to the size of the public administration, clumsy and stationery side of the bureaucracy, centralist and structure of the administration and far from controlling. The views that the downsizing of the state, shaping of it like a bussiness suitable for market conditions have come into light in parallel with those critics. Rendering of public services, one of the fundamental duties of the state, have re-evaluated in terms of efficiency, productivity and quality within the scope of discussions and a number of new tendencies have arisen in the understanding of the public administration (Altın, 2013:102).

Public institutions are the organizations founded with the authority of the society itself and for serving society and they use the society’s resources. The society and the individual, expecting services from the state therefore public and ready to be called to account against the state, has become the affected position from the affecting together with the development of democracy culture and freedoms. The society, knowing the public administration founded for serving themselves and recognizing themselves as the real boss, is not contented with the service anymore. Citizens have asked for involvement in the decision-making and policy-making stages and pushed the institutitons that use their own resources and founded for serving themselves efficiently and productively. If the decisions taken by the administration are in common with the citizens, this is expressed with a new term. This term called as governance has paved the way for the involvement of the society into the administration both individually and organizationally and therefore, public agencies have started to share their administrative power with other stakeholders (Yıldırım, 2011:1).

In the age of advanced communication and information, Public Administrations are confronting with the same problems and difficulties throughout the world(Tarabanis, 2001:988):

- Demander-oriented attitude in reformation of the governments
- Performance & quality enhancement via some indications
- Modification of organizations and their structure in Public Administrations
- Communication and cooperation with the Private Sector with its distinct structure
- Authorization of independent agencies within the context of liabilities
- Adaptatiion to globalization and competition
- Services requiring Information Technology

The opinion that the productivity and performance in public is low and also having problems related with structure and functioning have paved the way for 're-organization' idea (Erkan, 2008:35).

Some international developments have turned up as a fact supporting the public administration reforms. Public policies of the countries together with the globalization fact have affected much more from international developments. Organizations like World Bank, IMF have supported reform movements in various countries. On the other hand, public administration reforms have adopted in many countries due to 'not stay behind other countries' rather than its real aim and have triggered the public administration reforms (Erkan, 2008:37).

It can be shown that four basic deficits need to be reorganized in the public administration in Turkey as a result of the changes living in the world and Turkey. These can be summarized as; strategic deficits, budget deficit, performance deficit and confidence deficit. These four deficits presents a comprehensive framework for the reasons laying under the change efforts. Public agency, overgrowing and centralizing lack of long term planning and strategic perspective, makes expenses over its revenue and gives budget deficits by not using the resources productively, creates a performance deficit far from public's expectations, loses the confidence of the society due to its unproductive administration together with corruption (Dinçer, 2003:65).

The most important reason lying under these problems and crises is the understanding of administration and its structure which does not answer the era conditions of our country and the demands coming from our public. When we sum up the underlying problems of the current administration understanding (Dinçer, 2003:81-86):

It can be implied as:

a) Not future-oriented but past-oriented
b) Not goal-oriented but problem-solving oriented
c) Not recognition-oriented but solution-oriented
d) Single-sided and A closed approach
e) Penalty-oriented instead of reward

The change in administration understanding has become compulsory with the experienced changes in our country together with the mentioned changes in the world and it has leaded to the adoption of strategic planning in public.

Strategic planning applications in public administrations in Turkey came into agenda together with Programmatic Financial&Public Sector Adjustment Loan (PFSAL-II), which supports middle term reform programme**s** towards financial sector and publi**c** administration, signed with the World Bank in 2001 (Özen, 2008: 221).

Reform process experienced in public administration in Turkey has strengthened the participation mechanisms and increased transparency. That is to say, it has flourished the interaction between the governing and the governed and also the governance applications expressing the participation of the governed to the decision-making processes (Yıldırım, 2011:1).

Strategic planning was accepted as one of the main tools in the scope of the regulations aimed at raising the level of efficiency of the public administration in our country in the evaluation of the increase of the policy making capacities of the institutions, the improvement of the public financial management, the monitoring of the organizational performance and the accountability (MPM, 2006)

Public Finance Management and Control Law no.5018 entered into force on 10/12/2003 and in accordance with the law, the preparation of strategic plan has become compulsory for public agencies under general budget and for the special budgeted administrations. Besides, it has brought liability in the preparation of strategic planning to the local administrations that have population over 50.000 with the Municipial Law no.5393 and to the special provincial administrations with the Special Provinicial Administration Law no. 5393 within the scope of reforms.

Public institutions's strategies are described as their goals in long run and make correspond with environment surronding it within the scope of resources' allocation and respond to the needs of public. On the other hand, strategic management is the administration of any institution within the context of its management understanding. In this respect, strategies underlie in the promotion of tactics in the institution (Bordean,2009:142-143).

2.2. Legal Framework on Strategic Planning in Public

According to the data obtained from the website of the Ministry of Finance and the Ministry of Development, Legal frameworks – laws, secondary and tertiary legislation titles – forming framework for strategic administration in public are shown chronogically below.

I. Laws

- Public Finance Management and Control Law
- Law for Metropolitan Municipalities
- Special Provincial Administration Law
- Municipal Law
- The Law on the Amendments about Decree-Laws and some laws with the law no.5018

- Law on the Court of Accounts

II. Secondary Legislation

- Regulations regarding Working Method and Principles of Strategy Development Units
- Regulations for Activity Reports to be Prepared by Public Administrations
- Regulations for Method and Principles Regarding Strategic Planning in Public Administrations
- Regulations regarding Performance Programmes to be Prepared by Public Administrations
- Regulations for Method and Principles regarding Internal Control and Pre-financial Control

III. Tertiary Legislation

- Strategic Planning Guide for Public Administrations
- Performance-based Budgeting Guide Draft
- Public Internal Control Standarts Notice
- Public Internal Audit Guide
- Performance Programme Preparation Guide
- Public Internal Control Guide
- The Notice regarding Strategic Plans to be Prepared by Public Administrations
- Performance Control Guide

Public Financial Management and Control Law no.5018, Regulations for Method and Principles regarding Strategic Planning in Public Administrations and Strategic Planning Guide for Public Administrations are generally described the necessary conditions and method in order to prepare strategic planning. Such legislation is presented briefly below.

2.2.1. Public Financial Management and Control Law no.5018

Public Financial Management and Control Law no. 5018 was prepared and approved by TBMM on 10 December 2001 and entered into force on 24 December 2003 after its publication on the official gazette. Aforesaid law has flourished the legal framework for usage of public resources efficiently, economically and productively, accountability, fiscal transparency, strategic planning, performance programme and accounting, reporting and control of all fiscal transactions.

Strategic plan, in the third article titled as‘ Definitions’ of the law no.5018, is defined as ‘ the plan that includes middle and long term goals, fundamental principle and policies, targets and priorities, performance criteria, itinerary and allocation of resources of the public administrations in order to reach them.’

In addition, article 9 of the law no.5028 expresses that public administrations have to prepare strategic plan and performance-based budget and the Ministry of Finance and Undersecretariat of State Planning Organization(SPO) (now it is called as the Ministry of Development) have the authority to determine the method and principles about that issue.

On the other hand, it is explained that public administrations have to present their budgets and project-based allocation of resources and annual goal and targets in the strategic plan have to based on the performance indicators in order to achieve desired quality in the public services. These provisions express that the priorities taking place in the strategic plan are compulsory in the determination of the resources allocation and therefore, strategic plan and performance-based budget are needed to be connected with each other.

2.2.2. Regulations for Method and Principles regarding Strategic Planning in Public Administrations

In accordance with the Article 9 of the law no.5018, ‘Regulation for Method and Principles Regarding Strategic Planning in Public Administrations’ were prepared by the Undersecretariat of SPO. This regulation was prepared aiming at the detection of the agenda regarding with strategic planning process and public administrations that are liable to prepare strategic plan and also the determination of method and principles towards strategic development plans and programmes.

The terms of aforementioned regulation are shown as below.

- Public administrations liable to prepare strategic plan,

- Transition agenda, agenda related with strategic planning process(duration, updateand renewal of the strategic plan),
- Preparation period and programme,
- Responsibilities of the ministers and top managers,
- Relating development plan and programs with strategic plan,
- Evaluation and presentation of the strategic plan
- Performance programme and performance indicators

According to regulation, public administrations except local administrations need to send their strategic plans in the previous January before the period including the strategic plans so as to evaluate by the Ministry of Development. The Ministry, in this case;

a) Conformity with development plan, middle term programme and other national, regional and sectoral plan and programmes related with activity field,
b) Conformity with the method and principles explained in this regulation, guide and other guides related with the strategic planning,
c) Connection of mission, vision, goal and targets in the strategic plan with each other and notional consistency,
d) Harmony and consistency with other administrations' strategic plans,

examines these terms and sends an evaluation report to the concerning administration within three months.

Strategic plans are sent to the Ministry of Finance and Ministry of Development in order to start performance programme and budget preparations after the approval of minister in ministries and Associated and related organizations of Ministries and the top manager in other public administrations. Besides, a copy of the strategic plans is transmitted to Turkish Grand National Assembly and the Court of Accounts. Local administrations, on the one hand, send their strategic plans to the Ministry of Internal Affairs and Ministry of Development after the approval of the concerning assembly.

In the Regulations, a gradual transition program has been spreaded the liability of the strategic planning in public administrations by 31.01.2009 for its first application in the public administrations and realization of them efficiently.

2.2.3. Strategic Planning Guide for Public Agencies

In the Regulation for Method and Principles regarding Strategic Planning in the Public Administrations, it is prepared aforesaid guide with the intent of determining the general framework of the strategic plans to be prepared by the public agencies.

This guide, the first version of it prepared in June 2003, is updated in line with the necessities and the latest version was publicated in June 2006. The updated efforts of the guide will be continued with the current experiences and in accordance with the Regulation for Method and Principles Regarding Strategic Planning by the Undersecreteriat of Ministry of Development. The guide aims to present a general framework for strategic planning process and the scope and content of the strategic plans.

Main titles within the scope this guide are summarized as below:

- The aim and scope of the guide take place in the chapter one.
- Strategic planning concept is introduced in the second chapter of the guide.
- What should be the preparations study takes place in the third chapter.
- In the fourth chapter, it is given a situation analysis to answer the ‘ where are we?’ towards the examination of the inside and outside of the administration.
- General evaluation towards mission, vision, basic values, goals and targets in order to answer ‘ to where and how we go?’ question in the fifth chapter.
- Costing, monitoring and evaluation sections related with the answer to ‘ how we measure our sucess?’ are available at the sixth and seventh chapters.

Public administrations will shape their strategic planning dependent on fundamental principles, main and subtitles of the general framework within the context of the guide.

2.3. Strategic View Infrastructure

According to Garyfallos Fragidis, The strategy process is consists of two connected sub-processes: these are formulation and implementaion the strategy. Strategy formulation includes notions like strategies, goals, mission and accomplishment criteria. Strategy implementation denotes generally to the strategic plan, which is the transition from formulation to implementation of the strategy, strategic operation and its results.

When the legal regulations related to strategic planning in Turkish public administration are examined, it can be seen that it is composed of the desired strategic planning model planning, practice and monitoring&evaluation processes, performance programme that is the annual practice period and the activity report including the budget and annual realizatons

According to Songür (2011,117), Strategic planning model implemented in public administration in Turkey is shown in Figure 2.1.

