

Good Governance for Quality of Life

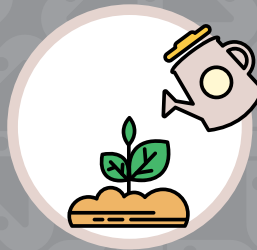
Argüden Governance Academy

Integrated Report 2019

Deploying good governance culture
in all sectors and age groups by;



sowing good governance seeds



developing original contents



improving quality of life



**ARGÜDEN
GOVERNANCE
ACADEMY**

Good Governance for
Quality of Life

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Argüden Governance Academy Integrated Report 2019



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ACADEMY**

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BRIEF OVERVIEW OF OUR INTEGRATED REPORT

This Integrated Report is a detailed account of the activities of the Argüden Governance Academy in 2019. This Report is prepared in accordance with the key concepts and principles of the International Integrated Reporting Framework created by the International Integrated Reporting Council.

With the framework and perspective of Integrated Reporting, this Report communicates the ways our Academy mobilized and used its resources in order to raise awareness about governance and spread good governance practices in 2019. The information in our Impact Report, including the financial documents and data, were audited and verified by the independent audit firm Ernst & Young.

We seek to provide our internal and external stakeholders with an opportunity to thoroughly evaluate our institution's mission, vision, and strategy with this Integrated Report. At the same time, we also foster the culture of governance within our institution. This reporting approach enables us to communicate more **transparently** with our stakeholders, demonstrate the **sustained** nature of our activities, and present concrete indicators of how **effectively** we used our resources in a **fair, responsible, and consistent** manner. This way, we believe that we ensure the active participation of our stakeholders to our processes, and our **accountability** to our stakeholders.

In 2015, our Academy published the first Integrated Report in Türkiye. This has also placed our Academy among its counterparts as one of the first 10 NGOs to do so. Having adopted Integrated Thinking as a part of its founding philosophy, our Academy has set an example for many other organizations. Additionally, our Academy is the first NGO in the world to publish all of its activities as an Integrated Report since its foundation.

This Report details our activities in 2019, provides comparative data from the previous year, and includes information regarding our plans and performance indicators for 2020.



BRIEF OVERVIEW OF ARGÜDEN GOVERNANCE ACADEMY

Argüden Governance Academy Foundation aims to improve the quality of governance for a higher quality of life and a sustainable future. Our Academy conducts its efforts while striving to be a primary reference point in the field of governance.

In order to broaden the adoption of the culture of good governance, the Academy carries out training, research, and communication efforts that encompass all parts of the society (the public and private sectors, NGOs, and global actors), beginning from children and the youth in order to increase their proficiency and skills related to good governance.

As a natural consequence of adoption of Integrated Thinking from the beginning, our Academy strives to be a model for its stakeholders with its Integrated Reporting approach. Additionally, the Academy has emphasized its position as a proponent of this approach by being a founding member of Integrated Reporting Türkiye Network (ERTA) and presenting Integrated Reporting to various organizations as a policy suggestion. Subsequently, these policy suggestions about Integrated Reporting have been accepted and implemented by a number of pioneering public institutions and NGOs.

FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS



Dear Stakeholders,

As Argüden Governance Academy, we are proud to see the impact of our work toward the widespread adoption of the culture of good governance in every sector and age group. 2019 has been an especially meaningful year for us: after having carried out our activities under the Boğaziçi University Foundation for five years, we conducted our 2019 operations under the independent Foundation status that we have gained recently.

“Good governance for everyone!” is our motto in 2019, as it was on the first day of our governance journey for a sustainable future and a society with greater trust in its institutions.



Sustainability
Governance
Scorecard pg. 77

In 2019, we presented the **Sustainability Governance Scorecard**®, the methodology of which we developed in 2018, to the world. In this project, we examined the sustainability of the policies of 183 companies from 7 different countries and 10 different industries from the “good governance perspective”. Then, we shared the benefits of this research with our stakeholders on various platforms. In our promotional efforts for the Sustainability Governance Scorecard, we reached a total of 2.352 people in person at our local and international conferences, and 1.760.009 people via digital platforms. We also made use of printed and digital publications.

