

## STRATEGIC MANAGEMENT IN TÜRKİYE’S PUBLIC ADMINISTRATION

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### Abstract

The aim of the study is to examine strategic management regulations in public administration in Turkey. At the present time, there is a rapid change process in the social, political and economic fields. An ongoing process of research and inquiry into the design of a new society that envisages sharing on a more equitable basis by improving living standards in many countries is becoming increasingly important. Whether or not the new management techniques developed to provide efficiency and productivity in management that can be applied in public administration continues to be at the focus of discussions in the field of management science. Strategic management is one of these new management techniques. With the developments after the 1970s, it began to be implemented in many countries of the world. In Turkey, strategic management first emerged in the private sector and then began to be implemented in public administration. In this study, after examining the strategic management, strategic management in the public sector and the literature from a conceptual point of view, the legal legislation related to strategic management in Turkey is included. It is a qualitative research. Legal and administrative regulations regarding strategic management in public administration in Turkey are examined in detail.

**Keywords:** strategic management; strategic management in public administration; Strategic management regulations in the public sector in Turkey

## Introduction

Strategy is the use of all human and non-human means to achieve a specified goal or target. There are ways and methods to be followed. The economic, social, political and technological developments experienced after the great economic crisis in 1973 have also affected the administrative field, and the management models that dominate both the private sector and the public administration have undergone significant changes. Since these years, the traditional understanding of public administration has been questioned and it has been stated that the new management approach and techniques should be applied in public administration. One of these management models is strategic management (Parlak & Sobacı, 2005). Strategic management, which has been widely used in the private sector since the early 1980s, has also begun to be used in public administration since the early 1990s. The increasing share of the private sector in service delivery, the transition from personnel management to human resources management, the criticisms directed at bureaucratic organization and management, the search for post-bureaucratic alternatives, the rising mobility of citizens, the ever-changing environment and the demands of the public have started the use of various private sector management and organization models in public organizations (Özgür, 2004).

Strategic management is a management model that is tried to be implemented in the public sector after successful applications in the private sector. The efforts to implement strategic management in public administration are based on similar aims and reasons with the efforts to implement total quality management. In other words, people's expectations from public services have changed due to the developments that have come to the fore with globalization, developments in communication and information technologies, and actions such as democratization, liberalization and demilitarization. Therefore, strategic management is one of the models that have started to be implemented in the public sector in order to respond to these changing expectations (Parlak & Sobacı, 2005).

An organization without a strategy cannot determine its own direction. It He may have trouble performing even standard tasks properly. However, no management and organization method and technique should be expected to solve all problems at once and create a perfect structure.

The conditions of the organization also affect the adaptation capacity of the organizations. Since the private sector is more flexible, it is easier to adapt. However, due to the nature of public administrations, the ability to adapt may be more limited. New methods and techniques are adopted later in public administrations than in the private sector.

## **Strategic Management in Public Administration**

Management is a necessary function for organizations to achieve their goals effectively and efficiently, such as employees, capital and technical equipment (Tortop et al., 1993). It refers to the effective coordination of organizational resources such as organizational resources to achieve organizational goals (Rachman et al., 1993). Ansoff, who has important studies on strategic management, gives two different definitions of strategy: pure strategy and general (mixed) strategy. According to Ansoff, pure strategy is “an act of the enterprise or a set of particular acts”. General or mixed strategy, on the other hand, is a statistical decision rule that shows which type of pure strategy the business will choose in a given situation (Dinçer, 1998).

According to Peter Drucker, the main task of strategic management is to think through the mission of a business and “What is our business, what should it be?” by asking questions, in line with the determined purposes, to ensure that the determined decisions give the results for tomorrow (Drucker, 1999). Realizing strategic management is becoming increasingly important for public administrations as well as in the private sector. While daily problems are solved more easily in organizations, when medium and long-term problems arise, service quality decreases, costs increase, and complaints of citizens and policy makers increase. Therefore, being able to develop various visions for the future is also valid for public organizations. Public administrations need to change in order to adapt to this new process (Özgür, 2004).