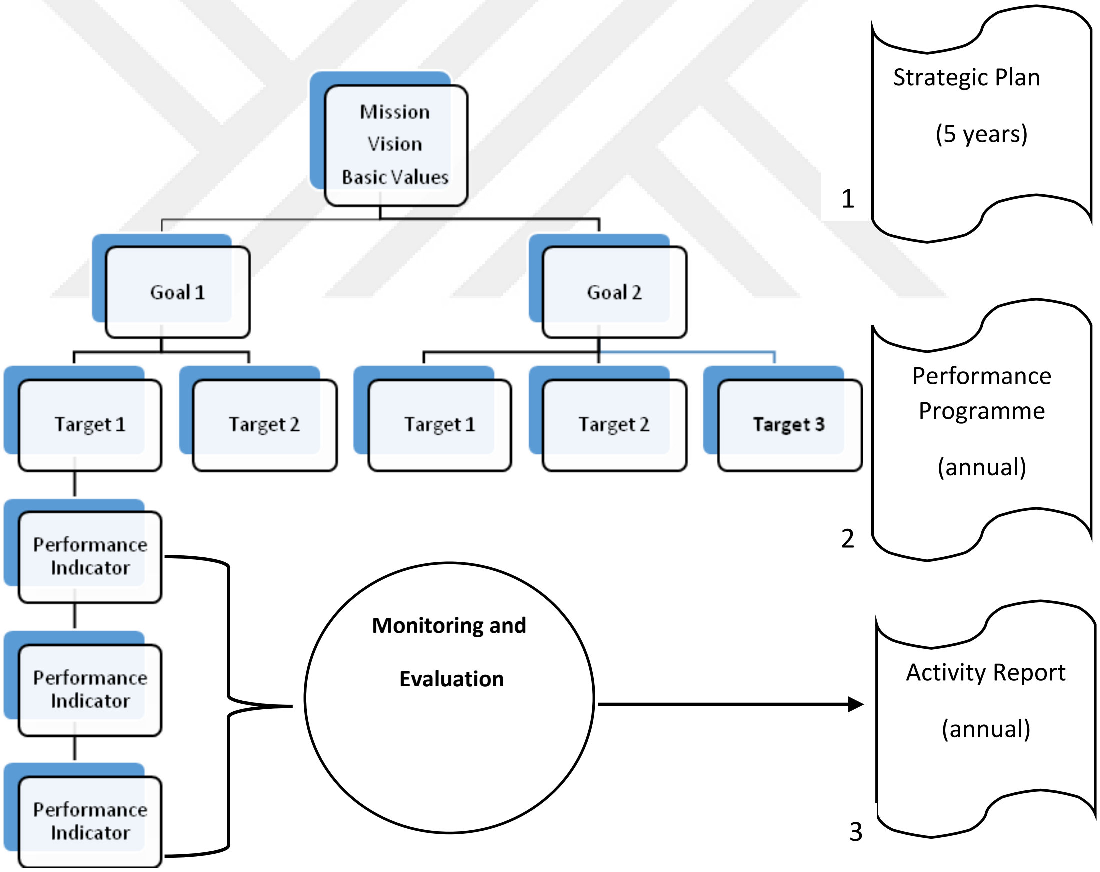

Figure 2.1: Strategic Planning Model in Turkish Public Administration

The basic elements that should be take place in a strategic planning in Public Administrations in Turkey are in the ‘Strategic Planning Guide’. According to this guide, strategic plans have included these basic elements as below:

- Situation analysis (summary),
- Explanation about how the participation realized,
- Mission, vision, fundamental values,
- At least one goal,
- At least one target under each goal,
- If the target is not measurable, it should be measurement criteria,
- Strategies,
- 5-year cost table that includes all goals and targets.

2.3.1. Situation Analysis

First step of the strategic planning is the situation analysis. While making internal and external environment analysis of the administration it seeks the answer for ‘where we are’ with the situation analysis.

External environment analysis is the analysis showing the threats and opportunities of the political, economic, social, cultural, technological and international environmental factors, market, suppliers, clients, substitute goods. Internal environment analysis, on the other hand, is the analysis determining the strong and weak sides of the institution related with management, financement, human resources, infastructure, production and marketing (Demirhan, 2011:107).

According to guide, the issues should take place in the situation analysis as below.

- **Historical Development:** The section that explains the stages passed by the institution, types of its services and to whom it serves after its foundation is expressed clearly.
- **Legal Liabilities of the Institution and legislation analysis:** After the detection of the liabilities originated from legal legislation and the legislations under the responsibility of the institution, a list of legislation is prepared. Together with this, the legal extent, responsibilities and duties of

the institution is determined. Hence, it helps the determination of the activity field and formation of the mission within the scope of strategic planning.

- **Activity fields of the Institution and determination of the product and services:** After the identification of the basis product and services of the institution, it is consolidated under a certain field of activity. Thus, in the stakeholder analysis that will be realized in the next stage, evaluations are made within the confirmed activity field borders of the institution.

2.3.2. Stakeholder Analysis

Adoption of the strategic planning, answering to the expectations of the target audience and increasing the activity can be possible with the participation of the organizations, institutions etc. that benefits directly or indirectly from the services of the institution to the strategic planning process.

Participation is important for the determination of the right targets, presentation of the available and resources and capacities to be used and for the sustainability.

Strategic planning is intended to provide sustainability, become powerful and grow of the institution/country. Strategic plans emerge with the foresights of the top management and the ideas presented by the subordinates within the context of the participation principle. Preferred strategies should be based on the informations that shows up as a result of the interaction with the stage and intra-institution elements (Bircani, 2002:15).

One of the way of ensuring the participation is the stakeholder analysis.

Stakeholder describes the institutions or individuals affected from the results of any decision or act, process of application and therefore related ones with the situation. Non-governmental organizations, campaign groups and interest groups and stakeholders not awaring of their inclusion are also in this definition (DPT, 2006:7).

Stakeholders are the ones concerning with the institution's product and services and the persons, groups or the institutions that directly or indirectly, positively or negatively affected ones from the activities of the institution. Stakeholders can be classified as internal and extenal ones and beneficiaries/clients. Internal stakeholders are the person, group or concerning/affiliated ones (If available) inside the institution that affected or affecting the institution. The personnel, managers and the minister in charge of that institution can be exemplified as the internal stakeholders. External stakeholders are the group or institutions outside the instiution that affected or affecting the institution. Other public and private sector institutions associated with the institutions activities, the ones that provide input for the institution, unions, concerning sector associations can be shown as the example for the external stakeholders. Clients(Beneficiaries) are the persons, group or institutions benefit from the products and services of the institution. Clients are the subset of the external stakeholders (DPT, 2006: 17).

Stakeholdership is the central idea to understand the relationship between the bussiness and society. If the society and the institution affect each other frequently and significantly, the relations surrounding the institution and social groups gain importance (Gözlükaya, 2007:44).

- **Intra-institutional analysis** (analysis of the institution's structure, human resources, financial resources, institutional culture, technological level etc.)
  It is the evaluation and determination of the strong and weak sides while examining the conditions that can be controlled by the instiution and taking aware of the institution's structure, human resources, financial resources, institutional culture, technological level.
- **Environment analysis**:It is the determination of the risks and uncertainties to be faced upon the activity field, in other words, opportunities and threats for the institution together with the developments living in our country and throughout the world.
  Monitoring of the environmental changes – strong and weak sides, opportunities and threats (SWOT)- should be taken into consideration while making strategic planning (Gümüş, 1995: 316).

2.3.3. Mission Vision, Goals and Values

It worths about mentioning briefly the concepts of mission, vision, purpose and value in strategic plans.

2.3.3.1. Mission

Mission is an important notion that seek answer for who we are, what we produce, what we serve, why we produce, why we serve, to whom we produce and to whom we serve? questions and express reason of institution and compose the starting point of the strategic plan (Yıldırım, 2012:29).

Examples of mission are shown below:

Avea’s Mission: “*Assisting our clients to be a strong ring of global value chain with proper candidates*.”

T.C. Ministry of Environmental and Urbanization’s Mission: “*To create high quality cities and settlements in harmony with the sustainable environment; planning, construction, transformation and environmental management in a regulatory, supervisory, participatory and solution oriented manner.”*

2.3.3.2. Vision

While figuring a strategic planning process for an organization, vision and mission should be designated in line with the organization’s fundamantal principle and values. At this stage, all the personnel should contribute to the process (Küçüksüleymanoğlu, 2008:410).

Examples of vision are shown below:

Turkcell’s Vision: “*The Digital Operator*”

T.C. Ministry Of Culture And Tourism General Dırectorate Of Cinema’s Vision:

“Putting the Turkish cinema industry in a position of worldwide acknowledgement and elevating our country to a degree as one of the major film production locations.”

2.3.3.3. Goals

Strategic goals enable the articulation of the vision and mission as solid and measurable targets. Strategic goals compose the framework regarding the details of the strategic plan. Strategic goals have enough majority in encouraging innovation and creativity together with its being more distinctive than mission expression. Goals assign the strategic side of the institution as a whole (Kılıç ve Erkan, 2006:81).

Buniness dictionary defines strategic goals as

The planned objectives that an organization strives to achieve. Most senior managers will take the time to develop and articulate appropriate strategic goals for their business in order to demonstrate to subordinate employees what their plans and vision for the company are. Such strategic goals should be achievable and should reflect a realistic assessment of the current and projected business environment.

According to Strategic Planinnig Workshop Guide edited by University of Wisconsin-Madison, Purdue University, & University of Illinois, organizational goals are known as the final results aimed at institutional resources and activities that are intended. In this context, they are the methods so as to analyze significant issues in the organization and reach the desired target in the future. Goals have to be attainable and adaptative with the mission and vision of the organization and also they should be explained illicitly.

2.3.3.4. Values

Basic values consist of principles that express the administration style and attach importance for an institution (DPT, 2006: 27). It is composed from three fields as principles and persons (personnel and stakeholders), processes and performance. Besides, it denotes the performance philosophy of the institution, founding values of the institution, standarts and ideals and values and beliefs adopted by the personnel (Erçelik, 2014:53-54).

Values are knot-specific attributes that determine the way of thinking, behavior, reactions to events. Values are guiding employees; the institution promotes proper behavior, safety and development (Kılıç, 2010:83).

Examples of values are shown below:

Ministry of Interior’s Values:

Legitimacy, Democracy, Respect for Human Rights, Respect for Social Values, Reliability, Equality, Modernity, Publicity, Participation, Rapid and Qualified, Service, Sharing, Efficiency, Productivity, Accessibility, People Orientation, *Continuous Development, Leadership, Cooperative, Expertise, Accountability, Environmental Awareness*.

CHAPTER III

PROBLEMS ENCOUNTERED WITHIN THE STRATEGIC PLANNING IN TURKISH PUBLIC ADMINISTRATION AND SOLUTION PROPOSALS STUDY

3.1. Source Summary

As a result of the summer survey, comparative studies on strategic planning in public institutions have not been found at this scale, but research reports have been found for evaluating the applications of strategic planning in the public sector.

Gayretli (2007) implemented about strategic plan applications in Turkish Public Administration In this study, 8 pilot institution were chosen and it was proposed strategic plan preparations of these institutions in order to contribute strategic planning studies in public institutions.

Public institutions and agencies will identify their mission and vision, fundamental principles, strategic goal and targets together with strategic planning and in the last stage, they will implement the prepared strategic plans.

