

Atıf/Citation:

Erdem, N. and Kavanoz, S. E. (2024). City Diplomacy to Tackle Wicked Problems: Metropolitan Municipality of Izmir. *Dokuz Eylül University Journal of Faculty of Business*, 25(1): 71-88.
<https://doi.org/10.24889/ifede.1363154>

CITY DIPLOMACY TO TACKLE WICKED PROBLEMS: METROPOLITAN MUNICIPALITY OF İZMİR*

Nisa ERDEM ** and Suna ERSAVAŞ KAVANOZ ***

ABSTRACT

Municipalities/local governments are both an important actor in tackling wicked problems and the place where these problems are concretely experienced. One approach that local governments can use to address wicked problems is networked service delivery. City diplomacy brings many cities together with other cities and actors; it provides a platform for sharing different knowledge, practices and resources on issues; it offers a more flexible form of governance that allows for a shift from hierarchy to networks in the delivery of public services. It is therefore an effective tool for addressing wicked problems. The aim of this study is to identify the impact of city diplomacy on the managing of wicked problems faced by cities. The study covers the activities of Izmir Metropolitan Municipality between 2010 and 2022. The hypotheses of the study: (1) city diplomacy is an alternative service delivery tool in managing wicked problems. (2) city diplomacy is an effective service delivery tool in managing the Covid-19 pandemic. In the study, content analysis was conducted for the activities in 2010-2022 within the scope of the first hypothesis and 2020-2022 within the scope of the second hypothesis. The study determines the relationship between city diplomacy activities and a number of areas within the scope of wicked problems, determines the impact of city diplomacy activities on local government service areas, and reveals the importance of city diplomacy activities in the management of Covid-19 outbreak, which is considered a wicked problem.

Keywords: City Diplomacy, Izmir Metropolitan Municipality, Wicked Problems, Covid-19 Outbreak, Content Analysis.

JEL Classification: F53, R0, Z0.

KARMAŞIK SORUNLARLA MÜCADELEDE YEREL DİPLOMASI: İZMİR BÜYÜKŞEHİR BELEDİYESİ

ÖZ

Kent yönetimleri/yerel yönetimler, hem karmaşık sorunların yönetiminde önemli aktörlerden biri hem de bu sorunların somut olarak yaşandığı mekânlardır. Karmaşık sorunlarla mücadelede yerel yönetimler için uygun yöntemlerden biri ağ bağlantılı hizmet sunma yöntemidir. Karmaşık sorunların yönetiminde yerel diplomasi, birçok kenti diğer kent ve aktörleriyle bir araya getirmekte, sorunlara ilişkin çeşitli bilgi, uygulama ve kaynakların paylaşıldığı uygun bir platform sunmakta, kamusal hizmetlerin sunumunda hiyerarşiden ağlara geçişe izin veren daha esnek bir yönetim formu sağlamaktadır. Bu nedenle yerel diplomasi karmaşık sorunların yönetiminde etkili bir araç olarak karşımıza çıkmaktadır. Çalışmanın amacı, yerel diplomasinin kentlerin karşı karşıya olduğu karmaşık sorunların yönetimi üzerindeki etkilerini tespit etmektir. Çalışma, İzmir Büyükşehir Belediyesinin 2010-2022 yılları arasındaki faaliyetlerini kapsamaktadır. Çalışmada hipotezleri: (1) yerel diplomasi karmaşık sorunların yönetiminde alternatif bir hizmet sunma aracıdır. (2) yerel diplomasi Covid-19 salgını yönetiminde etkili bir hizmet sunma aracıdır. Çalışmada ilk hipotez kapsamında 2010-2022, ikinci hipotez kapsamında 2020-2022 yıllarındaki faaliyetler için içerik analizi yapılmıştır. Çalışmada, yerel yönetimlerin diplomasi faaliyetlerinin karmaşık sorunlar kapsamına giren birçok alanla ilişkisi tespit edilmiş, yerel diplomasi faaliyetlerinin yerel yönetimlerin hizmet alanı üzerindeki etkileri saptanmış ve bir karmaşık sorun olarak ele alınan Covid-19 salgınının yönetiminde yerel diplomasi faaliyetlerinin önemi ortaya konulmuştur.

* This study is derived from a doctoral thesis entitled "The Diplomacy Activities in Local Governments and its Reflection on Local Services: The Sample of Izmir Metropolitan Municipality", which was completed and defended in 2021.

** Corresponding author. Res. Asst. Dr., Karadeniz Technical University, Faculty of Economics and Administrative Sciences, Department of Public Administration, Management Sciences, Trabzon, Türkiye. E-mail: nisaerdem@ktu.edu.tr, <https://orcid.org/0000-0001-8258-9338>

*** Asst. Prof., Karadeniz Technical University, Faculty of Economics and Administrative Sciences, Department of Public Administration, Urbanization and Environmental Problems, Trabzon, Türkiye. E-mail: suna.ersavaskavanoz@ktu.edu.tr, <https://orcid.org/0000-0003-1162-2537>

City Diplomacy to Tackle Wicked Problems: Metropolitan Municipality of Izmir

Anahtar Kelimeler: Yerel Diplomasi, İzmir Büyükşehir Belediyesi, Karmaşık Sorunlar, Covid-19, İçerik Analizi.

JEL Sınıflandırması: F53, R0, Z0.

1. INTRODUCTION

While in the 1950s the majority of the world's population lived in rural areas, in the 2000s the population began to move increasingly to cities. According to the United Nations (UN), the world's urban population grew rapidly from 751 million in 1950 to 4.2 billion in 2018. A world system with fewer time and space constraints and increased interdependence has given cities a new dimension. The governance of cities affects not only their own residential areas, but also a much wider area beyond these areas on a regional or international scale. Having devolved some public services from central to local government, the role of local government has expanded. This has also led to the development of global linkages between local governments in what has been called 'diplomatic' or 'inter-local' politics (Duchacek, 1984). According to Van der Plujim & Melissen (2007), city diplomacy has reframed the characteristics of traditional intergovernmental diplomacy for cities and local governments, rather than representing a new, different kind of inter-local or trans-local diplomacy. The scope of city diplomacy is not to replace traditional intergovernmental diplomacy. City diplomacy is about using traditional diplomatic models and practices to implement economic, political and cultural cooperation between regional communities at the "micro" level (Leonardi, 2021, p. 404). The international policy agendas in which local governments are involved relate to global issues such as human rights, climate change, pandemics and the environment, as well as peace-building and security issues. As international relations become an inescapable field for local governments, local governance approaches are changing. In the face of increasingly wicked problems, interdependence, limited resources and growing needs, city diplomacy is becoming not only a goal within the field of international relations, but also a part of local service delivery policy. Given the nature of wicked problems and the increasingly fragmented nature of the globalized and interdependent world and services, it does not seem possible for local governments to tackle these problems alone and within their own capacities. Therefore, the increasing complexity of the system forces local governments to look for new ways within the logic of globalization. City diplomacy is not only developing in response to national and global needs, but is also being used to serve the interests of local governments themselves and their communities. In this context, the study sought to identify the relationship between wicked problems and city diplomacy, and two hypotheses developed in this direction were presented as the main themes of the study. The study identified several areas where wicked problems and city diplomacy intersect and the role of city diplomacy activities in addressing wicked problems was examined. Reflecting the renewed importance of city diplomacy in recent years, the Covid-19 problem was treated as a wicked problem and the role of city diplomacy in this process was identified.