The factors that force the public administration to change are grouped in three groups (Özgür, 2004): The burden of public expenditures on the budget and the problems caused by the budget deficits in the financial system are in the first group. Increased public expenditures may lead to budget deficits. Budget deficits not only affect the services citizens receive from the state, but also cause citizens' own financial situations to deteriorate as they pay more taxes. The rapid change in information and communication technologies is another factor. The fulfilment of

various public services by private institutions at the same time as public organizations forces public organizations to compete with the private sector. As the private sector is included in many fields such as electricity and telecommunications, which were considered the field of activity of only public organizations in the past, market rules become more functional and public organizations, which are met with private sector competition, are also forced to change. Competition against the private sector results in public institutions adapting the management techniques of the private sector, their strategies in areas such as marketing and cost control (Özgür, 2004).

Inadequate performance of public organizations in the face of social demands is another factor. In service areas where the private sector does not prefer to step in as a competitor or where the service cannot enter due to legal obstacles and natural monopoly, the quality may be far below the expectations of the public. Some public institutions are trying various new ways in these service areas that are not transferred to the private sector (Özgür, 2004).

One of the most important problems in terms of public administration is the financial crises and budget deficits. This problem necessitates the effective and efficient use of public resources, which are already scarce. Therefore, it is of great importance in public administration that which services will be performed, in what quantity, when and by whom. In fact, these questions are similar to the questions asked in the strategic planning phase of strategic management. As it is known, while the mission, vision, strategy and activities to be carried out are expected in strategic management, answers are sought for similar questions and a priority order is made. In this context, strategic management comes to the fore as an effective tool in the fulfilment of the services that must be fulfilled primarily in the field of public administration and in ensuring the rational use of scarce resources in the context of financial crises (Özgür, 2004).

However, some service areas such as electricity and telecommunication in public administration have lost their natural monopoly quality with the technological developments and have begun to open up to competition. In this case, public organizations have to compete with private sector organizations in the same service area. With the effect of competition, public organizations are trying to adapt some methods and techniques used by the private sector and providing

competitive advantages to the public sector. One of them is strategic management (Parlak & Sobacı, 2005).

At the same time, with the effect of the process called globalization and the trend of democratization and localization in our time, the indispensable conditions of democratic administration, the principles of transparency and accountability are accepted as new important principles. Both the structure of the public administration itself and its external environment are changing and transforming. It is believed that in such an environment where transparency and accountability rise and are demanded, strategic management will be beneficial in answering what, why, how and why they do it (Parlak & Sobacı, 2005).

In terms of the public sector, the strategy includes determining the goals and priorities for the organization, based on the capacity of the organization and estimations about its external environment, and designing and implementing work plans to achieve these goals (Özgür, 2004). Strategic management has the ability to ensure that the actions and operations of public institutions are carried out within the framework of the determined vision, mission and a certain purpose (Durna & Eren, 2002).

Constantly changing conditions emerge as a problem for both the private and public sectors. One of the ways to adapt to the environment more easily is the implementation of strategic management. Strategic management, which constantly monitors the environmental conditions and aims to adapt to it rapidly, is expected to be more successful than the classical management style in public organizations whose environment is rapidly, constantly and significantly changing. The administrations, which have a good understanding of the changes in the environment, can more easily eliminate the negative effects of these changes and benefit from the positive effects at the maximum level. Especially innovations in the field of technology can help organizations that use the appropriate technology efficiently and effectively by adapting it at the appropriate time in important successes (Özgür, 2004).

In the context of SWOT analysis, where strengths and weaknesses are identified and threats and opportunities are identified, strategic management foresees avoiding threats that may arise from environmental changes and making maximum use of opportunities. Therefore, strategic

management is an important tool for the public administration to minimize uncertainty about the future and reposition itself against these changes, and for public organizations to be successful and survive in the long run (Parlak & Sobacı, 2005).

Since public administrations are state institutions, they have more management tradition compared to the private sector. Management tradition is important for public administrations. It would not be wrong to say that public administrations are organizations related to social needs (Gmur, 1999). The fact that public administrations are long-term, that they are appointed by the public to meet the needs of the society, and that public administrations are not interrupted while providing services should ensure that.

Public administrations are more durable and long-term than private administration organizations. In fact, it would not be wrong to say that there is always some kind of planning in public administration. However, as it is known, strategic planning and strategic management are concepts and approaches developed in the private sector. However, there are some situations that prevent this approach from being easily applied in the public sector. For example, constitutional regulations related to legal and judicial duties, rules and regulations to which the administration is bound, those connected with judicial boundaries, those due to resource scarcity, political structure factors, and obstacles depending on the expectations of citizens and voters can be listed as (Parlak & Sobacı, 2005).