It is thought that these 8 pilot public institutions' studies will affect directly to the strategic planning process of Turkish Public Administration.

Accomplishment of the strategic planning studies will be possible together with the properly implementation and internalisation of this administration model by the institutions and agencies. In this study, it is evaluated 8 pilot institutions' strategic plans in order to contribute the strategic planninng studies.

Erkan (2008) presented the factor affecting the public institutions in the strategic planning process and solution proposals development towards the available problems and problems to be happened. Besides, it is questioned how the strategic planning in the public administration will increase the efficacy and activity and examined which terms be taken into consideration in order to contribute at most for this goal within the context of strategic planning approach. While the issues that affect the success of the strategic planning process were examining and the detected problems were evaluating, solution proposals towards them were presented. Furthermore, the main question seeking answer can be uttered as ‘ What are the factors affecting the success of the strategic planning in public institutions in Turkey and which terms should be taken into consideration for the success of the application?’

Songür (2011) researched that positive developments with The problems related to strategic planning application has attempted to identify Special Provincial Administration in Turkey. In addition, since the second strategic plan was prepared, the two planning processes were compared.

Ministry of Development (2012) published a report. In this report, stakeholder participation in strategic planning and policy-making processes of public institutions in Turkey has made available a case study about the quality. Findings are the results of a present case study conducted between 18-24 October 2010 and a survey conducted between 21 and 31 December 2010.

Yıldırım (2011) studied about assessment of governance and municipal strategic plans in the framework of good governance principles in local authorities. In the study, literature search, strategic planning and local administration laws within the context of governance and the examination of the legislation regarding strategic planning and also research of the municipal strategic plans are taken as method. Total 40 municipalities – metropolitans, provincials, county municipalities within the metropolitans and county municipalities not within the metropolitans – are examined within the scope of strategic plan research. As a result of the examination on strategic plans of the municipalities within the context of the governance, it is observed deficiencies on the basis of participation and accountability in municipalities which are the closest service unit to the public and one of the places that the governance to be applied at best. While it is observed that the municipalities are relatively better in the principle of clarity than the other principles, their strategic plans are in moderate level within the context of this principle.

Saygılı (2014) implemented a study. The study’s aim is to develop solutions towards transformation and become efficient of strategic plans while analyzing the current strategic planning system in Turkey. In this context, literature search and country examinations are done and survey method is used so as to obtain the datas related with available situation. 64 central public agencies, liable to prepare strategic plan and making a transition to the implementation stage after the preparation of the first strategic plan, is included within the scope of the research except for the universities and advanced technology institutes in the public administrations which take place in I, II and IV numbered tables of the law no.5018. Reserch results show that implementation have not been realized adequately and efficiently although strategic plan is thought to be an important and beneficial document. The factors that the lack of an active monitoring and evaluation system, not realization of the performance monitoring, not development of accountability mechanism and not awaring of strategic plans during budget and investment talks make things hard for the implementation. In this respect, solution proposals including the approval of the strategic plans by the Ministry of Development, solving the coordination problem among public agencies, development of accountability mechanism and so on towards increasing the implementation efficency are presented in the study.

Erçelik (2014) studied about a comparative study on strategic plan in public ınstitutions. In the study, it is tried to present the necessity of the strategic plans, as an administration method originated from private sector, in the puplic institutitons and they can be implemented within its own distinct structures. Within this framework, public institutions are generally explained and the notion of strategic plan, its goal, legal grounds, its process examined in a detailed way and also studied on the reality and the implementation of strategic planning in public institutions. Strategic plans regarding the institutions are taken from www.sp.gov.tr that is published on internet by DPT and from the own websites of the institutions. Obtained strategic plans belonged to the institutions show difference in terms some important organizational variables such as legal situtaion, size and scope, financial structure, authorities and administration structure. It is examined the main and sub-information fields in terms of taking place in the available plans and their adaptation as they take place in the ‘Strategic Planning Guide for Public Institutions’ by DPT in the examination of strategic plans. The contents of the strategic plans are evaluated with summary datas together with the adaptation to the guide.

Şahin (2014) analyzied of 2003-2013 Applications of the Eight Pilot Establishments in Turkish Public Administration.The main goal of the study is to make a detailed analysis of the implemented strategic admnistration policy of the administration, strategic planning experiences about two strategic planning period of this eight pilot public institutions. Secondary aim of the study is the detection of the main differences between the good examples of the public institutions and this implemented examples of the strategic planning application.

3.2. Material and Methods

Survey method is used to gather necessary datas for the study. This method consists of three different stages as the preparation of the survey forms, implementation and the evaluation of the survey results.

While preparing survey questions, first of all, it has begun with 'what we want to measure?' question; it has paid attention to the believed factors to provide simplicity and risk to the comparative analysis of the institutions in the strategic planning process.

Besides, in this study, the survey form used in Strategic Planning in Public Administration: Special Provincial Administrations Experience (Songür, 2011: 233-239) was utilized. So, questions of the survey were used in the education, counseling, situation analysis, strategic planning team and in determining the situations related to the living problems.

Survey study is implemented towards the ministries and the institutions affiliated/related/dependent to ministries. Before the preparation of the survey questions, literature search is done and related legal regulations and country examples are examined.

The questions taking place in the survey form are open-ended, multiple-choice and likert-scaled questions asserting the problems encountered within the monitoring, evaluation and preparement process of the strategic plan and regarding legislation views.

Significant determinants of the study are to ensure personal and institutional privacy and scientific reliability. Testing stage is realized before the field study; final questions shaped together with the feedbacks.

It is used either face-to-face interview or via mailing so as to gather datas in the survey method. Moreover, survey forms are transmitted to the related persons through e-mail.

Survey forms are sent to total 79 institutions from Public Institutions and Special Budgeted Administrations within the scope of General Budget according to the law no.5018. It is received feedbacks from 54 institutions and evaluated. In this respect, the rate of return is 68,4 %.

As the institutions prepared second strategic plans during this study, whether there is any difference among the preparation processes, there are the same problems etc. is evaluated from hypotheses.

The hypotheses of the research are as below:

H0 Hypothesis: There is no difference among the preparation, monitoring and evaluation of Expired Strategic Plans (DSESPs) and Current Strategic Plans (YSPs) belonging to the institutions.

H1 Hypothesis: There is difference among the preparation, monitoring and evaluation of DSESPs and YSPs belonging to the institutions.

3.2.1. Statistical Analysis

The research data was loaded and evaluated on a computer using SPSS (Statistical Package for Social Sciences) for Windows 22.0 (SPSS Inc, Chicago, IL). The nonparametric test was used because many cases were measured on the same institutions and compared with the other conditions. McNemar test was applied in evaluating categorical variables. Wilcoxon Signed Ranks Test was used as a statistical method for statistical significance between two dependent groups for the variables that were not found to be normal distributions (histogram and probability graphs and analytical methods (Shapiro-Wilk Test). Statistical significance level is accepted as less than 0.05 ($p<0.05$)

Descriptive statistics were presented as median (minimum-maximum), frequency distribution and percentage.

3.3. Research Findings

Survey result was evaluated 3 stage; General Information, Preparation Stage, Monitoring Stage.

3.3.1. General Informations about Institutional Strategic Plan

Survey forms are sent to total 79 institutions and it is received feedbacks from 54 institutions within the scope of research.

While (n=50) current strategic plans (YSP) available at 92,6 % of the evaluated institutions, 70,4 % (n=38) has expired strategic plans (DSESP) and 25,9 % has (n=14) strategic plans at preparation stage (HASP) (Figure 3.1).

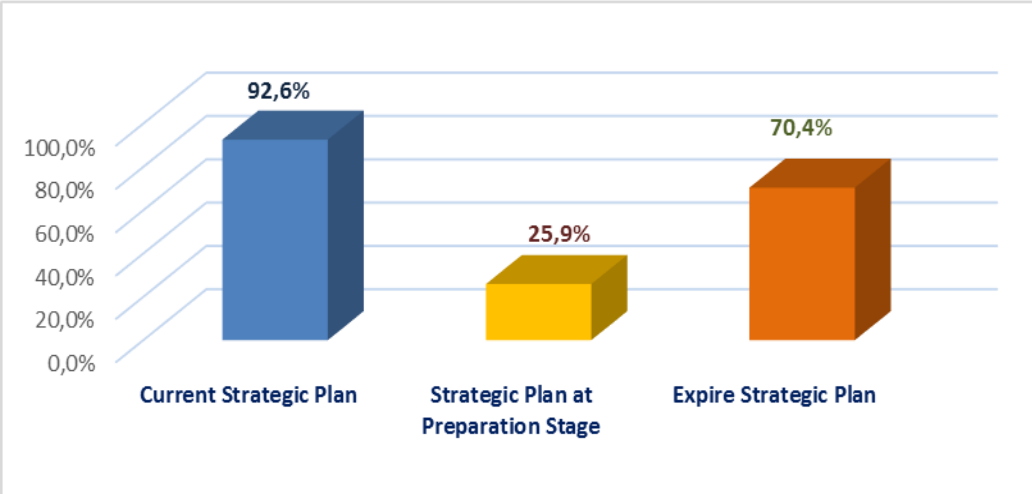

Figure 3.1. Institutions' Current Strategic Planning Situation

On the other hand, 37 institutions have both DSESP and YSP; 10 institutions have both HASP and YSP; 10 institutions have both HASP and DSESP (Table 3.1).

Therefore;

- 50 out of 54 institutions have YSP. 10 of them have HASP, 37 of them have DSESP.

- 14 out of 54 institutions have HASP. 10 of them have YSP, 10 of them have DSESP.

- 38 out of 54 institutions have DSESP. 37 of them YSP, 10 of them have HASP.

Renewal has been observed 18,5 % (n=10) of the examined 54 institutions within the scope of research. When the reason of renewal is questioned, it is understood that nine (n=9) institutions have done due to ' changing in the legislation arranging Duty, authority and responsibility' and one (n=1) institution has realized due to other reasons.

Table 3.1. Numbers of the Institutions having Current, at Preparation Stage and Expired Strategic Plans

		HASP			DSESP		
		Available(A)	Not Available(NA)	Total	A	NA	Total
YSP	A	10	40	50	37	13	50
	NA	4	0	4	1	3	4
	Total	14	40	54	38	16	54
DSESP	A	10	28	38			
	NA	4	12	16			
	Total	14	40	54			

YSP: Current Strategic Plan; DSESP: Expired Strategic Plan; HASP: Strategic Planat Preparation Stage

3.3.2. Institutional Strategic Planning Preparation Process

All of the examined institutions have said that they organized a strategic planning team. When it is looked at the numbers of the strategic planning teams, it is seen that 47,3 % (n=17) of the the institutions having DSESP have 16 persons or more, 22,2 % (n=8) have 6-10 persons, 19,4 % (n=7) have 11-15 persons and 11,1 % (n=4) have 1-5 person(s). It is observed that 42,0 % (n=21) of the institutions having YSP have 16 or more persons, 34,0 % (n=17) have 6-10 persons, 12,0 % (n=6) have 11-15 persons and also 12,0 % (n=6) have 1-5 person(s). It is seen that 38,5 % (n=5) of the institutions having HASP have 1-5 person(s), 30,7 % (n=4) have 16 or more persons, 15,4 % (n=2) have 11-15 persons and also 15,4 % (n=2) have 6-10 persons (Table 3.2).