2. THE LITERATURE

The wicked problem was introduced by Rittel and Webber in 1973 with the following characteristics: "lacks a clear definition", "has no end point", "lacks accurate or inaccurate assessments of solutions to problems", "involves uncertainty about the nature of the problems and the ways to solve them", "solutions are one-off", "problems develop as a symptom of other problems at the same time", and "the effects of problems have significant consequences for human

life". The nature and dimensions of wicked problems, which affect individuals and society as a whole, are unclear. The causal relationships of wicked problems are diverse, interconnected and difficult to identify (Bueren et al., 2003, p. 193). Wicked problems are unstructured, consist of interrelated sub-problems and are intractable (Weber & Khademian, 2008, p. 336). Wicked problems can be redefined and solved in different ways over time. Solutions to wicked problems depend on the perspective of those presenting them (Coyne, 2005, p. 6). Today, different approaches to understanding the nature of wicked problems are being developed. Head (2008, p. 104, 113-114) assessed the elements describing the structural characteristics of wicked problems under three headings: difficulty, uncertainty and disjuncture. To understand the nature of wicked problems, Roberts (2000, p. 1-2) discussed the aspects of these problems that distinguish them from other problems. According to Roberts, unlike both 'simple problems' and 'complex problems', wicked problems involve uncertainty about the diagnosis and solution of the problem.

Traditional sectors\actors, hierarchical structures and relationships are not sufficient to address the challenges of wicked problems. At this point, relationships based on cooperation, partnership and coordination, both among public institutions and between public institutions and other actors such as the private sector, civil society organizations, voluntary organizations, etc., are of great importance in reaching a common solution (Uzun, 2020a, p. 669). The standard responses of public management to complexity and uncertainty, such as markets and outsourcing, appear to be inadequate. New responses, such as cross-sectoral cooperation and conflict mitigation processes, are becoming more prominent. Some new approaches are needed to address the multiple causes of problems, to gain new insights into efficient ways of achieving better solutions, and to ensure that common strategies are accepted by a wide range of stakeholders (Head, 2008, p. 101). Wicked problems cut across multiple policy areas and multiple, overlapping, interconnected sub-sets of problems. The social and political complexity of such problems can be enormous. The participants/stakeholders in the problem are numerous. Stakeholders have different world views, political agendas, educational and professional backgrounds, programmatic responsibilities and cultural traditions. Participants, on the other hand, come and go depending on how a wicked problem affects individuals, organizations/groups of people at any given time (Weber & Khademian, 2008, p. 336). In networks, even if it takes more effort, there are more people to communicate and build consensus (Roberts, 2000, p. 7). Stakeholder engagement is valuable for sharing information on risks and exploring the implications of various policy options. This is in line with Rittel and Webber's argument that there is no 'best' solution to a wicked problem, only interim responses that can be negotiated between relevant stakeholders (Head, 2022, p. 55-56).

In this regard, network forms are seen as particularly suitable for tackling wicked problems (Ferlie et al., 2011, p. 307). Networks are important actors in international politics and represent a particular form of international interaction and governance (Hafner et al., 2009, p. 561). Networks have the potential to create value and accumulate vital resources, and innovative hybrid organizations, especially those that are flexible, effective and participatory, make it possible to achieve collectively what cannot be achieved individually (Weber & Khademian, 2008, p. 334). Lack of information causes the ambiguity of wicked problems (Bueren et al., 2003, p. 193). Networks act as umbrella organizations that bring cities together. By joining networks, municipalities can share information with other members. In this sense, networks serve both as a repository of information and as an organization through which it is disseminated to

City Diplomacy to Tackle Wicked Problems: Metropolitan Municipality of Izmir

municipalities. International networks also aim to improve city government capacity in information and technical expertise, policy implementation, policy development and decision making, management, and leveraging external support, institutional strengthening and change (Berse, 2019, p. 5).

In the context of the relationship between local governments and network governance, Chan (2016, p. 141) defines city diplomacy as the international relations of city governments that seek to build mutual ties to overcome specific challenges. Given its functional characteristics, city diplomacy is gaining importance as a viable alternative or complement to the limitations of traditional diplomacy between states (Pipa & Bouchet, 2020b, p. 604). The international efforts of cities have been described as more pragmatic, less political, highly innovative, and ultimately more effective than those of central governments (Rudakowska & Simon, 2020, p. 1). As Curtis & Acuto (2018, p. 13) argue, not only does city diplomacy empower cities, but it also offers a potential way out of the impasse that state diplomacy often finds itself in when it comes to collective action and global needs.

Local governments can bring together appropriate partners for cooperation in the production and delivery of local services through other partnerships and other network linkages with neighboring countries. Formal and informal cooperation at the international level is a tool for integrated delivery of local services in the context of multi-level governance. In this context, local governments can work with one or more actors from foreign institutions, organizations or countries to pursue a common goal while preserving their own interests. Through city diplomacy activities, it is also possible to benefit from resource savings and economies of scale in service delivery.

Many problems are transnational in nature and therefore require transnational cooperation and networks to solve. The fact that cities are at the center of these problems is a result of the density of urban populations and the articulation of urban policies with global policies. Multilevel governance, which focuses on enabling interactions between different levels, is seen as having greater potential to address wicked, multiscale problems (Termeer et al., 2010). In the last 20 years, the importance of international relations between cities has become even more evident, especially in the face of social, humanitarian and environmental challenges of global dimensions (Pipa & Bouchet, 2020b, p. 600). A comprehensive study of city networks by Acuto & Rayner (2016, p. 1156) highlights that “24% of all networks emerged in the past decade, and at least eight new international and regional networks expanded in the three years 2013-2015”. When categorizing policy areas, the study found that the environment was an important motivator for the formation of city networks. About 30% of the networks focused on environmental issues. Multilevel forms of environmental governance are taking shape, such as the numerous hybrid governance arrangements that are already taking shape through various new coalitions, such as The Climate Group, a global coalition of cities, states, governments, and businesses committed to working together to reduce greenhouse gas emissions (Fairbrass & Jordan 2001, p. cited in Bulkeley, 2005, p. 898). In addition to the environment, poverty, gender, energy, and peace-building have also been important issues for city networks. Cities and city networks have been particularly prominent in multilateral agendas on climate change. In 1992, the “UN’s Rio Declaration on Environment and Development” recognized cities as relevant actors in climate-related policy debates (Swiney, 2020, p. 254). Similarly, if we look at the activities and actions of international networks in which municipalities in Türkiye are members, we can see that they

jointly carry out many activities such as environment, health, transportation, economy, culture, food, rural management. The fields of activity of the networks are directly or indirectly related to a variety of wicked problems, especially the uncertainty of defining the nature of the problems (Erdem & Ersavaş Kavanoz, 2021).