Strategic planning is a disciplined effort to reveal the fundamental decisions that shape the characteristics and direction of organizational and managerial activities under certain conditions. Certain conditions here express market conditions for the private sector and constitutional and legal limits for public administration. The opportunities available for strategic planning are compared to the instruments of a very large orchestra. Some organizations can use these instruments very successfully, while others are less successful in this regard (Richardson, 1997).

Strategy has started to be used primarily in the context of preparing strategic plans in business management. Later, it started to be used in the public administration literature and in the public sector in terms of making strategic plans. Developing strategies, making strategic plans and applying the strategic management approach have emerged in private sector enterprises before

public administration. The fact that the structure of the public sector operates more slowly than the private sector leads to this result.

Strategic plans are generally broad plans for the continued use of existing resources or the creation of new resources. The strategic plan gives rise to two types of tactical plans, one for the use of existing resources and the other for the detailed implementation of a strategy. The first of these, also known as operational planning, includes revisions to ensure that the resource plan is continually adapted to unpredictable changing conditions. An example would be making revisions to the resource plan to meet the new situation in order to adapt to new conditions as a result of a strike or natural disaster. An example of the second type of tactical plan is the determination in which provinces they will be established in accordance with a strategy for the establishment of regional directorates (Bozkurt et al., 1998).

Each of the public institutions has legal regulations that they have to comply with and cannot change their field of activity according to their own wishes. In this context, while this process is applied in both the private and public sectors, each organization should determine the conditions related to its own situation.

The public sector tries to implement strategic planning with a certain time difference behind the private sector. The USA, Canada, Australia, New Zealand, England, Sweden and Ireland are the leading countries where strategic planning and strategic management are widely used in public administration. In the USA and Australia, a wide range of strategic management models are applied from the federal government to local governments, from higher education institutions to public health institutions. In Turkey, the implementation of strategic management is more recent than in other countries (Parlak & Sobacı, 2005).

Strategic management first developed in the private sector. The effective applicability of strategic management in the public sector has come to the fore in recent years. However, the implementation of strategic management in the public sector does not seem that easy. Because the strategic management approach, which has the chance to be applied more easily in the private sector, will encounter difficulties in practice in the public sector due to some reasons explained below.

The main purpose of the private sector is to make a profit. The non-profit public sector exists for service. Its success is measured by how well it performs the service. When private sector managers make their strategic plans and put them into practice, if their profits are increasing, they consider it as a success of the management; otherwise, as a failure. However, it is difficult to measure success in the services provided by the public sector. It is difficult to measure success, efficiency and effectiveness in the public sector.

Another reason stands out from the financial point of view. While customers bear the cost of goods and services offered in private enterprises, those who benefit from public services may not always be those who bear the cost. In other words, there is a direct relationship with one and an indirect relationship with the other. Taxes are collected from different sources and directed to the necessary areas. A service may be financed by the tax paid by someone who has never used the service. While making strategic decisions, the wishes of the customer are tried to be fulfilled immediately in the private sector. In the private sector, the principle that the customer is always right is valid. The public sector, on the other hand, may not take into account the expectations of the citizens.

Another reason is related to politics. The public sector can be exposed to political pressures, and administrators are influenced by politicians in their decisions. The private sector, on the other hand, is in a position to influence politics as a pressure group rather than being affected by politics. To determine the needs in the most accurate way; it gives the opportunity to analyze possible opportunities, threats and problems quickly, accurately and economically. If the determined vision and strategies are also known and adopted by the employees, it can be ensured that the employees accept the changes more quickly and with less resistance.

Strategic planning directs people to perceive the whole of the corporate identity, which covers the entire organization, in a disciplined manner, within the framework of the mission, vision and principles of the institution they work for. It allows for a healthier and more accurate solution of problems, and the use of information systems for various purposes from planning to control.

The acceptance of strategic management by public organizations necessitates the change of organizational structure, culture and political influences. It is difficult for organizations that are



closed to change to develop strategies. Organizational structures, especially the structures of institutions with low vertical and horizontal differentiation, affect the conscious strategy development and implementation process. Strategic management is difficult to implement if a flexible organizational structure is not created to adapt to the changing environment. While determining their strategies and applying strategic management, organizations should develop a flexible organizational structure that can adapt to the changes in these dynamics by observing the internal and external environment dynamics, as well as analyzing their current situation (Stewart, 1975).