Furthermore, it is seen that from 35 institutions having both YSP and DSESP, while 8,6 % (n=3) have 11-15 person team in DSESP they have 6-10 in YSP, 2,9 % (1) have 11-15 in DSESP they have 1-5 in YSP, 2,9 % (1) have 6-10 in DSESP they have 11-15 in YSP and finally 2,9 % (n=1) have 1-5 in DSESP they have 6-10 in YSP.

It is seen that from 35 institutions having both YSP and DSESP 45,7 % (n=16) have 16 or more persons in strategic plan preparation stage. However, it is thought that the process will be affected negatively as it has a crowded team in charge of the process.

From the institutions having DSESP 74,2 % (n=26) of them, 62,0 % (n=31) of YSP and 46,2 % (n=6) of 13 HASPs said that they have strategic planning team having training about the issue (Table 3.2).

Besides, from the 35 institutions having both DSESP and YSP 22,8 % (n=8)expressed that they did not get any training; 25,7 % (n=9) only in DSESP; 5,7 % (n=2) only in YSP; and 45,7 % (n=16) in both of them.

When it is looked at getting consultancy service, 52,8 % (n=19) of DSESPs, 56,0 % (n=28) of YSPs and 15,4 % (n=2) of HASPs have got any consultancy service (Table 3.2).

Besides, from the institutions having both YSP and DSESP (n=35), while 34,3 % (n=12) do not use the consultancy service about both of them, 20,0 % (n=7) only in DSESP, 11,4 % (n=4) only in YSP and 34,3 % (n=12) both in YSP and DSESP use consultancy service (Table 3.3).

From the institutions having DSESP, 13,9 % (n=5) strategic plan is prepared by the consultancy agency, in YSPs 12,0 % (n=6) and in HASPs 7,7 % (n=1) strategic plans are prepared by the consultancy agency (Table 3.2).

From the institutions having consultancy service in YSPs (n=28), while only 21,4 % (n=6) get their strategic plans to consultancy service prepared, 78,6 % (n=22) did not use consultancy agency in their strategic plans. From those which do not use consultancy service in YSPs(n= 22), 45,5 % (n=10) also did not get any training.

From the institutions having DSESP, 47,2 % (n=17), 64,0 % (n=32) of YSPs and 60,0 % (n=6) of HASPs prepared their strategic plans within or sooner than 12 months (Table 3.2). Preparation process have to be realized within the specified period articulated in the law and regulations. For this reason, it is seen that institutions take care about the time at first in their studies.

When we look at used methods in the situation analysis which is the first stage of the strategic plan, from the institutions having DSESP 94,4 % (n=34) SWOT, 33,3 %

(n=12) observation, 50,0 % (n=18) interview, 80,6 % (n=29) survey and also 80,6 % (n=29) meeting, 33,3 % (n=12) focus group discussion and 3,7 % (n=2) one of the other methods. While all of the YSP (n=50) having institutions use SWOT method, 36,0 % (n=18) observation, 58,0 % (n=29) interview, 86,0 % (n=43) survey, 82,0 % (n=41) meeting, 56,0 % (n=28) focus group discussion and 10,0 % (n=5) one of the other methods. Those which have HASPs, 83,3 % (n=10) SWOT, 25,0 % (n=3) observation, 33,4 % (n=4) interview, 83,3 % (n=10) meeting, 33,4 % (n=3) focus group discussion as their methods (Table 3.2).

It is observed that frequently used methods preparing both YSP and DSESP are SWOT, survey, interview, meeting and focus group discussion.

Table 3.2. According to Institutions whose Strategic Plan is at Current, Preparation Stage and Expired; Number of Team, The Situation whether its Receiving Training and Consultancy Service, Preparation Time and Distribution of Method used in Situation Analysis

	DSESP (n=36)		**YSP (n=50)**		**HASP (n=13)**	
	Number	**%**	**Number**	**%**	**Number**	**%**
NumberofTeam						
1-5 person(s)	4	11,1	6	12,0	5	38,5
6-10 persons	8	22,2	17	34,0	2	15,4
11-15 persons	7	19,4	6	12,0	2	15,4
≥16 persons	17	47,3	21	42,0	4	30,7
Situation of Team whether They Receive any Training about Issue						
Received	26	74,2	31	62,0	6	46,2
Not Received	10	27,8	19	38,0	7	53,8
Whether They Receive any Consultancy Service						
Received	19	52,8	28	56,0	2	15,4
Not Received	17	47,2	22	44,0	11	84,6
Situation of Preparation of Strategic Plan by Consultancy Agency						
Prepared	5	13,9	6	12,0	1	7,7
Not Prepared	31	86,1	44	88,0	12	92,3
Strategic Plan Preparation Time						
≤12 months	17	47,2	32	64,0	6	60,0
>12 months	19	52,8	18	36,0	4	40,0
Used Methods in Situation Analysis which is the First Stage of Strategic Plan						
SWOT	34	94,4	50	100	10	83,3
Observation	12	33,3	18	36,0	3	25,0
Interview	18	50,0	29	58,0	4	33,3
Survey	29	80,6	43	86,0	10	83,3
Meeting	29	80,6	41	82,0	10	83,3
Focus-Group Discussion	12	33,3	28	56,0	4	33,3
Other	2	3,7	5	10,0	------	-------

%: column percentage

The development in the strategic planning preparation processes of 35 institutions having both DSESP and YSP is presented Table 3.3.

According to this, it is not detected any meaningful difference in terms of number of team, whether they receive any training, whether they receive any consultancy service_and difference in their strategic plan preparation time for the institutions having DSESP and YSP (p>0,05) (Table 3.3).

Tablo 3.3. The Institutions whose Strategic Plan is at Current and Expired; Number of Team, The Situation whether its Receiving Training and Consultancy Service, Distribution of Strategic Plan Preparation Time

		YSP		Total	p#
		Available	**NotAvailable**		
		Number (%*)	**Number (%*)**	**Number (%**)**	
DSESP	**Number of Team**				
	≤10 persons	11 (91,7)	1 (8,3)	12 (34,3)	
	>10 persons	4 (17,4)	19 (95,0)	23 (65,7)	0,375
	Toplam	15 (42,9)	20 (57,1)	35 (100)	
	Whether StrategicPlanningTeam Received Training about Issue				
	Received	16 (64,0)	9 (36,0)	25 (71,4)	
	Not Received	2 (20,0)	8 (80,0)	10 (28,6)	0,065
	Total	18 (51,4)	17 (48,6)	35 (100)	
	Whether They Received Consultancy				
	Received	12 (63,2)	7 (36,8)	19 (54,3)	
	Not Received	4 (25,0)	12 (75,0)	16 (45,7)	0,549
	Total	16 (45,7)	19 (54,3)	35 (100)	
	Whether Strategic Plan is Prepared by Consultancy Agency				
	Prepared	1 (20,0)	4 (80,0)	5 (14,3)	
	Not Prepared	0	30 (100)	30 (85,7)	0,125
	Total	1 (2,9)	34 (97,1)	35 (100)	
	Strategic Plan Preparation Time				
	≤12 months	16 (94,1)	1 (5,9)	17 (48,6)	
	>12 months	7 (38,9)	11 (61,1)	18 (51,4)	0,070
	Total	23 (65,7)	12 (34,3)	35 (100)	

*Line percentage
**Column percentage
#McNemar Test

The questions are asked to the evaluated institutions about whether stakeholder participation is realized in the preparation stage and stakeholder views are reflected adequately to strategic plan within the scope of research. The answers are 4 level likert type as absolutely don't agree, don't agree, undecided, agree; in this respect, they are scored as absolutely don't agree 1, agree 4 point.

Accordingly, in the institutions having DSESP, whether there is enough stakeholder participation, view score median value for internal stakeholder is 4 (2-4), for external stakeholder 4 (2-4) and for citizens 3 (1-4); in the institutions having YSP, for internal stakeholder 4 (2-4), for external stakeholder 4 (2-4), and for citizens 3 (1-4); and also in the institutions having HASP, for internal stakeholder 4 (3-4), for extenal stakeholder 3 (2-4) and for citizens 3 (1- 4) (Table 3.4).

When it is looked at view scores in the strategic plan preparation stage whether the stakeholder views are reflected adequately; in the institutions having DSESP for internal stakeholder median value 4 (2-4), for external stakeholder 4 (2-4) and for citizens 3 (1-4); in the institutions having YSP for internal stakeholder 4 (2-4), for external stakeholder 4 (2-4) and for citizens 3 (1-4); in the institutions having HASP for internal stakeholder 4 (1-4), for external stakeholder 4 (3-4) and for citizens 4 (3-4) (Table 3.4).

For a successful strategic planning implementation, opinions need to be presented in a participaing way and all the stakeholders including initially citizens, participators and sub-units should contribute and strategic targets are determined in this way.

Used information sources and frequency of using these sources are asked to the evaluated institutions while forming strategic plan. The answers are 4-level likert type as never, seldom, sometimes and constantly; in this respect, scores are as never 1, constantly 4 point (Table 3.4).

Accordingly, in the institutions having DSESP, while forming strategic plan from development plan, utilization frequency median score 4(2-4), from government programme 4 (1-4), from political guides 3 (1-4), from organization budget 4 (1-4) and from other sources 2 (1-2). In the institutions having YSP, it is as from development plan 4 (2-4), from government programme 4 (3-4), from political guides 3 (1-4), from organization budget 4 (1-4) and other sources 2 (1-2). In the institutions having HASP, it is as from development plan 4 (2-4), from government programme 4 (3-4), from political guides 4 (1-4), from organization budget 4 (1-4) and from other sources 1,5 (1-2) (Table 3.4).

As it is seen from rates, the institutions initially take care about development plans and government programmes while preparing strategic plans. Additionally, political guides also play important role in the strategic plans.

Table 3.4. According to Institutions having Strategic Plan at Current, Preparation Stage and Expired, whether Strategic Plan Preparation Stage has enoughStakeholder Participation and ask Their Opinions and also Used Information Sources and Distribution of Utilization Frequency of These Sources

	DSESP		YSP		HASP	
	n	**Median (min-max)**	**n**	**Median (min-max)**	**n**	**Median (min-max)**
Whether There is enough Stakeholder Participation inStrategicPreparationStage						
Internal stakeholder	35	4 (2-4)	50	4 (2-4)	10	4 (3-4)
External stakeholder	35	4 (2-4)	50	4 (2-4)	8	3 (2-4)
Citizens	22	3 (1-4)	35	3 (1-4)	7	3 (1-4)
Situation whether there is enough Stakeholder Views on Strategic Plan						
Internal stakeholder	35	4 (2-4)	49	4 (2-4)	10	4 (1-4)
External stakeholder	35	4 (2-4)	50	4 (2-4)	8	4 (3-4)
Citizens	23	3 (1-4)	35	3 (1-4)	7	4 (3-4)
Used Information Sources and Utilization Frequncy of These Sources in Strategic Plan Forming						
Development Plan	35	4 (2-4)	51	4 (2-4)	11	4 (2-4)
GovrnmntPrgramme	34	4 (1-4)	49	4 (3-4)	11	4 (3-4)
Political Guides	25	3 (1-4)	36	3 (1-4)	7	4 (1-4)
Organization budget	31	4 (1-4)	47	4 (1-4)	11	4 (1-4)
Other	6	2 (1-2)	9	2 (1-2)	2	1,5 (1-2)

The development on whether there is enough stakeholder participation and their views on strategic plan and also frequency of used information sources in the strategic plan preparation stage of the institutions having DSESP and YSP are presented on Table 3.5.