Recently, Covid-19, which is known to have emerged in Wuhan (China’s Hubei region), on December 29, 2019, and was declared a “pandemic” by the “World Health Organization” (WHO) on March 11, 2020, can be seen as a phenomenon that reveals the importance of city diplomacy in the context of wicked problems. In the context of its characteristics, the Covid-19 pandemic can also be considered from the perspective of a wicked problem (Uzun, 2020b, p. 1198). It is a fact that Covid-19 is a wicked problem that knows no borders and is related not only to health, but also to many other areas such as livable environment, housing, migration and inequality. In the last two years or so, scholars in the field of city diplomacy have intensified their research on the link between Covid-19 and urban diplomacy (Rudakowska & Simon, 2020; Acuto et al. 2021; Pipa & Bouchet, 2020a; Pipa & Bouchet, 2020b). The study by Pipa & Bouchet (2020a), based on interviews with cities, found that economic and material benefits, exchange of experience and expertise, and advocacy were the most frequently cited reasons for cities to engage in international cooperation in response to the pandemic. C40 is just one network cited in academic studies as an effective effort to support the local response to Covid-19. In addition, the medical supplies such as masks, etc. provided by cities in international bilateral cooperation (Solarczyk, 2020), the rapid communication network and the learning process they have developed reveal important results regarding the role of cities in the field of global policy during the Covid-19 pandemic process. According to Acuto et al. (2021, p. 7), such practical actions provide an opportunity for Covid-19 to test the ability of cities to rapidly reorient their policy focus and mobilize collectively in response to a problem that affects the whole world.

3. DATA AND METHODOLOGY

In the study, there are two hypotheses in the context of revealing the place and importance of city diplomacy activities in the management of wicked problems.

Hypothesis 1: City diplomacy activities are an alternative to service delivery management in local services provided by city governments in the context of wicked problems. Period covered: 2010-2022

Hypothesis 2: City diplomacy activities provide a facilitating effect on the services to be provided in managing the Covid-19 pandemic process. Period covered: 2020-2022 (Years of the COVID-19 pandemic).

Table 1: Classification of City Diplomacy Activities

Bilateral relations	Sister city agreements
	Cross-border cooperation
Multilateral relations	International networks and organizations
	International project partnerships
Continuous activities	International events
	International visits
Other activities	

Source: Prepared by the authors of the study.

City Diplomacy to Tackle Wicked Problems: Metropolitan Municipality of Izmir

The scope of the study is the city diplomacy activities of Izmir Metropolitan Municipality (IBB) in Türkiye between 2010 and 2022. In the study, city diplomacy activities consist of “bilateral relations”, “multilateral relations”, “continuous activities” and “other activities”. The most common type of bilateral relationships between local governments is cooperation agreements between two cities in different countries. These agreements are usually sister cities and cross-border cooperation. In multilateral relationships, the duration of city diplomacy relationships varies depending on whether they are long or short term, permanent or indefinite. Cities develop multilateral relationships through membership/participation in international networks or organizations and through international project partnerships. Continuous activities, unlike other types of city diplomacy activities, usually take place annually and are more flexible. These activities include international events and visits.

First, the strategic goals and objectives of IMM between 2010 and 2022 were analyzed in order to see how the services provided by local governments relate to wicked problems and in which service areas city diplomacy is actively used. In this way, it was possible to arrive at themes that show the purpose set by strategic plans of the Municipality and the activities carried out in line with this purpose (Table 2). The strategic plans, prepared three times for the periods 2010-2017, 2015-2019 and 2020-2024, were examined as a whole and objectives were identified under separate headings. Under each goal, the strategic objectives created by the Municipality were divided into main themes/components through content analysis.

Secondly, the annual reports of IMM for the years 2010-2022 were examined so that the actions, practices and policies carried out within the framework of city diplomacy activities were identified and analyzed through content analysis.

Finally, the activity reports of the Municipality for the years 2010-2022 were analyzed in order to evaluate the place of city diplomacy activities in tackling the Covid-19 pandemic as a wicked problem of city governments. Disruptions in the service areas of the Municipality due to the Covid-19 pandemic were identified and the role of city diplomacy activities in this process was discussed.

In this study, content analysis was conducted on the strategic plans and activity reports of Izmir Metropolitan Municipality for the years 2010-2022. The content analysis was done manually by the authors. The coding was done according to the main headings in the strategic goals of the municipality. In the sub-objectives under the strategic goals, the prominent concepts were coded according to the top heading. When searching for city diplomacy activities in the community activity reports, some keywords were used: international, global, sister city, grant/fund, Europe, EU, foreign relations, diplomacy. Similarly, when searching for Covid-19 related activities in the community activity reports, some keywords were used: Covid, pandemic, outbreak.

3. FINDINGS

3.1. The Role of City Diplomacy Activities in The Context of Tackling Wicked Problems

Many public issues such as disasters, water management, food, poverty, environment, migration, etc. are wicked problems with different characteristics. Collaborative processes are coming to the forefront in terms of how to address wicked problems in an effective way. Who are the actors involved in the cooperation and what are their roles in the cooperation process are also gaining importance (Ersavaş Kavanoz, 2021, p. 35). Local governments are part of the problem.

They are also the places where these problems are concretely felt. The wicked problems of local governments do not only concern the local authorities in this settlement, but the need for cooperation in the framework of combating the problems is also increasing. City diplomacy activities provide an appropriate platform for many cities to come together with other cities and actors in the process of managing wicked problem areas, sharing a variety of knowledge, practices and resources related to the problems.

Table 2: Intersection of City Diplomacy Activities with Local Service Delivery in IMM

Heading 1. What are the themes of local services provided by the IMM?
Management: effective organizational structure, managerial efficiency, public relations, organizational promotion, media, technology. Environment: clean gulf, eco-friendly business, protection against harmful pests, intelligent management systems, hygiene, food, integrated waste management. Urban protection, planning and aesthetics: architecture, planned and healthy city, urban fabric. Urban Infrastructure: easy access , coordination of infrastructure services. Transportation: transportation integration, alternative public transport , urban traffic, eco-friendly transportation. Social solidarity and assistance: health care, capacity of health care. Culture, arts and sports: development. Diaster management and security: fire, natural disaster, fire service, public health, protection, security. Information and communication technologies: information technologies.
Heading 2. What are the service themes in which the city diplomacy activities are carried out?
Management: participation, transparency, strong financial structure, belonging, disadvantaged groups, innovation and learning, institutional capacity. Environment: life quality, prevention of environmental pollution, environmental protection, green consciousness, green field, ecosystem, renewable energy resources, agrihood. Urban protection, planning and aesthetics: Historical value, Urban renewal. Urban Infrastructure: sustainable infrastructure. Social solidarity and assistance: Social service, Donation, Accessibility. Culture, arts and sports: Attraction centre, Cultural services, Art service, Sport activities, Sports opportunities. Transportation: alternative public transport

IMM's strategic objectives (and the local services it provides in line with these objectives) for the period 2010-2022 are assessed under 10 main headings in the Municipality's strategic plan: management, environment, urban protection-planning-urban aesthetics, urban infrastructure, transportation, social solidarity-health, culture-arts-sports, disaster management-security, and information-communication technologies (Table 2 and heading 1 and heading 2). Table 2 contains two 2 headings. heading 1 also covers heading 2). The management and environment headings cover a much wider range of issues in terms of strategic objectives, while the other headings cover a more limited range of objectives. When investigating the city diplomacy activities carried out by the Municipality for each goal and objective (theme), heading 2 emerged. As a result, the Municipality provided services within the framework of the 2010-2022 goals and objectives using the city diplomacy activities listed in Table 2. City diplomacy activities were carried out in 9 out of 10 local service areas, with the exception of information and communication technologies. Within the intersection area, environmental themes such as green consciousness, urban pollution prevention, ecosystem, agricultural areas, quality of life, environmental protection, integrated waste management, green spaces, energy are intensively

City Diplomacy to Tackle Wicked Problems: Metropolitan Municipality of Izmir

covered. It is also likely that a similar study for different city administrations would reveal different points of intersection. For example, information and governance technologies, which have grown rapidly in importance in recent years, occupy an important position in the field of city diplomacy and are critical in the competition between cities, especially at the global level. It has been observed that the increasing digitalization and use of information and communication technologies in city diplomacy activities has a significant impact on the city's relations with other actors. Technology has become a much easier and less costly way to create communication tools that bring the city together with the outside world. This indicates the impact of city diplomacy activities on local services for the Municipality. In other words, the Municipality benefits from city diplomacy activities in particular, but not all, fields of local services.