In 2019, we started to implement our **GOV101 (Governance101) Training Program**, which aims to introduce university students to the culture of good governance and to help them adopt this culture in their extracurricular clubs. In the first session, which we organized in collaboration with Sahibinden.com, TEGV (Educational Volunteers Foundation of Türkiye), and TOG (Community Volunteers Foundation), we had alumni from 12 different universities who are now on the path to become the leaders of today and tomorrow. With these alumni, we introduced 200 university students to the culture of good governance in their clubs. In order to maintain communication between GOV101 alumni, we created the Governance Youth Network. In 2020, we aim to reach more youth leaders with the GOV101 Program.



GOV101 Training
Program
pg. 69



Good
Governance for
Kids
pg. 67

By planting the seeds of good governance principles at an early age, we work toward a more sustainable future. In 2019, we brought our “**Good Governance for Kids**” program to 19 provinces in Türkiye in collaboration with TEGV (Educational Volunteers Foundation of Türkiye). With our partnership with KidZania, we organized various activities at their “kids’ university”. By the end of 2019, we came together with 1800 children to introduce them to governance through experiential learning. We also prepared our program in English with the desire to reach out to all children in the world and spread the culture of good governance. In 2020, we want to reach more children in Türkiye and around the world to spread the culture of coexistence and living together.

Beginning from the first moments of our lives within a community, we experience governance and need the culture for it. For a better future, a better quality of governance in every unit of human coexistence beginning from the family to the schools, universities, local governments, central public administrations, global institutions, companies, and NGOs is a necessary condition. To that end, we seek to improve this culture of governance.

We would like to extend our gratitude to TIRSAN, Garanti BBVA, Akkök Holding, Borusan Holding, Çalık Holding, Altınbaş University and ARGE Consulting, as well as all of our individual donors, in-kind contributors, volunteers, and the institutions we have collaborated with, for their gracious support to our mission.

I hope we will continue to walk the path to create value for our stakeholders and our country together.

Best regards,

Prof. Dr. Metin ÇAKMAKÇI
Argüden Governance Academy Foundation
Chairman

THE ACADEMY 2019 - AT A GLANCE



EDUCATION

625 HOURS OF EDUCATION WITH
1.637 PARTICIPANTS IN **37** PROGRAMS

RESEARCH

18 PUBLICATIONS, REPORTS, ARTICLES
2.896 PUBLICATION DISSEMINATION



COMMUNICATION

5.393 PEOPLE CONTACTED
INDIVIDUALLY IN **41** EVENTS



OUR MISSION AND VISION

Our mission is to help improving trust to the organizations for quality of life and a sustainable future, by improving the quality of governance in public and private sector organizations and NGOs operating at national and international levels. Our vision is to be a center of excellence and a reference point for good governance both locally and globally, supporting the widespread adoption of good governance culture in all parts of the society. Our target audience encompasses individuals of all ages, as well as private sector companies, NGOs, public institutions, and international organizations.

A sustainable and inclusive future is possible only by the collective action of the society and its institutions. Due to this approach, we support the society and its institutions to take steps together. We actualize our goals by combining our world-class expertise with an “integrated governance approach” to improve the quality of life for this generation and the next, and to build partnerships with other organizations. To achieve these goals:

- We develop unique methodologies, conduct research, highlight good practices, and promote peer learning from these practices in order to raise awareness in governance issues for sustainable and inclusive development,
- We organize training programs involving the experiential learning of governance for children and the youth as well as public, private and NGO sector representatives in order to enable the adoption of the culture of good governance by the new generation of leaders
- We create “knowledge platforms” about recent global developments in governance via seminars, conferences, activities, and digital means in order to provide information and create discussion environments for children and the youth as well as public, private and NGO sector representatives,
- We build partnerships with international organizations, universities, public institutions, companies, and NGOs, and carry out our efforts to promote the “key role of governance for a sustainable world and better quality of life” with a greater collective impact achieved by our partnerships.