In the institutions having DSESP and YSP, it is not detected any meaningful statistical difference about whether there is enough stakeholder participation and their views on strategicplan and frequency of the used information sources (p>0,05) (Table 3.5)

Table 3.5. According to Institutions having Expired and Current Strategic Plan whether Strategic Plan Preparation Stage has enough Stakeholder Participation and ask Their Opinions and also Used Information Sources and Distribution of Utilization Frequency of These Sources

	DSESP		YSP		
	n	Median (min-max)	n	Median (min-max)	p*
Whether There is enough Stakeholder Participation inStrategicPreparationStage					
Intrnl stakeholder	35	4 (2-4)	50	4 (2-4)	0,059
Extrnl stakeholder	35	4 (2-4)	50	4 (2-4)	0,102
Citizens	22	3 (1-4)	35	3 (1-4)	0,317
Situation whether there is enough Stakeholder Views on Strategic Plan					
Internal stakeholder	35	4 (2-4)	49	4 (2-4)	0,055
External stakeholder	35	4 (2-4)	50	4 (2-4)	0,058
Citizens	23	3 (1-4)	35	3 (1-4)	0,083
Used Information Sources and Utilization Frequncy of These Sources in StrategicPlanForming					
Development Plan	35	4 (2-4)	51	4 (2-4)	0,059
GovrnmntPrgramme	34	4 (1-4)	49	4 (3-4)	0,180
Political Guides	25	3 (1-4)	36	3 (1-4)	0,317
Organization budget	31	4 (1-4)	47	4 (1-4)	0,157
Other	6	2 (1-2)	9	2 (1-2)	0,998

*Wilcoxon Signed Rank Test

3.3.3. Monitoring and Evaluation Process of the Institutional Strategic Plan

When it is looked at the used methods in the examined institutitons within the scope of research; institutions having DSESP, 14,8 % (n=4) use available software programme or developed by institution towards monitoring, 74,1 % (n=20) use office programmes, 11,1 % (n=3) use other progammes; in the institutions having YSP, 24,0 % (n=12) use available software programme or developed by institution towards monitoring, 64,0 % (n=32) use Microsoft Office programmes, 12,0 % (n=6) use one of the other programmes; in all the institutitons having HASP (n=8) it is used Microsoft Office Programmes (Table 3.6).

As it is seen on the Table, institutions generally prefer Microsoft Office programmes in the monitoring of strategic plan. However, strategic planning is not a one-time situaiton but it is a process. For this reason, it is beneficial to have monitoring and evaluation programmes towards strategy for institutions.

In the institutions having DSESP, 59,4 % (n=19) prepared evaluation report in strategic plan interim periods; for YSPs, it is 74,0 % (n=37) and for HASPs, it is 59,4 % (n=19) (Table 3.6).

Regulation regarding performance-based budgeting takes place in the Article 9 of the law no.5018. While it is expressed that public institutions have to preapare their budgets in accordance with the strategic goal and targets, mission, vision and based on performance principal within their strategic plans and The Ministry of Finance is authorized regarding the determination of performance-based budgeting.

Besides, it is adjudicated that public administrations have to prepare annual activity report according to principle and methods determined by the Ministry of Finance in the Article 41 of the mentioned Law.

When the report preparation period of the institutions is examined, in the institutions having YSP, 37,2 % (n=14) prepare reports for 12 months, 27,0 % (n=10) for 3 months, 24,3 % (n=9) for 6 months. In the instutions having DSEPS, 40,0 % (n=8) prepare 12 months, 25,0 % (n=5) 3 months, 20,0 % (n=4) 6 months. Both in DSESP and YSP, the institutions prepare 12 months reports.

In the institutions having DSESP, 50,0 % (n=15); in YSPs, 56,3 % (n=27); in HASPs, 50,0 % (n=27), it is expressed that monitoring meetings are organized periodically by top managers (Table 3.6).

Table 3.6. According to Institutions having Current, Preparation Stage and Expired Strategic Plan, Distribution of Used Methods in Monitoring of the Strategic Plan

	DSESP (n=36)		YSP (n=50)		HASP (n=13)	
	Number	**%**	**Number**	**%**	**Number**	**%**
Used Method in Strategic Plan Monitoring						
Available Software Programme or Developed by Institution Towards Monitoring	4	14,8	12	24,0	0	0
Office programmes	20	74,1	32	64,0	8	100
Other	3	11,1	6	12,0	0	0
Preparation of Evaluation Reports in Interim Periods of Strategic Plan						
Not Prepared	13	40,6	13	26,0	4	50,0
Prepared	19	59,4	37	74,0	4	50,0
Preparation Period						
3 months	5	25,0	10	27,0	2	66,7
6 months	4	20,0	9	24,3	0	0
12 months	8	40,0	14	37,2	1	33,3
Other	3	15,0	0	0	0	0
Periodically Monitoring Meetings Organized by Top Managers						
Organized	15	50,0	27	56,3	4	50,0
Not Organized	12	40,0	14	29,2	3	37,5
Partially	3	10,0	7	14,6	1	12,5
%: Column percentage						

For the institutions having DSESP and YSP, the distribution of strategic plan monitoring performances are presented on the Table 3.7.

It is not detected any statistical meanigful difference among the used methods in monitoring of institutions' strategic plan, preparation of evaluation reports in interim periods of strategic plan and periodically organized meetings by top managers for the institutions having DSESP and YSP ($p>0,05$) (Table 3.7).

From the eight (n=8) institutions explaining why it is not organized periodically monitoring meetings by top managers, 4 of them have said that as strategic planning is presented to top managers after its monitoring periodaically, they do not need any meeting additionally; the other 4 have said that as the monitoring methods and periods are not determined, they do not organize meetings.

Table 3.7. According to Institutions having Expired and Current Strategic Plan, The Distribution of Strategic Plan Monitoring Performance

		YSP		Toplam	p#
		Available	NA		
		Nmbr (%*)	Nmbr (%*)	Number (%**)	
DSESP	**Used Method in Monitoring Strategic Plan**				
	Available Software Programme or Developed by Institution Towards Monitoring	4 (100)	0	4 (15,4)	0,250
	Other	3 (13,6)	19 (86,4)	22 (84,6)	
	Total	7 (26,9)	10 (73,1)	26 (100)	
	Preparation of Evaluation Reports in Interim Periods of Strategic Plan				
	Prepared	18 (94,7)	1 (5,3)	19 (61,3)	0,219
	Not Prepared	5 (41,7)	7 (58,3)	12 (38,7)	
	Total	23 (74,2)	8 (25,8)	31 (100)	
	Periodically Monitoring Meetings Organized by Top Managers				
	Organized	18 (100)	0	18 (62,1)	0,250
	Not Organized	3 (27,3)	8 (72,7)	11 (37,9)	
	Total	21 (72,4)	8 (27,6)	29 (100)	

*Line percentage; **Column percentage
#McNemar Test; ^Partially organized included in organized..

When we put in the most frequently problems encountered in the Preparation Stage an order as: getting no support from top management, duty changes in the team, lack of adequate guidance, lack of team work spirit, reluctance of personnel, lack of institutional capacity and training (Table 3.8).

Tablo 3.8. According to Institutions having Current, Preparation Stage and Expired Strategic Plan, Importance Level of The Most Frequently Encountered Problems during Strategic Planning Studies

	YSP		**HASP**		**DSESP**	
	n	**Median (min-max)**	**n**	**Median (min-max)**	**n**	**Medyan (min-max)**
The Most Frequently Encountered Problems during Strategic Plan Studies						
Lack of support by top management	34	2,5 (1-5)	9	1 (1-4)	22	3 (1-5)
Duty changes in team	40	4 (1-5)	9	3 (1-4)	28	3,5 (1-5)
Lack of adequate guidance	34	2 (1-5)	9	3 (1-5)	23	3 (1-5)
Lack of Institutional Capacity	33	2 (1-5)	8	3 (1-5)	22	2 (1-5)
Lack of Training	41	3 (1-5)	9	3 (1-5)	28	3 (1-5)
Reluctance of Personnel	35	3 (1-5)	8	2 (1-5)	24	2,5 (1-5)
Lack of team work spirit	35	2 (1-5)	9	1 (1-4)	24	2 (1-5)
Inadequate allocation of time due to other works	43	3 (1-5)	9	3 (1-4)	31	3 (1-5)
Lack of adequate stakeholder participation	34	2 (1-5)	8	2,5 (1-4)	23	2 (1-5)
Bureaucratic procedures taking long time	36	2 (1-5)	8	2,5 (1-4)	25	2 (1-5)
Inadequate understanding of SP approach	41	4 (1-5)	9	3 (2-5)	28	4 (1-5)
Attaching inadequate importance to SP by institution personnel	37	4 (1-5)	9	3 (2-5)	26	4 (2-5)
Inadequate implementation of previous SP by institution	32	2,5 (1-5)	5	3 (1-5)	20	3 (1-5)
Resistance to change	35	3 (1-5)	7	3 (1-5)	25	4 (1-5)
Other	0	-----	1	5 (5-5)	0	---

In order to increase strategic plan implementation efficiency, the first five proposals are as below (Table 3.9).

1. Adoption of strategic plan studies by institution personnel and it should be solved lack of infrastructure and training so as to expand awareness.
2. Strengthening the cooperation and coordination between the top manager and personnel and adoption by top management in order to implement strategic plan efficiently.
3. It should be taken care of the bond between strategic plan and budgeting in a decent way.
4. The Ministry of Development should contribute and participate actively to the each stage of the process(Participation and contribution directly to the trainings, seminars, workshops and meetings towards the strategic planning preparation stage studies in public administrations),
5. Making monitoring and evaluation studies in certain periods by top management(meeting, report etc.) and following of the plan in order to detect deviations.

Table 3.9. Proposals so as to Increase Strategic Plan Implementation Efficiency

	Number	**%**
Proposals so as to Increase Strategic Plan Implementation Efficiency		
Adoption of strategic plan studies by institution personnel and it should be solved lack of infrastructure and training so as to expand awareness.	13	44,8
Strengthening the cooperation and coordination between the top manager and personnel and adoption by top management in order to implement strategic plan efficiently.	6	20,7
It should be taken care of the bond between strategic plan and budgeting in a decent way	5	17,2
The Ministry of Development should contribute and participate actively to the each stage of the process(Participation and contribution directly to the trainings, seminars, workshops and meetings towards the strategic planning preparation stage studies in public administrations)	2	6,9
Making monitoring and evaluation studies in certain periods by top management(meeting, report etc.) and following of the plan in order to detect deviations.	2	6,9
Lack of communication and coordination between the Ministry of Development and Ministry of Finance, ensure to shape of the implementation	1	3,5

Table 3.9. Proposals so as to Increase Strategic Plan Implementation Efficiency (Continued)

Proposals for the Strategic Planning Guide’s Sides need to be Developed		
StrategicPlanning process should be explained in plain language and in a detailed way, it should be given examples within the scope of guide	13	34,1
The number of the guides should be increased taking care of the institutions’ characteristics	8	21,1
It should be given the relation between the budget and performance programme in the strategic plan in a detailed way and should be exemplified	7	18,4
Development of monitoring and evaluation in the guide	6	15,8
Development of a common standard by Ministry of Finance and Ministry of Development and more participation of Ministry of Development to the process	2	5,3
Preparation of strategic plans in the same period based on the development plans’ implementation year and period	2	5,3
Proposals Regarding Regulation of Method and Principles		
A number of standards should be developed related with suitable and adequate goal, targets and performance indicators taking the institutions’ structures into consideration	7	36,8
Regulation should be explained in a detailed way and with examples together with the notice to be published.	5	26,3
The terms should be arranged regarding monitoring and evaluation in the legislation	3	15,8
Preparation of strategic plans in the same period based on the development plans’ implementation year and period	2	10,5
Review of strategic plan and budget construct	2	10,5

CHAPTER IV

DISCUSSION, RESULTS AND FUTURE WORK

4.1. Discussion

According to research, when we look at the numbers of the strategic planning team, it is seen that in the institutions having DSESP, 47,3 % (n=17) is 16 or more persons and in the institutions having YSP, 42,0 % (n=21) is 16 or more persons.