As can be seen, the municipality carries out city diplomacy activities in the areas of governance, environment, urban protection, planning and aesthetics, urban infrastructure, social solidarity and solidarity, culture, arts and sports. The problems in these areas are characterized in the literature as wicked problems in many aspects. In Africa, for example, transparency is seen as a wicked problem due to years of widespread government corruption (Yeboah-Assiamah et al., 2021, p. 608). The informal housing problem in Delhi is characterized by conflicting and irreconcilable objectives of stakeholders such as beneficiaries, central and local governments, interest groups, think tanks, etc., and insufficient information and uncertainties. This “unstructured” nature of the problem has led to the study of informal housing as a wicked problem (Mahdi & Mazumder, 2023, p. 2). Explaining the foundational study of Rittel & Webber (1973) in the context of infrastructure, Chester & Allenby (2019, p. 5) argue that infrastructure solutions are not right or wrong, but good or bad, and that each stakeholder has a different assessment of what these terms mean in a given situation. Sam (2009, p. 500) argues that sport development has characteristics that are often attributed to wicked problems. Environmental, health and safety issues create serious technical problems, although significant efforts are being made to solve them (Bueren et al., 2003, p. 193).

Figure 1: All of IMM's City Diplomacy Activities Between 2010 and 2022

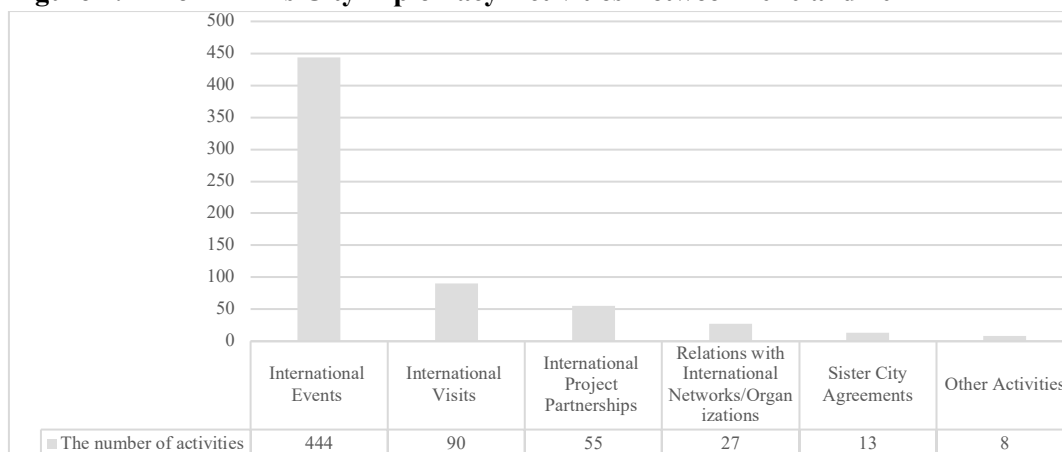
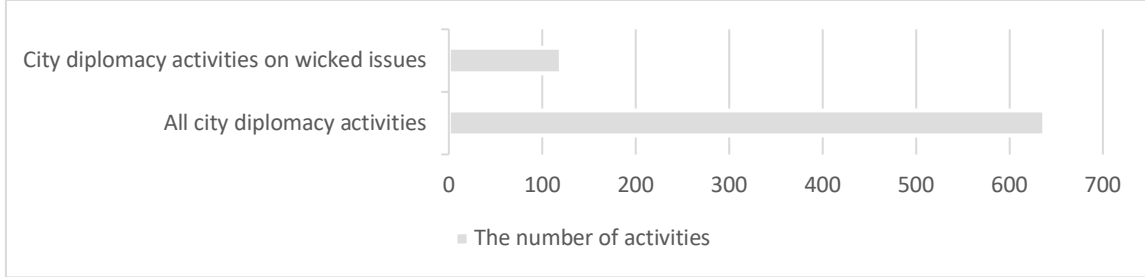


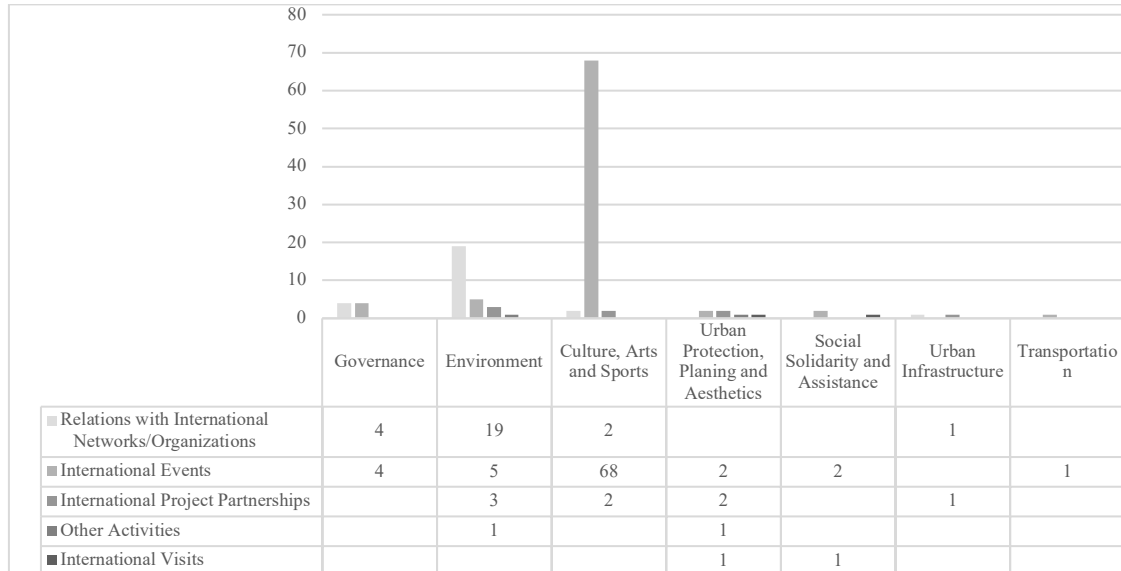
Figure 1 shows all city diplomacy activities of the municipality between 2010 and 2022. The total number of city diplomacy activities is 637. The most common type of city diplomacy activity of the municipality is international events.