The purpose of strategic management in public organizations is to establish a connection with the mission and vision of the institution, to develop a culture compatible with the mission and vision, and to focus on the strategic functions of the organization. In this respect, strategic management in public administrations gives the opportunity to be in harmony with their environment. It ensures that it can respond to both internal and external demands. It enables them to plan for the future. Thus, the quality of management can be increased (Durna & Eren, 2002).

## **Strategic Management Arrangements in Public Administration in Turkey**

Although strategic management was a management model developed for the private sector at first, the application of this model in public administration began to be discussed later. At the point reached today, the question is not whether strategic management can be applied in the public sector, but how it can be applied. Implementation of strategic planning in public administration in Turkey is a legal obligation. The aim of the study is to examine the administrative and legal regulations that regulate strategic management in public administration in Turkey. Legal and administrative regulations that make strategic management mandatory in public institutions will be examined in detail in this section.

## **Public Financial Management and Control Law No. 5018**

The Public Financial Management and Control Law No. 5018 was adopted on 10 December 2003. There are issues related to strategic management in various articles of this Law. Article 9 - "Public administrations; development plans, policies determined by the President, programs,

relevant legislation and the basic principles they have adopted, in order to create their mission and vision for the future, to determine strategic goals and measurable targets, to measure their performance in line with predetermined indicators, and to monitor and evaluate this process with participatory methods they prepare.

Public administrations, in order to provide public services at the desired level and quality, their budgets and resource allocations on the basis of programs and projects; They have to base their strategic plans on annual goals and targets and performance indicators. The procedures and principles regarding the determination of the public administrations that will be responsible for preparing strategic plans and the calendar regarding the strategic planning process, and associating strategic plans with policies, development plans and programs are determined by the President. Public administrations prepare a performance program that includes the activities to be carried out in accordance with the program budget and their resource needs, purpose, target and performance indicators.

Public administrations prepare their budgets in accordance with the development plan, Presidential program, medium-term program, Presidential annual program, strategic plans and program structure and on the basis of performance. The compliance of the budgets of public administrations with the performance indicators determined in the strategic plans, the activities to be carried out by the administrations within this framework and other issues related to performance-based budgeting are determined by the President.

Public administrations collect and analyze data objectively, systematically and regularly in order to monitor and evaluate their budgets, strategic plans and performance programs. Monitoring and evaluation results are shown in the administrative activity reports. Performance indicators approved by the President for the relevant public administration are included in the budgets of the institutions. Performance audits are carried out within the framework of these indicators” (Law No. 5018).

Article 11 - “The top manager in ministries and other public administrations, the governor in special provincial administrations and the mayor in municipalities are the top managers. The highest executive in ministries is determined by the President. Top managers are responsible for

the preparation and implementation of the strategic plans and budgets of their administrations in accordance with the development plan, annual programs, the strategic plan and performance objectives of the institution and the service requirements, ensuring the effective, economic and efficient acquisition and use of the resources under their responsibility, preventing loss and abuse, to the Minister for the supervision and monitoring of the functioning of the financial management and control system and the fulfilment of the duties and responsibilities specified in the laws and presidential decrees; In local administrations, they are responsible to their assemblies” (Law No. 5018).

## **Municipal Law No. 5393**

The Municipal Law No. 5393 was adopted on 3 July 2005. There are issues related to strategic management in various articles of the Municipal Law. Article 18 - “The duties and powers of the municipal council are as follows: To discuss and accept the strategic plan, investment and work programs, performance criteria of municipal activities and personnel” (Law No. 5393). Article 34 - “The duties and powers of the municipal committee are as follows: Examining the strategic plan, annual work program, budget and final account and presenting an opinion to the municipal council” (Law No. 5393). Article 38 - “The duties and powers of the mayor are as follows: To manage the municipality in accordance with the strategic plan, to establish the institutional strategies of the municipal administration, to prepare and implement, monitor and evaluate the budget, performance criteria of the municipal activities and personnel in accordance with these strategies, and to submit the relevant reports to the assembly” (Law No. 5393). Article 41 - “Within six months following the general elections of local administrations, the mayor; It prepares the strategic plan in accordance with the development plan and program and the regional plan, if any, and the annual performance program before the beginning of the relevant year and presents it to the municipal council.

The strategic plan is prepared by taking the opinions of universities and professional chambers, if any, and relevant non-governmental organizations, and enters into force after it is approved by the municipal council. It is not obligatory to make a strategic plan in municipalities with a population of less than 50,000. The strategic plan and performance program are the basis for the

preparation of the budget and are discussed and accepted by the municipal council before the budget” (Law No. 5393).