Furthermore, In the 35 institutions having both DSESP and YSP, it is expressed that 45,7 % (n=16) have 16 or more persons in strategic plan preparation team.

Together with an active organization, defined roles and duties, control, implementation, an active teamwork also plays important role in the success of the plan. The number of team has also important in an active work. An increase in the number makes the coordination, understanding each other, help and knowing what and when to do difficult. For this reason, a 6-10 persons team instead of a crowded team makes the process efficient and productive.

In the strategic planning guide, the number of the strategic planning team should not be too many to decide in unison and not few to allow the represantations of the different idea and units. Although the number of team can be differ from the institutions, it is generally between 8 and 16 persons.

It should be remembered that participation is not limited with the team participation. All the personnel participate into strategic planning together with the strategic planning team.

When it is examined about training of personnel in institutions' strategic plan preparation process, in the institutions having DSESP, 27,8 % (n=10) of them did not get any training.

Besides, from the 35 institutions having both DSESP and YSP 22,8 % (n=8) expressed that they did not get any training; 25,7 % (n=9) only in DSESP; 5,7 % (n=2) only in YSP; and 45,7 % (n=16) in both of them.

As it is seen from the rates, from the institutions getting training in DSESP plan period only one of them continue to get training in second strategic plan (YSP) preparation. Also, from the institutions having both DSESP and YSP, 22,8 % of them expressed that they did not get any training and this is a thought-provoking situation when we think about the institutions' understanding of training. As the globalization and knowledge-based society is under a dynamic and constant change, it requires more training in this process.

Right now, changing and development have become inevitable via constant learning and information. In order to catch this trend and determine strategies towards future, it requires education at first.

According to research results, from the institutions prepared their first strategic documents (DSESP), 47,2 % did not get consultancy service.

Besides, from the institutions having both DSESP and YSP related with consultancy service, while 20,0 % (n=7) get it in DSESP, 11,4 % (n=4) only in YSP and 34,3 % (n=12) took this service both in DSESP and YSP; 34,3 % (n=12) of the institutions having both DSESP and YSP did not take this service.

From the institutions having YSP(n=28), only 21,4 % (n=6) used consultancy agency in their strategic plans, 78,6 % did not use any agency. From the institutions not using consultancy service in YSPs(n=22), 45,5 % (n=10) also did not get any training. This is a challenging situation.

Getting both consultancy and training in strategic planning preparation will provide taking stronger steps for the future of the institution. As is seen from the rates, institutions are generally inclined to prepare their strategic plans with the available human resources and without getting any support from outside.

Certainly, obtained experiences will be beneficial. However, research of wide circle and a proactive approach can be possible with the determination of the long term goal and detection of right strategies towards future.

When it is examined the used methods in situation analysis of strategic plan, in DSESP 94,4 % (n=34) of the institutions used SWOT, 33,3 % (n=12) observation, 50,0 % (n=18) interview, 80,6 % (n=29) survey, and also 80,6 % (n=29) meeting, 33,3 % (n=12) focus group discussion, 3,7 % (n=2) one of the other methods. While all of the institutions having YSP(n=50) used SWOT, 36,0 % (n=18) observation, 58,0 % (n=29) interview, 86,0 % (n=43) survey, 82,0 % (n=41) meeting, 56,0 % (n=28) focus group discussion and 10,0 % (n=5) one of the other methods.

It is seen that organizations, having both DSESP and YSP, generally use SWOT, survey, meeting, interview and focus group discussion in preparation stage and environmental analysis.

In the public sector, uncontrolled and unpredicted, constantly changing external environment factors prevent public organizations in the explicit determination of the goal within the strategic planning process and this ambiguity in atmosphere affects the implementation of the strategic plan negatively (Stewart, 1975: 142-143)

One of the aims of the strategic plan is to ensure continutation by controlling the change. An important step to control this change is the external environment analysis. It should be made an analysis of the way, effect, reason and time of this wind of change with correct methods.

For this reason, there are strategic and alternative analyses used by the institutions except SWOT analysis. These strategic analyses are: Portfolio Analysis, Boston Consulting Group Portfolio Analysis, PIMS Analysis, 7/S Analysis, Value Chain Method, Thompson&Strickland Cluster Analysis, Hofer Analysis provide more efficient and effective environment analysis. Together with the globalization and knowledge-based society and increase in the datas and environmental relations also increased the importance of the environment analyses.

According to research results, in the institutions having DSESP and YSP, it is not observed any meaningful statistical difference among the number of teams, whether they take any training and consulting service and the change in strategic plan preparation time ($p>0,05$). But, the facilities should be increased related with benefiting from both in the field of education and outside of the institution.

Strategic planning is not one-time activity; it is a repeated process. It needs proactive approach to advance in the right way towards future. Analyzing the environment and current situation of the institution is the only possible way to develop strategies for attaining the future targets.

The other important term in the strategic planning process is the stakeholder analysis.

Stakeholders are the ones concerning with the institution's product and services and the persons, groups or the institutions that directly or indirectly, positively or negatively affected ones from the activities of the institution within the environmental factors(Azaklı, 2006).

Accordingly, external stakeholders of the institutions are generally affected or affecting ones from the services of the institution such as other public institutions, non-governmental organizations, private sector groups, bussiness people, policy-makers, unions and citizens; internal stakeholders are the ones affecting the realization of the institution services such as at first personnel, members of assembly, members of the governing body and so on.

According to the results, when asked whether stakeholders' views are reflected on the strategic plan, the scores are as: in the instutions having DSESP, the median value for internal stakeholders is 4 (2-4), for external stakeholder 4 (2-4), for citizens 3(1-4); in the institutions having YSP, for internal stakeholder 4 (2-4), for external stakeholder 4 (2-4) and for citizens 3 (1-4); in the institutions having HASP, for internal stakeholder 4 (1-4), for external stakeholder 4 (3-4) and for citizens 4 (3-4).

According to research results, institutions make their stakeholder analysis in accordance with the strategic planning guide. Making stakeholder analysis as procodure is not sufficient to ensure participation in strategic planning. The important thing in here is to reflect the stakeholder views while determining the vision, tarrgets and the goal of the institution. Although duties and restructring of the public institutions and organizations are determined within the scope of the law and regulations, systematic evaluation of the stakeholder views constitute a basis in order to realize the institution's service efficiently and productively and in terms of bringing light to decision-makers. It should be remembered that stakeholder participation has an important role in efficient and active policy-making by realizing the services of the demanded people.

When it is asked to institutions which information sources they used in strategic plan forming; first of all, development plans and government programmes together with political guides play an important role. It is not observed any meaningful statistical difference about whether adequate stakeholder participation and their views' reflection have realized and the frequency of the used information sources ($p>0,05$).

In order to follow the direction of the change and institutionalisation in the world, development programmes and government programmes together with international plan and programmes should be taken into consideration.

When it is looked at the methods in the strategic plan within the scope of research; 74,1 % (n=20) of DSESP and 64,0 % (n=32) of YSP have used Office programmes. The rate of a software programme developed by the institution or available ones towards monitoring, is 14,8 % of DSESPs and 24 % of YSPs. As it is seen in the results, institutions use generally Microsoft Office programmes towards monitoring. Strategic Planning is a compulsory application for institutions in accordance with Public Financial Management and Control Law no. 5018. It needs a continutation. Development of local software programmes should be supported instead of Microsoft Office programmes. Using this programmes to be developed can contribute the development of the sector and therefore added value in our country.

When it is asked to institutions about whether they prepared any evaluation report in interim periods while monitoring the strategic plan; 59,4 % (n=19) of DSESP, 74,0 % (n=37) of YSPs and 50,0 % (n=4) of HASPs said that they prepared these reports.

Determination of targets and realization of optimization activities in strategic plan can be possible with monitoring and evaluation in regular periods. It is an important stage for the success of the strategic plan. Monitoring and evaluation in regular periods is the only possible way of attaining success in strategic plan. Monitoring report prepared during Monitoring and Evaluation process should be reflected in an objective way with the determined targets and should be presented to management.

According to the law, activities regarding monitoring and evaluation of the strategic plan is conducted in coordination with the Department of Strategy Development. Monitoring and evaluation activities are reported in 3 months according to performance indicators and it will be done by Strategic Plan Monitoring and Evaluation Team in coordination with the Department of Strategy Development.

Monitoring and evaluation activities will be realized awaring of performance indicators explained in Strategic Plan. Results of the monitoring and evaluation report should express how it matches up with the determined targets and goal and should be presented to top management. However, it is observed that units in charge of these actions pronounces with a formal letter including statistical performance indicators instead of organizing evaluation meetings together with the concerning units. In law, as it is presented to the top management periodically, it does not need any other meeting. However, although monitoring of the strategic planning has done together with performance indicators, factor affecting performance in public require an efficient and active direction. For this reason, regular reporting of the performance indicators together with regular meetings of the monitoring and evaluation units are important in the accomplishment of a strategic plan.

The results show that institutions preparing strategic plan either for the first time or the second time have experienced same problems. First ten of these problems are: lack of support by top management, duty changes in the team, lack of adequate guidance, lack of institutional capacity and training, reluctance of personnel, lack of teamwork spirit, inadequate allocation of time due to other works, inadequate stakeholder participation, bureaucratic procedures taking long time.

According to Şahin’s results (2014), not using of strategic plan efficiently by public institutions within the context of realization of predicted visions and achieving the targets and goal is a clear indicator. Strategic plans not result-oriented and unmeasurable can not go beyond a document only introducing public institution and prepared compulsively within the regulations instead of being an efficient administration tool.

4.2. Results

All the existing things in the world continue in a system. The term system denotes ' unification, composition, coming together' coming from systema in Latin language and it is also derived from sustema word having the same meaning. System is the collection of components that are organized for a common purpose and interconnected with each other. It can be counted as the system of law, system of education, system of health, system of economy and so on. As it is seen, system is an element that exists in each stage of our life and a way to realize our goal. Sometimes, we continue our way without knowing the system and sometimes we exert an effort in the realization of our goal by leading the system. Systems under our control help realization of goal, form the rules and method and principles except the natural systems. It is a method in the realization of a goal in strategic planing and organizations. In strategic planning, it is provided with the determination of the position desired by the institution and goal and also achieving the strategies.

Initially applied in the military field it is then implemented in institutions together with the private sector and globalization. It has become compulsory in our country and it is prepared regulation and guide regarding how strategic planning is made.