Figure 2: Comparison of Number of all City Diplomacy Activities and Number of City Diplomacy Activities on Wicked Problems



Out of all IMM city diplomacy activities (637), 120 are related to the management of wicked problems. Proportionally, the share of city diplomacy activities related to wicked problems is about 20%. There are several reasons for this: (1) Not all city diplomacy activities are directly linked to a service stream identified in the study. City diplomacy activities are also carried out to improve the city’s external relations. IMM has a separate foreign relations unit within its organizational structure. The activities carried out under this unit are mostly related to the promotion and visibility of the city in the international arena. (2) The content of city diplomacy activities is not always clearly and explicitly included in the municipality’s strategic plans and activity reports. This leads to a lack of linkage of city diplomacy activities with other service areas (and wicked problems) of the municipality.

Figure 3: City Diplomacy Activities and Types of Activities Performed by IMM in Accordance with its Strategic Goals and Objectives between 2010-2022



In Figure 3, the activities that IMM has contributed to the management of wicked problems between 2010-2022 within the framework of city diplomacy and its importance in this context have been revealed. Figure 3 provides a clear list of all city diplomacy activities carried out by IMM between 2010 and 2022. In total, the Municipality has carried out 121 city diplomacy

City Diplomacy to Tackle Wicked Problems: Metropolitan Municipality of Izmir

activities for the management of wicked issues between these years. Figure 3 shows two important findings regarding the topics and types of city diplomacy activities. First, city diplomacy activities were mostly concentrated in the areas of “environment” and “culture, arts and sports”. Second, some types of city diplomacy activities were used by the Municipality more than others.

First, environmental goals are related to the sustainability of urban development, the availability of adequate infrastructure and natural resources, and are a key wicked issue area. Building environmental resilience requires preparation at the local level to understand how climate change will affect local communities and to take action to protect human well-being and the assets of diverse communities (OECD Regional Development Working Papers, 2018, p. 18). International networks and organizations are particularly prominent in the multilateral agenda on climate change. In 1992, cities were recognized as relevant stakeholders in climate-related policy debates in the “UN’s Rio Declaration on Environment and Development” (Swiney, 2020, p. 254). Climate problems have both local and global causes and impacts and therefore need to be addressed in the interaction between local and global authorities. Multilevel governance that focuses on enabling interactions between relevant levels is considered to have more potential to tackle wicked multi-scale problems (Termeer et al., 2010). Figure 3 shows that most city diplomacy activities related to the environment are carried out through relations with international networks and organizations. Apart from this, international project partnerships are effective in terms of bringing the Municipality together with various stakeholders on environmental issues, ensuring/protecting the dynamic economic structure of the city, improving management and decision-making processes and institutional capacities. International events are important in the context of policies to protect a healthy and diverse ecosystem structure, various environmental activities, and the realization of environmental information activities.

Culture, arts and sports as a wicked problem area (McKenzie, 2018; Sam, 2019) is a wicked problem area in which IMM engages in city diplomacy activities. Unlike the environment, where relationships with international networks and organizations are strong, the Municipality’s city diplomacy activities in culture, arts and sports are almost entirely international. Efforts are being made to ensure that Izmir occupies an important place on the world stage in the social, cultural and tourism fields. To this end, activities are carried out that contribute to the development of tourism, increase the number of world-class events, make the city a center of attraction, continue efforts to promote the city, and increase the number of national and international events and organizations. City diplomacy activities provide opportunities to improve relations of local governments with representatives of different countries at the international level, as well as to mobilize participation mechanisms to bring together local government units with local people and other important actors in the city. Cultural events at the international level are important organizations for foreigners in neighboring regions to get to know and mix with different cultures or to improve the city’s dialogue with its fellow citizens abroad. Izmir is a multicultural city with strong immigrant presence (Ünal, 2020). One reflection of the dynamic structure of the municipality's international relations is the strong ties between the immigrant communities and the city. The “Balkan Folk Dances Festival”, initiated by Mustafa Kemal Atatürk in 1935-1936 and reorganized by IMM in 2007, is among the municipality's most important events for the city’s immigrant population.

Besides environment, culture, arts and sports, IBB’s other areas of city diplomacy activities include urban protection, planning and urban aesthetics, social assistance and solidarity,

and urban infrastructure. Governance is related to leadership, mission, vision, adequate institutional resources, relations with institutions and organizations at different levels, participation and transparency. IMM is engaged in urban diplomacy activities in the field of governance, particularly by obtaining ratings from international rating agencies, thus providing an alternative service approach to the issue of resources in the field of governance. Urban conservation, planning and aesthetics is an area where the Municipality is further supported by international project partnerships. One of the most important city diplomacy activities in this context is the “Trilateral Cooperation in the Development of Urban Museology Project”. As a result of the project, workshops have been held in Izmir, Bologna and Lisbon, as well as other visits and observations. As a result of the project, an analysis of the current situation of the “Ahmet Pirıştina City Archive and Museum” (APIKAM) of IMM and other museums in Türkiye was carried out. The understanding of museology in Europe was compared with the understanding of museology in Türkiye and APIKAM, and different approaches for the development of urban museology were proposed with the new information obtained. The Municipality has an important activity in the field of social aid and assistance within the framework of international events: ENGELSIZMIR. Through the international ENGELSIZMIR congresses, which were organized for the first time by Izmir Metropolitan Municipality in 2013, scientific discussions on the inclusion of disabled citizens in urban life have become an incentive for the Municipality to put new ideas into practice and have been implemented through various projects (www.engelsizmir.org). In the field of urban infrastructure, the Municipality is a member of the international network “The European Association of Zoos and Aquaria” (EAZA). The relationship with EAZA is supported by advocacy activities in the field of urban infrastructure. In the context of local advocacy, networks contribute to the strengthening of city governments and highlight the struggle of cities to have a voice against other organizations. In this context, a strong city administration is gaining importance in the resilience of cities with the power to influence decisions.

Second, the types of activities most intensively undertaken by the Municipality are international networks and international events. International networks/organizations are a system of relationships through which cities can work together to address the economic, social and other challenges they face (Fontana, 2017, p. 17). International events include scientific, cultural and sporting activities at the international level, which may involve various foreign individuals and organizations. International project partnerships are an important source of investment for local government units to access international resources through partners that are difficult to access alone (Özcan, 2006, p. 15, 45). International visits allow local government representatives to get to know each other's environment and team and provide them with the opportunity to consider other opportunities (Jones & Blunt, 1999, p. 387).