### **Metropolitan Municipality Law No. 5216**

The Metropolitan Municipality Law No. 5216 was adopted on 10 July 2004. There are issues related to strategic management in various articles of this Law. Article 7 - “The duties, powers and responsibilities of the metropolitan municipality are as follows: To prepare the strategic plan, annual targets, investment programs and budget of the metropolitan municipality by taking the opinions of the district municipalities” (Law No. 5216). Article 18 - “The duties and powers of the metropolitan mayor are as follows: To manage the municipality in accordance with the strategic plan, to establish the institutional strategies of the municipal administration, to prepare and implement the budget in accordance with these strategies, to determine, monitor and evaluate the performance criteria of the municipality's activities and personnel, and to submit the relevant reports to the assembly” (Law No. 5216).

### **Regulation on the Procedures and Principles Regarding Strategic Plans and Performance Programs and Activity Reports to be Prepared by Public Administrations**

The Regulation on the Procedures and Principles Regarding Strategic Plans and Performance Programs and Activity Reports to be Prepared by Public Administrations was published in the Official Gazette dated 22/04/2021 and numbered 31462 and entered into force. With the Regulation, the issues related to strategic planning, performance programs and activity reports, which were regulated by the Regulations previously issued by different administrations, were combined under a single Regulation, taking into account the program budget process.

Article 7 - “The following general principles are followed in the strategic planning process:

- a) The strategic plan is prepared by public administrations and their own employees.
- b) Strategic plan in strategic plan preparations; The strategic management cycle, which consists of the performance program, the activity reports, the monitoring and evaluation processes, and the processes related to it, is designed and implemented in a way that creates a unity.

- c) In the preparation of the strategic plan; The participation of public administration employees, those who benefit from the services of the public administration, non-governmental organizations related to the field of activity and services of the public administration, relevant public administrations and other stakeholders are ensured and their contributions are received.
- d) In public administrations with a provincial organization, the strategic plan preparation process is carried out in cooperation with the provincial organizations.
- e) Works are carried out under the leadership of the minister or a senior manager determined by the minister in ministries, and under the chairmanship of the senior manager in other administrations, under the coordination of the strategy development unit with the active participation and contribution of all units.
- f) All units are responsible for the effective and efficient execution of the strategic planning process.
- g) In matters that require long-term analysis for public administrations, a special study is conducted before the strategic plan preparation process.
- h) All relevant public administrations work in harmony, cooperation and coordination with each other.
- i) The strategic plan preparation process is carried out in cooperation with the Presidency.
- j) Strategic plans of public administrations; It is prepared in accordance with the Law, this Regulation, the Guide, the guides and communiqués on strategic planning.” (Regulation on the Procedures and Principles Regarding Strategic Plans and Performance Programs and Activity Reports to be Prepared by Public Administrations, <https://www.mevzuat.gov.tr/>).

Article 8 - “The strategic plan preparation process starts with the publication of the strategic plan circular. In the circular;

- a) That the works are owned and followed up at a high level,
- b) That the work will be carried out under the coordination of the strategy development unit,
- c) Members should be assigned to the strategic planning team and, if established, to sub-working groups by the spending units,
- d) The names of the members of the Strategy Development Board are included.

The strategic plan is prepared for a five-year period.” (Regulation on the Procedures and Principles Regarding Strategic Plans and Performance Programs and Activity Reports to be Prepared by Public Administrations).

## **Problems Faced by Strategic Management in the Public Sector in Turkey**

Strategic management practices in Turkish public administration are relatively new. Strategic planning and performance-based budgeting studies were initiated in the pilot organizations that were first identified. There are certain differences between private sector management and public administration. These differences cause some problems in the applicability of some management techniques in Turkish public administration. Therefore, it is not easy to implement strategic management in Turkish public administration. It also requires a lot of effort. These differences and the problems that strategic management will bring with it in terms of applicability are as follows (Parlak & Sobacı, 2005).

The ultimate goal of private sector organizations, which act according to supply and demand in market conditions, is to make profit. The focal point of non-profit public administration is to provide public service in line with the public interest. Therefore, managers in public administration should be careful while applying the management models applied in the private sector. As a matter of fact, private sector mechanisms and principles such as the existence of clear targets, acting for profit, and the ability of managers to use initiative are not valid in public administration (Parlak & Sobacı, 2005).