Strategic planning is a long term approach. It constitutes a ground for accountability on how and in what extent it is monitored, evaluated and controlled (Demirhan, 2010:66)

In the guide, the process related with the strategic planning preparation in the institutions is explained. Taking aware of the explained terms, the institutions prepare their strategic plans.

The institutions within the scope of research mostly prepared second strategic plans in research period. Together with this study, it is tried to show differences in the preparation process of first strategic documents (DSESP) and second strategic documents(YSP) of the institutions.

In this context, the terms needed to be focus in strategic planning process in public institutions in Turkey will be beneficial in line with the titles as below:

I. Training

It is not observed any meaningful statistical difference about the number of teams, whether they get any training and consultancy service, and whether strategic plan is prepared by the consultancy agency in the institutions having DSESP and YSP (p>0,05)

The world is under a rapid change and transformation. In this process, while public institutions and agencies determine their targets and goal, they need powerful human resources in used methods and researches. Presence of an atmosphere that use traditional methods is worrisome for future. For this reason, training is inevitable fact in both preparation of strategic planning and for right service, right decision and efficient working environment. It should be developed encouraging applications for extensification of training in Public Administration.

II. Participation

It is not observed any meaningful statistical difference about whether adequate stakeholder participation and their views are realized and the frequency of information sources in strategic planning preparation process of the institutions having DSESP and YSP.

At the same time, it is asked to the institutions about whether adequate stakeholder participation and their views are realized in the strategic planning preparation process within the scope of research.

In an atmosphere governance has gained importance as well as stakeholder analysis.

However, in strategic planning approach, sharing of institutional strategy with personnel and interactings is one of the significant purpose of the method. Explained strategies decrease the flexibility of the decision-makers as well as providing the composition and consistency and also coordination of all personnel towards certain purposes. Realization of the strategy is possible with the participation of all personnel. In this respect, sytems related with implementation and control of the strategy can only be set up on these shared strategies (Erkan, 2008:21).

Strategic planning is highy important in the success of the strategic management. While the implementation of the strategy is under the leadership of the manager, all the personnel have to participate into the implementation (Çelik, 1994: 32).

Participation, transparency and activity, fundamental features of the strategic planning, are expected to serve for sustainability of the development by composing socially different groups under the same goal, providing social integration, contributing the relation between administration and civil society and an accountable administration and also increasing the adoption (Timurçin, 2010:2).

Institutions are tended to meet minimum conditions determined in the guide both in DSESP and YSP preparation and they meet the available minimum conditions as it is needed. However, strategic planning should take the institution one step forward ideationally. It is important to determine and implement the institution's vision and targets in the light of global developments with the participation of all personnel, stakeholders and other concerning parties. It requires setting the course of the ship properly and lead the helm in this course.

III. Monitoring and Evaluation Programme

When it is looked at the methods used by examined institutions in strategic planning monitoring within the scope of research; it is observed that in those having DSESP, 14,8 % (n=4) use an available software programme or developed by the institution towards monitoring, 74,1 % (n=20) use Microsoft Office programmes, 11,1 % (n=3) use one of the other methods; in YSPs, 24,0 % (n=12) use an available software programme or developed by the institution towards monitoring, 64,0 % (n=32) use Microsoft Office programmes, 12,0 % (n=6) use one of the other methods; in HASPs, all of them (n=8) use Microsoft Office programmes.

Institutions generally prefer Office programmes in monitoring of the strategic plan. However, strategic planning is not a one-time activity but it is a constant process. For this reason, it will be beneficial to have a monitoring and evaluation programme towards strategy for institutions.

IV. Control and Monitoring

The need for valid and timely information in strategic planning brings organizational learning to the forefront (Yiyit, 2014:179). Institutional information is a source that gets the upper hand in sustainable competition. Sustaining and having an advantage in competition for the institution depends on a sui generis strategy that can not be implemented or copied by rivals (Barca, 2002, s.65).

From the institutions having DSESP, %59,4 (n=19) are said that they prepared evaluation reports in strategic plan interim periods; in YSPs, it is 74,0 % (n=37); and in HASPs, it is 50,0 % (n=4).

When the report preparation period of institutions examined, 37,2 % (n=14) of YSPs prepare reports for 12 months, 27,0 % (n=10) for 3 months and 24,3 % (n=9) for 6 months. In DSESPs, 40,0 % (n=8) for 12 months, 25,0 % (n=5) for 3 months, 20,0 % (n=4) for 6 months. The institutions mostly prepare 12 months reports both in DSESP and YSP

From the institutions in DSESPs, 50,0 % (n=15); in YSPs, 56,3 % (n=27); and in HASPs, 50,0 % (n=4) have expressed that it is organized periodically monitoring meetings by top managers.

An efficient monitoring and evaluation is possible with obtaining of the suitable datas and statistics. Having a suitable, proper and consistent datas is a sine qua non preliminary condition for measuring and evaluating the strategic plan. In order to monitor all targets, in which informations are needed, how they will be provided, if the available datas are not gathered how and how often they will be provided and which terms will be used within this scope should be answered and examined (DPT, 2006:46).

Reports and meetings organized during the implementation of strategic planning are generally originated from the legislation. Increasing the meetings and monitoring reports is associated with the operation of institution’s inner dynamics and gaining of it to the system. For this reason, while making institutional strategic planning, avant-garde projects encouraging teamwork should take place instead of routine Works.

V. Leadership

According to research results, in the preparation phase of strategic planning, the main problems were identified as lack of support by top, duty change in team, lack of adequate guidance, lack of institutional capacity, lack of training, and relactance of personnel.

Furthermore, the institutions stated that "strengthening of the cooperation and coordination between top management and personnel and adoption by top management " among the top five proposals in increasing the effectiveness of strategic plan implementation.

The effective and efficient orientation of employees in setting an effective corporate goal and successfully accomplishing it is crucial in eliminating the problems that arise as a result of research.

It is the sum total of knowledge and ability of the leadership to be able to direct employees to achieve a specific purpose (Eren, 1993:357).

Choosing and implementing dynamic strategies within the changing environmental conditions may be hard to apply with traditional leadership style. Experiences coming traditional management style can pose an obstacle for new and different strategies successfully. For this reason, it is based on a leadership inclined to change (Dinçer, 2004:44).

A manager is someone who has made and carried out work using resources and people to achieve certain goals. Managers perform their tasks within a specific group. The group or organizations consistently maintain certain tasks for common purposes. However, The leader is the one who benefits the situation he is in, achieves radical changes, takes responsibility for managing the environment, makes decisions using his / her intuitive power and knowledge, and directs people with his / her practices (Canbolat, 2016:2-5).

Leader role of the strategic manager gains importance in appying strategy. Top manager should behave as an expert, visionary leader while choosing strategy and should be a strapping while applying (Kiraz, 2007:12).

VI. Development of Analysis Techniques

When it is examined the used methods in situation analysis of strategic plan, in DSESP 94,4 % (n=34) of the institutions used SWOT, 33,3 % (n=12) observation, 50,0 % (n=18) interview, 80,6 % (n=29) survey, and also 80,6 % (n=29) meeting, 33,3 %(n=12) focus group discussion, 3,7 % (n=2) one of the other methods. While all of the institutions having YSP(n=50) used SWOT, 36,0 % (n=18) observation, 58,0 % (n=29) interview, 86,0 % (n=43) survey, 82,0 % (n=41) meeting, 56,0 % (n=28) focus group discussion and 10,0 % (n=5) one of the other methods.

It is seen that organizations, having both DSESP and YSP, generally use SWOT, survey, meeting, interview and focus group discussion in preparation stage and environmental analysis.

An important step to control change in strategic planning is the environment analysis. At this stage, SWOT analysis is used as the basic analysis method. Although this method is beneficial in terms of providing participation and revealing of the different idea and opinions, it is not sufficient for over-generalizations, lack of support with the datas, ambiguity in internal-external distinction.

For this reason, there are strategic and alternative analyses used by the institutions except SWOT analysis. These strategic analyses are: Portfolio Analysis, Boston Consulting Group Portfolio Analysis, PIMS Analysis, 7/S Analysis, Value Chain Method, Thompson&Strickland Cluster Analysis, Hofer Analysis provide more efficient and effective environment analysis. Additionally, implementation of strategic issues approach will also strengthen the implementation of environment analysis. Together with the globalization and knowledge-based society and increase in the datas and environmental relations also increased the importance of the environment analyses.

One of the important problems of the strategic planning is the adoption. Plan needed to adopt by both top management level and organizational level for the success of the strategic planning.

Adoption problem has been experienced in strategic planning process in the applications of our country. Like in the other public administration reforms, strategic planning process can also be realized with the adoption of three level as political level, administrators level in charge process coordination and institutional level(Songür,2015:66).

As expressed in Mirze ve Ülgen (2004:57), strategic management starts with strategic conscience. The individuals or institutions that have strategic conscience can get a favourable result in the implementation of strategic plans.

4.3. Future Works

Institutions that foresee change in ever-changing conditions and even change direction will be able to sustain their assets effectively. For this reason, it is extremely important that strategic plans achieve their goals. Because of this, it is necessary for institutions to constantly monitor their current situation and to continuously develop their systems.

With continuous improvement activities, solutions will be reached in the living problems and the institutions will adapt to the ever changing conditions more easily. The comparison of DSESP and YSPs by institutions will make an important contribution to the continuous improvement of the system. The comparison of the third strategic plan with the second strategic plan will play an important role in the improvement activities during the preparation of the strategic plans.

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APPENDIX

KURUMSAL STRATEJİK PLAN ANKET FORMU[1]

BÖLÜM I: KURUMSAL STRATEJİK PLAN GENEL BİLGİLER

1. 5018 sayılı Kamu Mali Yönetimi ve Kontrol Kanunu uyarınca tüm kuruluşlar stratejik plan, performans programı ve performansa dayalı bütçe hazırlamaktadır. Bu çerçevede, kuruluşunuzun bu güne değin hazırlamış olduğu stratejik planları aşağıdaki tabloda belirtiniz.

Kurumsal Stratejik Plan Durumu*	**Dönemi(…….-……)Yıl**
Yürürlükteki Stratejik Plan	
Hazırlık Aşamasındaki Stratejik Plan	
Dönemi Sona Ermiş Stratejik Plan	

.* Anket formunda Stratejik Planlarla ilgili değerlendirmeler hazırlık ve yürürlükte olduğu dönemler dikkate alınarak yapılmalıdır.

2. Yenileme, yürürlükte olan Stratejik Planın dönemi sonlanmadan, 5 yıllık bir dönem için yeniden hazırlanmasıdır. Bugüne değin hazırlamış olduğunuz stratejik planlarda yenileme yapıldı mı?

   a) Evet , (………..…**dönemi)** b) Hayır (cevabınız hayır ise 4. Soruya geçiniz)

3. Yenileme yapılma sebebi aşağıdakilerden hangisidir?
   a) Görev, yetki ve sorumluluklarını düzenleyen mevzuatta değişiklik olması
   b) Hükümetin değişmesi,
   c) Bakanın değişmesi,
   ç) Mahalli idarelerde üst yöneticinin değişmesi,
   d) Doğal afet, tehlikeli salgın hastalıklar veya ağır ekonomik bunalımların vuku bulması,
   e) Diğer……………………………………………………………………………….

1. Survey questions were utilized in the book "Kamu Yönetiminde Stratejik Planlama-İl Özel İdareleri Deneyimi" by Neşe Songür, 2011.