Sister city relationships (and cross-border cooperation) are generally long-term strategic alliances between two cities (De Villers, 2009, p. 150) and are not included in Figure 3. The Municipality's activities within the framework of sister city agreements are included under the theme “tourism, fairs, foreign relations and local economy”, which represents the Municipality's performance in developing the field of international relations. There is no connection with other strategic goals and objectives in the Municipality's annual reports. Sister city agreements in particular are the most intensive type of city diplomacy activities. Since the 1950s, the number of sister city agreements between cities and other cities has generally increased rapidly (Zelinsky,

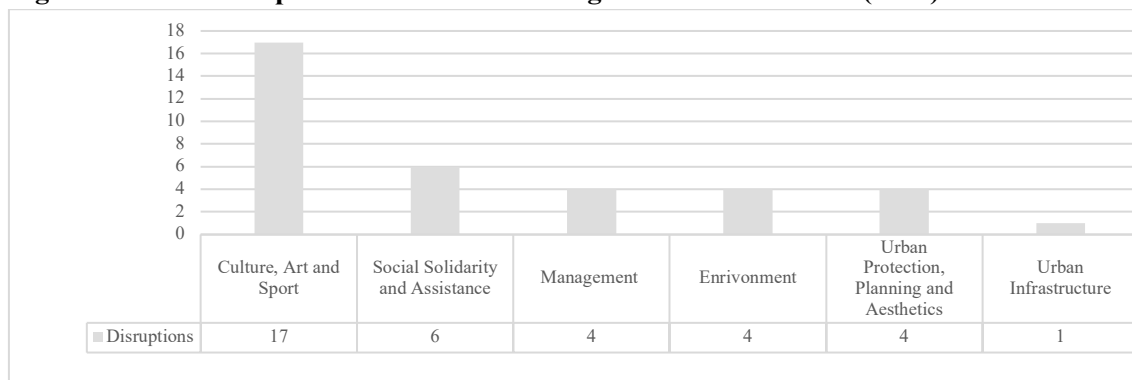
City Diplomacy to Tackle Wicked Problems: Metropolitan Municipality of Izmir

1991, p. 9). IMM has 31 twinned cities, 18 of which it has active relations with. However, the activities of the Metropolitan Municipality with the sister cities between 2010 and 2022 have mainly consisted of mutual visits and efforts to bring the cities together for various events. Regarding the Municipality's Sister Cities Agreements, although it is possible that various factors may disrupt relations with international partners depending on developments during the year (such as the Covid-19 pandemic process), the lack of prior definition of mutual goals and interests in building relations between partners is a major obstacle to an effective international cooperation strategy.

3.2. City Diplomacy Activities to Tackle the Covid-19 as a Wicked Problems

Cities are trying to address the global problem at different stages of the pandemic process. In the face of this process, in addition to their own domestic policies, one of the most important issues is their relations and cooperation efforts with various actors at the global level. The pandemic process reemphasizes the importance of these relationships. When the 2020 Annual Report of IMM was examined, it was found that many services and activities could not be realized or were suspended due to the pandemic process and the restrictions it imposed.

Figure 4: IMM Disrupted Service Areas during Covid-19 Pandemic (2022)



According to Figure 4, the disruptions experienced by IMM during the Covid-19 pandemic in 2022 were most intense in culture, arts and sports, second in social solidarity and assistance, third in management, in environment, in urban protection, planning, urban aesthetics and fourth in urban infrastructure.

The Covid-19 pandemic has affected many areas of IMM, from infrastructure to economy, from management to culture. Therefore, the Metropolitan Municipality of Izmir has carried out various activities in social, technical and many other fields in the last two years in its fight against the Covid-19 pandemic. One area that stands out among these activities is important within the framework of city diplomacy, which once again brings the role of city diplomacy activities to the forefront. IMM considers city diplomacy activities as an alternative service tool in tackling a wicked problem such as Covid-19, which has an impact in many areas. IMM's gains through city diplomacy activities in the face of the Covid-19 pandemic are threefold: "Exchange of knowledge, experience and expertise", "Provision of material and economic benefits", and "Participation in advocacy and influencing efforts". These are sharing knowledge, experience and expertise, providing economic and material benefits, and gaining a place on global agendas.

First, important global cooperation and international events that IMM organized or participated in during the pandemic have enabled the exchange of knowledge, experience and expertise among cities of different countries. Within the framework of the 6th International Izmir Business Days, while assessing the post-pandemic conditions, the Metropolitan Municipality is also working on the management of other problem areas affected by the pandemic, such as environment, health and economy, through international events such as the World Pandemic Conference, the Urban20 (U20) Mayors Summit and the UCLG Culture Summit. Taking advantage of learning opportunities, such as the exchange of information and best practices, facilitates the strengthening of the capacity to plan and address wicked problems. In addition, the exchange of knowledge, experience and expertise enables the rapid implementation and dissemination of measures to combat Covid-19. Shortly after the detection of Covid-19 in Türkiye in March 2020, IMM launched the Maskematik¹ application. Some time after the implementation of the Maskematik, EUROCITIES started to show this practice among the best practices in Europe on the “Covid News” page. Thus, in a short period of time, Izmir became an example for other cities in terms of actions that could be taken regarding the use of masks. On the other hand, a management model called “Crisis Municipalism” was developed in Izmir to provide solutions to the problems caused by the Covid-19 pandemic. In this context, a report called “Covid-19 Resilience Action Plan²” has been published, which includes measures taken to combat Covid-19. It is stated that İzmir Metropolitan Municipality aims to contribute to the fight against the global pandemic by presenting its action plan to the national and international public opinion with the Crisis Municipality and Action Plan, which is presented as an example practice on the EUROCITIES site (İzmir Metropolitan Municipality News Archive: 2020-2021; covidnews.eurocities.eu).

Second, within the framework of economic and material benefits, bilateral relationships have been realized for the supply of masks in various cities. It is known that many cities in many countries helped each other with masks during the pandemic. Izmir received financial support from the People’s Republic of China during the pandemic, which further strengthened the relations between China and Izmir (Izmir Metropolitan Municipality News Archive, 2020).

Third, city diplomacy, especially through international networks and events, draws attention to the problems facing cities and puts local issues on the global policy agenda. Culture 2030 has been an important city diplomacy activity initiated by Izmir Metropolitan Municipality to produce, develop and improve strong cultural policies in the pandemic. Culture 2030 is an international campaign led by international cultural institutions such as the International Council on Monuments and Sites (ICOMOS), UCLG, Culture Committee and Culture Action Europe (CAE), supported by the UN and signed by cultural producers from many countries. In this way, the municipality begins to concretize these discourses in their material form and envisages shaping both its agenda and itself in the process.

¹ “IMM has installed Maskematik in metro stations to facilitate citizens’ access to medical masks after the use of masks in public spaces became mandatory. After paying the fare with their Izmirim card, metro passengers can present their Izmirim cards at the Maskematik machines inside the station and receive their hygiene packs. No fee will be deducted from the Izmirim Card. The pack contains 5 masks or 4 masks with 100 milliliters of disinfectant (www.izmir.bel.tr)”.

4. CONCLUSION

Wicked problems can be managed, not solved. In this context, one of the most important strategies for managing wicked problems is collaborative approaches. With its multi-actor and multi-level structure, collaborative approaches offer a broad perspective in managing problems. City diplomacy activities can be seen as a multi-actor and multi-level approach at the micro level of local governments.