The customer-citizen dilemma also complicates the implementation of strategic management in public administration. Customers cover the cost of goods and services offered in the private sector, and customers wishes and expectations are taken into account when making strategic decisions about the goods and services to be offered. In public administration, the wishes and expectations of the citizens are generally not reflected in the service to be provided. The lack of competition in the public method is another factor that negatively affects the applicability of strategic management.

Contrary to the private sector, which acts according to market conditions, the public administration, which makes decisions in a multi-element environment such as political pressures, bargaining, legal borders, scarce financial resources and the pressure of the citizen, and has a narrow room for manoeuvre, has to implement different strategies from the private sector. In some cases, it has to show deviations from the most appropriate strategy that it has determined by the influence of the factors mentioned (Parlak & Sobacı, 2005).

While there are flexible decision-making processes in the private sector, public administration works through commissions and decisions are taken by going through a much longer process compared to the private sector. Therefore, this process prevents the feedback obtained through the feedback mechanism in strategic management from being reviewed, evaluated, adapted to its own structure, and reflected in the goals and strategies. In addition, while there is no bureaucracy to prevent strategic decisions from being taken in the private sector, there is a slow bureaucracy, traditions that resist change, ossified working groups and a string of rules in public administration (Parlak & Sobacı, 2005).

Political influences on the functioning, resources, personnel and services of public organizations in Turkey; causes significant obstacles and negative effects on the strategic management process.

Rather than talking about the strategic management practices of public institutions as a whole in Turkey, more mention is made of the benefits to be obtained if strategic management is applied with its applicability in universities, municipalities, some autonomous institutions and various public institutions (Özgür, 2004).

## **Conclusion**

The rapid change and transformation experienced in our age forces public institutions, private sector organizations and voluntary organizations to make various arrangements. The success of organizations depends on their ability to adapt to the rapid transformation and to solve their problems by developing various strategies. Strategy, which can be briefly defined as the path to be followed to achieve the goals and objectives, and strategic management, which includes the planning, implementation, evaluation and control of the strategy, is a management model that

emerged in the private sector, but it has also started to take place in the public sector in many countries in the world since the 1990s.

Especially with the effect of the 1970s, public administrations are in a great transformation process as of the 1980s. With the influence of processes such as globalization and democratization, both the internal and external environment of the public administration are in a constant change. Therefore, the public administration needs strategic management, which adopts the ability to see the opportunities and threats in the environment of the organization through the realization of future-oriented, forward-looking and foreseen environmental analyzes, in order to provide the services it offers effectively and efficiently. Strategic management argues that public administration should change in various aspects. The structure, culture, decision-making mechanisms and speed of the organization are among the features that public administrations should change.

Some public administrations are trying to adapt to the changing world conditions. Strategic management is a management model preferred by public administrations who want to solve the problems they face, to be positively affected by the changes in their environment, to realize the idea of public interest correctly, to ensure efficiency and productivity, and to provide quality service. Strategic management is a management and organization model that is successfully implemented in the private sector and that public administrations try to harmonize with their own structures. Strategic management is a process related to both means and ends. Strategic management shows how the organization will have a vision in the medium and long term and it is a goal to determine the future picture of the organization. We can say that it is also a tool because it shows how the vision will be realized.

Despite the benefits of strategic management and the widespread use of strategic planning in public organizations, only a small part of public institutions still apply a detailed strategic management by using methods that are conscious and suitable for their own structures. Some public organizations only implement strategic planning and determine strategies in some sub-issues or areas of activity that are especially critical and/or threatening. Of course, just setting a strategy or preparing strategic plans is not equivalent to strategic management. When strategic



management is not implemented as a whole, its benefits are not well demonstrated, and it is not adopted by managers, the chance of implementation decreases. Strategic management alone is not enough to solve all the problems of public organizations and complete all their long-term works, but it can increase the success in organizations. Implementing strategic management will increase the chances of success, especially in countries where rapid change and transformation are experienced, in states where the population increases intensively.

In Turkey, legal and administrative regulations related to strategic management are made in public administration. One of the most important regulations regarding strategic management in Turkey is the Public Financial Management and Control Law No. 5018. There are also issues related to strategic management in the Municipality Law No. 5393. Various articles of the Metropolitan Municipality Law No. 5216 are related to strategic management. With the Regulation on the Procedures and Principles Regarding Strategic Plans and Performance Programs and Activity Reports to be Prepared by Public Administrations, it is aimed to determine the procedures and principles regarding the strategic plans, performance programs and activity reports to be prepared by public institutions.

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