BÖLÜM II: KURUMSAL STRATEJİK PLANLAMA HAZIRLIK SÜRECİ

4. Kurumsal Stratejik Planınızın hangi biriminizin koordinasyonunda hazırlandığını tabloda belirtiniz.

Kurumsal Stratejik Plan Durumu	Birimin Adı
Yürürlükteki Stratejik Plan	
Hazırlık Aşamasındaki Stratejik Plan	
Dönemi Sona Ermiş Stratejik Plan	

5. Kurumunuzda Stratejik Planlama ekibi kuruldu mu?

Kurumsal Stratejik Plan Durumu	Evet	Hayır
Yürürlükteki Stratejik Plan		
Hazırlık Aşamasındaki Stratejik Plan		
Dönemi Sona Ermiş Stratejik Plan		

6. Stratejik Planlama ekibi kaç kişiden oluşmuştur?

Kurumsal Stratejik Plan Durumu	1-5 kişi	6-10 kişi	11-15 kişi	16 kişi ve üzeri
Yürürlükteki Stratejik Plan				
Hazırlık Aşamasındaki Stratejik Plan				
Dönemi Sona Ermiş Plan				

7. Stratejik Planlama ekip başkanının görev ve unvanını belirtiniz.

Kurumsal Stratejik Plan Durumu	Ekip Başkanı Görev ve Unvanı
Yürürlükteki Stratejik Plan	
Hazırlık Aşamasındaki Stratejik Plan	
Dönemi Sona Ermiş Stratejik Plan	

8. Stratejik Plan hazırlayanlar konuya ilişkin eğitim aldı mı?

Kurumsal Stratejik Plan Durumu	Evet	Hayır
Yürürlükteki Stratejik Plan		
Hazırlık Aşamasındaki Stratejik Plan		
Dönemi Sona Ermiş Stratejik Plan		

9. Alınan eğitim ile ilgili bilgileri tabloda lütfen belirtiniz.

Eğitimin Adı	Eğitimi Veren Kurum	Eğitimin süresi	Kişi sayısı (Ortalama)	Yılı

10. Stratejik Planlama çalışmaları sırasında danışmanlık hizmeti aldınız mı?

Kurumsal Stratejik Plan Durumu	Evet	Hayır
Yürürlükteki Stratejik Plan		
Hazırlık Aşamasındaki Stratejik Plan		
Dönemi Sona Ermiş Plan		

11. Danışmanlık hizmetini hangi kurumdan ve hangi konuda aldınız?

Kurumsal Stratejik Plan Durumu	Kurum Adı	Danışmanlık Süresi(ay/yıl)
Yürürlükteki Stratejik Plan		
Hazırlık Aşamasındaki Stratejik Plan		
Dönemi Sona Ermiş Stratejik Plan		

12. Stratejik planınızı danışman kuruluş mu hazırladı?

Kurumsal Stratejik Plan Durumu	Evet	Hayır
Yürürlükteki Stratejik Plan		
Hazırlık Aşamasındaki Stratejik Plan		
Dönemi Sona Ermiş Stratejik Plan		

13. Stratejik planınızı ne kadar sürede hazırladınız?

Kurumsal Stratejik Plan Durumu	0-3 ay	3-6 ay	6-12 ay	1 yıldan fazla
Yürürlükteki Stratejik Plan				
Hazırlık Aşamasındaki Stratejik Plan				
Dönemi Sona Ermiş Stratejik Plan				

14. Stratejik planın ilk aşaması olan durum analizi kapsamında hangi yöntemleri kullandınız?(Birden fazla seçenek işaretleyebilirsiniz)

Kurumsal Stratejik Plan Durumu	GZFT Analizi	Gözlem	Görüşme	Anket	Toplantı	Odak Grup Toplantısı	Diğer (belirtiniz)
Yürürlükteki Stratejik Plan							
Hazırlık Aşamasındaki Stratejik Plan							
Dönemi Sona Ermiş Stratejik Plan							

15. Stratejik Plan hazırlık sürecinde paydaş katılımı yeteri kadar sağlanmış mıdır?

Kurumsal Stratejik Plan Durumu	İç Paydaşlar				Dış Paydaşlar				Vatandaşlar			
	1	2	3	4	1	2	3	4	1	2	3	4
Yürürlükteki Stratejik Plan												
Hazırlık Aşamasındaki Stratejik Plan												
Dönemi Sona Ermiş Stratejik Plan												

Not: 1= Hiç Katılmıyorum 2= Katılmıyorum 3= Kararsızım 4= Katılıyorum

16. Stratejik Plana paydaşların görüşleri yeteri kadar yansıtılmış mıdır?

Kurumsal Stratejik Plan Durumu	**İç Paydaşlar**				**Dış Paydaşlar**				**Vatandaşlar**			
	1	**2**	**3**	**4**	**1**	**2**	**3**	**4**	**1**	**2**	**3**	**4**
Yürürlükteki Stratejik Plan												
Hazırlık Aşamasındaki Stratejik Plan												
Dönemi Sona Ermiş Stratejik Plan												

Not: 1= Hiç Katılmıyorum 2= Katılmıyorum 3= Kararsızım 4= Katılıyorum

17. Stratejik planınızı oluşturulurken başvurduğunuz bilgi kaynakları ve bu kaynakları kullanma sıklığınız nedir?

Kurumsal Stratejik Plan Durumu	**Kalkınma Plan**				**Hükümet Programı**				**Siyasi Talimatlar**				**Kuruluş Bütçesi**				**Diğer (belirtiniz)**
	1	**2**	**3**	**4**	**1**	**2**	**3**	**4**	**1**	**2**	**3**	**4**	**1**	**2**	**3**	**4**	
Yürürlükteki Stratejik Plan																	
Hazırlık Aşamasındaki Stratejik Plan																	
Dönemi Sona Ermiş Stratejik Plan																	

Not: 1= Hiç 2= Nadiren 3= Ara Sıra 4= Sürekli

BÖLÜM III: KURUMSAL STRATEJİK PLANIN İZLEME VE DEĞERLENDİRME SÜRECİ

18. Stratejik Planınızı izlerken aşağıdaki yöntemlerden hangisini kullanıyorsunuz/kullandınız?

Yöntemler	**Yürürlükteki Stratejik Plan**	**Hazırlık Aşamasındaki Stratejik Plan**	**Dönemi Sona Ermiş Stratejik Plan**
İzlemeye yönelik mevcut bir yazılım programı kullanıyoruz/kullandık. (Yazılım sisteminin adını belirtiniz.)			
İzlemeye yönelik kendimiz bir yazılım geliştirdik.			
İzlemeye yönelik olarak office programlarını kullanıyoruz.			
Diğer(Belirtiniz)			

19. Stratejik Planın ara dönemlerinde değerlendirme raporları hazırlanıyor mu/hazırladınız mı?

Kurumsal Stratejik Plan Durumu	**Evet**	**Hayır**
Yürürlükteki Stratejik Plan		
Hazırlık Aşamasındaki Stratejik Plan		
Dönemi Sona Ermiş Stratejik Plan		

20. 19. ci soruya yanıtınız "Evet" ise hangi periyodlarda hazırlanıyor/hazırlandı?

Kurumsal Stratejik Plan Durumu	3 aylık	6 aylık	Yıllık	Diğer (belirtiniz)
Yürürlükteki Stratejik Plan				
Hazırlık Aşamasındaki Stratejik Plan				
Dönemi Sona Ermiş Plan				

21. Üst yöneticiler tarafından periyodik olarak izleme toplantıları yapılıyor mu/yapıldı mı?

Kurumsal Stratejik Plan Durumu	Evet	Hayır	Kısmen
Yürürlükteki Stratejik Plan			
Hazırlık Aşamasındaki Stratejik Plan**			
Dönemi Sona Ermiş Plan*			

*Döneminde periyodik olarak izleme yapılıp yapılmadığı cevaplandırılmalıdır.
**İzleme toplantılarının planda var olup olmadığı cevaplandırılmalıdır.

22. 21.ci soruya yanıtınız **"Kısmen"** veya **"Hayır"** ise nedenlerini belirtiniz.
………………………………………………………………………………………
………………………………………………………………………………………
………………………………………………………………………………………
………………………………………………………………………………………

23.Yıllık faaliyet raporları Stratejik Plandaki amaç ve hedef gerçekleşmelerini yansıtıyor mu?

Kurumsal Stratejik Plan Durumu	1	2	3	4	5	6
Yürürlükteki stratejik plan						
Hazırlık Aşamasındaki Stratejik Plan						
Dönemi Sona Ermiş Stratejik Plan						

Not: **1=Hiç Katılmıyorum 2=Katılmıyorum 3=Kararsızım 4=Katılıyorum 5 = Kesinlikle Katılıyorum 6=Fikrim yok**

24.Stratejik Planlama çalışmalarınız sırasında en yoğun olarak yaşadığınız sorunlar nelerdir? Her maddeyi önem derecesine göre 1'den 5'e kadar puanlayarak sıralayınız.(**1= çok önemsiz 2= önemsiz 3= kararsızım 4=önemli 5=çok önemli)**

Sorunlar	Yürürlükteki Stratejik Plan	Hazırlık Aşamasındaki Stratejik Plan	Dönemi Sona Ermiş Stratejik Plan
Üst yönetimin desteğinin olmaması			
Stratejik planlama ekibinde yaşanan görev değişiklikleri			
Yeterli yönlendirme yapılmaması			
Kurumsal kapasitenin yetersizliği			
Stratejik planlama konusunda eğitim eksikliği			
Çalışanların gönülsüz olması			
Stratejik planlama ekibinin takım çalışma ruhunun olmaması			
Diğer işlerden dolayı yeterince vakit ayrılamaması			
Paydaş katılımının yeterince sağlanamaması			
Bürokratik işlemlerin uzun olması			

Stratejik planlama yaklaşımının yeterince anlaşılamaması			
Kurum çalışanlarınca stratejik planlamaya yeterince önem atfedilmemesi			
Kurumun (varsa) önceki stratejik planın yeterince uygulanmaması ve izlenmemesi			
Değişime direnç			
Diğer (Lütfen Belirtiniz)			

25. Stratejik Planın uygulama etkinliğinin artırılması için önerilerinizi lütfen belirtiniz.
………………………………………………………………………………………
………………………………………………………………………………………
………………………………………………………………………………………
………………………………………………………………………………………
………………………………………………………………………

BÖLÜM IV: İLGİLİ MEVZUATLAR HAKKINDA GÖRÜŞLER

26. Kamu İdareleri İçin Stratejik Planlama Kılavuzu'nun geliştirilmesi gereken yönlerini belirtiniz.
………………………………………………………………………………………
………………………………………………………………………………………
………………………………………………………………………………………
……………………………………………………

27. "Kamu İdarelerinde Stratejik Planlamaya ilişkin Usul ve Esaslar Hakkında Yönetmelik" in
geliştirilmesi gereken yönlerini belirtiniz.
………………………………………………………………………………………
………………………………………………………………………………………
……………………………………
………………………………………………………………………………………
…………………

Cevaplayanın:

Unvanı
:…………………………………………………………………………

Çalıştığı Birim
:…………………………………………………………………………

Bu görevde bulunduğu süre
:…………………………………………………………………………

ANKET BİTTİ
TEŞEKKÜR EDERİZ