The city diplomacy activities carried out by Izmir Metropolitan Municipality over the years are not only a part of the city's promotion and marketing strategy, but also an alternative service delivery tool in the realization of the local services. The areas in which the municipality's city diplomacy activities are carried out include many issues that are considered wicked problems today, such as the environment, climate change and migration. Through its city diplomacy activities, the municipality engages in linkages that bring together different views on wicked problem areas. International project partnerships and memberships in international organizations are an important part of this. These citydiplomacy activities bring together local, regional and international actors who have an impact on city government. International project partnerships provide important sources of funding to address wicked issues. Membership in international organizations provides the municipality with links to world cities and allows cities to share their experiences quickly and easily. Izmir Metropolitan Municipality has the opportunity to come together with cities and other actors that share similar problems or characteristics to collaborate in these areas. Izmir Metropolitan Municipality's strategic goals and objectives for each period also include issues that can be considered as wicked problems. The Municipality's annual reports show that international relations are important for the Municipality not only in terms of recognition, but also as a service delivery method to address wicked local policy areas. In the municipality's wicked problem areas, city diplomacy contributes to the development of collaborative solutions. On the other hand, the recent Covid-19 pandemic is a difficult area for local governments to define. Izmir Metropolitan Municipality, like other world cities, faced these problems suddenly and unexpectedly. As a result, disruptions occurred in various service areas of the municipality. Izmir Metropolitan Municipality's city diplomacy activities have been effective in developing the city government's ability to act practically and quickly with other relevant actors in the face of sudden and unexpected problems such as Covid-19.

As can be seen, there are several reasons why city diplomacy activities can be described as an effective tool in addressing wicked problems. The effective use of city diplomacy depends on how municipalities evaluate this area. It is an effective way for municipalities to carry out city diplomacy activities in a well-planned and organized manner. It is important for municipalities to determine their goals in advance when carrying out city diplomacy activities. When dealing with a wicked problem like climate change and migration, a cost-benefit analysis should be made when choosing the type of cooperation the municipality will establish and the partner(s) it will engage with.

REFERENCES

- Acuto, M., Kosovac, A., & Hartley, K. (2021). City diplomacy: another generational shift?. *Diplomatica*, 3(1), 137-146.
- Acuto, M. & Rayner, S. (2016). City networks: breaking gridlocks on forging (new) lock ins?. *International Affairs*, 92(5), 1147-1166.

- Berse, K. (2019). International local cooperation. *Global Encyclopedia of Public Administration Public Policy and Governance*, 1-7.
- Bueren, E. M., Klijn, E. H. & Koppenjan, J. F. M. (2003). Dealing with problems in networks: analyzing an environmental debate from a network perspective. *Journal of Public Administration Research and Theory*, 13(2), 193-212.
- Bulkeley, H. (2005). Reconfiguring environmental governance: towards a politics of scales and networks. *Political Geography*, 24, 875-902.
- Coyne, R. (2005). Wicked problems revisited. *Design Studies*, 26(1), 5-17.
- Curtis, S. & Acuto, M. (2018). The foreign policy of cities. *The RUSI Journal*, 163(6), 8- 17.
- Chan, D. K. H. (2016). City diplomacy and “glocal” governance: revitalizing cosmopolitan democracy. *Innovation: The European Journal of Social Science Research*, 29(2), 134-160.
- Chester, M. V., & Allenby, B. (2019). Infrastructure as a wicked complex process. *Elem Sci Anth*, 7, 21.
- De Villers, J. C. (2009). Success factors and the city to city partnership management process - from strategy to alliance capability. *Habitat International*, 33(2), 149-156.
- Duchacek, I. D. (1984). The international dimension of subnational self government. *Publius: The Journal of Federalism*, 14(4), 15-31.
- ENGELSİZMİR (n.d.). Retrieved September 13, 2021 from <http://www.engelsizmir.org-tr-bahceterapicalistayhaber-3070-3125>.
- Erdem, N. & Ersavaş Kavanoz, S. (2021). Türkiye’de yerel diplomasi yönetiminin gelişimi üzerine bir araştırma. *Kent ve Çevre Araştırmaları Dergisi*, 3(1), 28-49.
- Ersavaş Kavanoz, S. (2021). Karmaşık sorunlarla mücadelede iş birlikçi yönetim ve aktörler, S. Ersavaş Kavanoz, A. Uzun & H. Şengün (Eds.), *karmaşık sorunlar ve kent* (pp. 35-50). Ankara: Astana Yayınları.
- EUROCITIES (n.d.). Live Updates COVID-19 European Cities Respond to the Coronavirus Crisis. Retrieved September 13, 2021 from <https://covidnews.eurocities.eu->
- Fairbrass, J., & Jordan, A. (2001). Protecting biodiversity in the European Union: National barriers and European opportunities?. *Journal of European Public Policy*, 8(4), 499-518.
- Ferlie, E., Fitzgerald, L., McGivern, G., Dopson, S., & Bennett, C. (2011). Public policy networks and ‘wicked problems’: a nascent solution?. *Public Administration*, 89(2), 307-324.
- Fontana, F. (2017). *City networking in urban strategic planning, city networks*. Springer: Cham.
- Hafner-Burton, E. M., Kahler, M., & Montgomery, A. H. (2009). *Network analysis for international relations*. *International Organization*, 63(3), 559-592.
- Head, B. W. (2008). Wicked problems in public policy. *Public Policy*, 3(2), 101-118.
- Head, B. W. (2022). *Wicked problems in public policy: understanding and responding to complex challenges*. Springer Nature.
- İzmir Büyükşehir Belediyesi (2010). İzmir Büyükşehir Belediyesi Faaliyet Raporu Retrieved September 13, 2021 from [file:///C:/Users/Nisa/Downloads/24.12.2013%2013_50_13_2010-FAALİYET-RAPORU%20\(1\).pdf](file:///C:/Users/Nisa/Downloads/24.12.2013%2013_50_13_2010-FAALİYET-RAPORU%20(1).pdf).
- İzmir Büyükşehir Belediyesi (2011). İzmir Büyükşehir Belediyesi Faaliyet Raporu Retrieved September 13, 2021 from <file:///C:/Users/Nisa/Downloads/2011FaaliyetRaporu.pdf>.

City Diplomacy to Tackle Wicked Problems: Metropolitan Municipality of Izmir

- İzmir Büyükşehir Belediyesi (2012). İzmir Büyükşehir Belediyesi Faaliyet Raporu Retrieved September 13, 2021 from file:///C:/Users/Nisa/Downloads/2012FAALİYETRAPORU%20(1).pdf.
- İzmir Büyükşehir Belediyesi (2013). İzmir Büyükşehir Belediyesi Faaliyet Raporu Retrieved September 13, 2021 from file:///C:/Users/Nisa/Downloads/14.5.2014%2015_57_34_2013_FaaliyetRaporu.pdf.
- İzmir Büyükşehir Belediyesi (2014). İzmir Büyükşehir Belediyesi Faaliyet Raporu Retrieved September 13, 2021 from file:///C:/Users/Nisa/Downloads/14.5.2014%2015_57_34_2013_FaaliyetRaporu.pdf.
- İzmir Büyükşehir Belediyesi (2015). İzmir Büyükşehir Belediyesi Faaliyet Raporu Retrieved September 13, 2021 from file:///C:/Users/Nisa/Downloads/14.5.2014%2015_57_34_2013_FaaliyetRaporu.pdf.
- İzmir Büyükşehir Belediyesi (2016). İzmir Büyükşehir Belediyesi Faaliyet Raporu Retrieved September 13, 2021 from file:///C:/Users/Nisa/Downloads/FaaliyetRaporu_2016.pdf.
- İzmir Büyükşehir Belediyesi (2017). İzmir Büyükşehir Belediyesi Faaliyet Raporu Retrieved September 13, 2021 from file:///C:/Users/Nisa/Downloads/43_24042018_032740_2017-yili-faaliyet-raporu.pdf.
- İzmir Büyükşehir Belediyesi (2018). İzmir Büyükşehir Belediyesi Faaliyet Raporu Retrieved September 13, 2021 from file:///C:/Users/Nisa/Downloads/43_03052019_022539_2018-yili-faaliyet-raporu%20(2).pdf.
- İzmir Büyükşehir Belediyesi (2019). İzmir Büyükşehir Belediyesi Faaliyet Raporu Retrieved September 13, 2021 from file:///C:/Users/Nisa/Downloads/2019FaaliyetRaporu_web.pdf.
- İzmir Büyükşehir Belediyesi (2020). İzmir Büyükşehir Belediyesi Faaliyet Raporu Retrieved September 13, 2021 from file:///C:/Users/Nisa/Downloads/43_30042021_044242_2020_faaliyet-raporu.pdf%20(2).pdf.
- İzmir Büyükşehir Belediyesi (2021). İzmir Büyükşehir Belediyesi Faaliyet Raporu Retrieved February 13, 2021 from file:///C:/Users/acer/Downloads/43_29042022_120114_29042022111147186_1.pdf.pdf.
- İzmir Büyükşehir Belediyesi (2022). İzmir Büyükşehir Belediyesi Faaliyet Raporu Retrieved February 13, 2021 from file:///C:/Users/acer/Downloads/43_24052023_111140_%20(3).pdf.
- İzmir Büyükşehir Belediyesi (2020-2021). İzmir Büyükşehir Belediyesi Haber Arşivi. Retrieved September 13, 2021 from <https://www.izmir.bel.tr/tr/HaberArsivi/157>.
- İzmir Büyükşehir Belediyesi (2006-2017). İzmir Büyükşehir Belediyesi Stratejik Planı. Retrieved September 13, 2021 from https://www.izmir.bel.tr/CKYuklenen/eskisite/file/23_12_2013%2016_23_16_ibt_strat_ejik_plan.pdf.
- İzmir Büyükşehir Belediyesi (2010-2017). İzmir Büyükşehir Belediyesi Stratejik Planı. Retrieved September 13, 2021 from https://www.izmir.bel.tr/CKYuklenen/eskisite/file/23_12_2013%2016_30_30_2010-2017straplanMyeni.pdf.

- İzmir Büyükşehir Belediyesi (2015-2019). İzmir Büyükşehir Belediyesi Stratejik Planı. Retrieved September 13, 2021 from https://www.izmir.bel.tr/CKYuklenen/eskisite/file/MALI_HIZMETLER/2015_19StratejikPlan_web.pdf.
- İzmir Büyükşehir Belediyesi (2020-2024). İzmir Büyükşehir Belediyesi Stratejik Planı. Retrieved September 13, 2021 from https://www.izmir.bel.tr/CKYuklenen/Dokumanlar_2020/Stratejik%20Plan2024.pdf.
- Jones M. L. & Blunt, P. (1999). Twinning' as a method of sustainable institutional capacity building. *Public Administration and Development*, 19(4), 381-402.
- Leonardi, A. P. (2021). Local governments on the global stage. Territorial non-state actors, city diplomacy and international legal order (s). *Ordine Internazionale e Diritti Umani*, (2), 400-421.
- Mahdi, Z., & Mazumder, T. N. (2023). Re-examining the informal housing problem in Delhi: A wicked problem perspective. *Cities*, 140, 104419.
- McKenzie, P. (2018). Culture as a wicked problem. Retrieved September 13, 2021 from <https://medium.com/@PhilipLeslie/culture-as-a-wicked-problem-677042c7996e>.
- OECD (n.d). Regional development working papers indicators for resilient cities. Retrieved September 13, 2021 from <https://www.oecd-ilibrary.org/docserver/6f1f6065-en.pdf?expires=1642592339&id=id&accname=guest&checksum=7E32C6313C21F1F63C1888CFC210C327>.
- Özcan, Ü. (2006). Yerel yönetimler arasında ortaklıklar ve kardeş şehir ilişkileri el kitabı. Retrieved September 13, 2021 from http://www.daturk.com/docs/siyasi/Kardes_Sehir_El_Kitabi_Son_Hali.pdf.
- Pipa, A. F. & Bouchet, M. (2020a). How to make the most of city diplomacy in the covid-19 era. Retrieved September 13, 2021 from <https://www.brookings.edu/blog-up-front-2020-08-06-how-to-make-the-most-of-city-diplomacy-in-the-covid-19-era/>.
- Pipa, Anthony, F. & Bouchet, Max (2020b). Multilateralism restored? city diplomacy in the covid-19 er. *The Hague Journal of Diplomacy*, 15, 599-610.
- Rittel, H. W. J. & Webber, M. (1973). Dilemmas in a general theory of planning. *Political Sciences*, 4, 155-169.
- Roberts, N. (2000). Wicked problems and network approaches to resolution. *International Public Management Review*, 1(1), 1-19.
- Rudakowska, A. & Simon, C. (2020). International city cooperation in the fight against covid-19: behind the scenes security providers. *Global Policy*, 1-14.
- Sam, M. P. (2009). The public management of sport wicked problems, challenges and dilemmas. *Public Management Review*, 11(4).
- Solarczyk, A. (2020). Chinese sister city sending masks to fort wayne. Retrieved September 13, 2021 from <https://www.wane.com/news/localnews/chinese/sister/city/sending/masksto/fort/wayne/>.
- Swiney, C. (2020). The urbanization of international law and international relations. *The Rising Soft Power of Cities in Global Governance*, 41, 227-278.
- Termeer, C.J.A.M., Dewulf, A. & Lieshout, M.V. (2010). Disentangling scale approaches in governance research: comparing monocentric, multilevel, and adaptive governance. *Ecology and Society*, 15(4), 29.

City Diplomacy to Tackle Wicked Problems: Metropolitan Municipality of Izmir

- Uzun, A. (2020a). Bir araştırma nesnesi olarak habit sorunlar ve kamu yönetimi disiplini. *Eskişehir Osmangazi Üniversitesi İktisadi ve İdari Bilimler Dergisi*, 15(2), 663-676.
- Uzun, A. (2020b). Kötü huylu problem perspektifinden covid-19 pandemisi ile mücadele stratejileri: teorik ve pratik bir analiz. *Electronic Turkish Studies*, 15(4).
- Ünal, Ç. (2020). İzmir'in göç analizi (2008-2018). *Doğu Coğrafya Dergisi*, 25(43), 195-208.
- Van der Pluijm, R. & Melissen, J. (2007). City diplomacy: the expanding role of cities in international relations. *The Netherlands Institute of International Relations Clingendael*. http://www.clingendael.nl/publications/2007/20070400_cdsp_paper_pluijm.pdf.
- Visitİzmir (n.d.). Retrieved September 13, 2021 from <https://www.visitizmir.org/>.
- Weber E. P. & Khademian, A. M. (2008). Wicked problems, knowledge, challenge and collaborative capacity builders in network settings. *Public Administration Review*, 334-349.
- Yeboah-Assiamah, E., Damoah, C. M., & Bawole, J. N. (2021). Open innovation systems and public policy in Africa: setting new boundaries against wicked problems. Routledge: Handbook of Public Policy in Africa.
- Zelinsky, W. (1991). The twinning of the world: sister cities in geographic and historical perspective. *Annals of Association of American Geographers*, 81(11), 1-31.