THE “CRAFTED” PRINCIPLES OF GOVERNANCE



WE DESIGN OUR BUSINESS MODEL IN ACCORDANCE WITH OUR STRATEGY

In order to achieve our goals, we carry out training, research, and communication efforts for different sectors and age groups in accordance with our mission and vision.

WE BRING “GOOD GOVERNANCE” TO DIFFERENT AGE GROUPS

CHILDREN



Good Governance
for Kids
pg. 67

The culture of good governance begins in our childhood. In this period, the seeds of good governance are also the key to begin life as a responsible individual. Responsible individuals build relationships based on trust with their communication and behavior. A responsible individual is someone who:

- Takes responsibility and participates in making decisions to resolve issues about themselves and their community,
- Acts consistent and fair steps toward the fulfillment of their responsibilities,
- Makes decisions with effective results,
- Manages to remain accountable in their decisions in a transparent manner.

We design and run our child-oriented programs with the “responsible individual” philosophy and focus on experiential learning.

YOUTH



GOV101 Training
Program
pg. 69

Higher education is one of the first periods in a person’s life where they could both experience good governance and spread it as leaders within their area of influence. In extracurricular student clubs at universities, they experience leadership and management positions, both of which are very important for their future career. Responsible leaders that adopt the principles of good governance in this period also become exemplary figures that can spread the good governance culture in their respective social ecosystems. A responsible leader is someone who:

- Has the vision and competence to mobilize communities toward the goals they set,
- Takes consistent and fair steps toward the fulfillment of his vision,
- Is equipped with knowledge and critical thinking in order to trigger effective decision-making,
- Uses their resources efficiently, and is transparent and accountable in their decisions and resource use,
- Is aware of his responsibilities toward themselves and their immediate surroundings, as well as those toward society in its entirety.

We design and run our youth-oriented programs with the “responsible leader” philosophy and focus on new methods of experiential learning.

WE ADDRESS “GOOD GOVERNANCE” IN DIFFERENT SECTORS

IN THE PUBLIC SECTOR



- To support public leaders in the development of reasonable and “science-based” public policies by improving their skills to work with good governance principles,
- To increase transparency and accountability by ensuring the inclusive and effective participation of stakeholders in public decision-making processes.



Public Governance
pg. 53

AT NGOs



- To help them become more transparent, accountable, fair, participatory, responsible, consistent, effective, and overall more trustworthy organizations by enhancing their internal governance capabilities,
- To help them become more effective partners in the decision-making processes of the government by improving their skills,
- To increase the degree of trust in them as institutions by helping them adopt good governance principles, thereby enhancing their capacity to raise funds and develop resources,
- To create an environment for new, effective and efficient partnership opportunities.



NGO Governance
pg. 63

IN THE PRIVATE SECTOR



- To contribute to the sustainability of companies by increasing their trustworthiness,
- To facilitate the guidance and oversight of executive boards that adopt good governance, and to establish a climate of trust between the stakeholders,
- To make sustainability a default approach in the organization of companies by the adoption of good governance, thereby increasing the longevity of their impact.



Corporate
Governance
pg. 73

AT INTERNATIONAL ORGANIZATIONS



- To contribute, with the good governance perspective, to the development of mutual solutions to global issues through effective and efficient collaborations with leading global organizations,
- To make intellectual contributions with the governance perspective to the knowledge base that will help resolve global issues.



Global Governance
pg. 81



Our Capitals
pg. 18

We build partnerships to expand our impact while aiming to increase our institutional reputation, visibility, and **intellectual contributions** in order to improve and spread the governance culture locally and globally. In parallel to this strategy, we also create impact in a multiplicative manner by formulating knowledge, impact, and resource-based partnerships in all of our activities. Thus, we increase our **social capital**.

We aim to make use of volunteer and in-kind contributions in all possible areas in order to utilize our resources with maximum effectiveness and efficiency. This way, we designate increasing the “leverage effect” of our **financial resources** as one of our primary goals.

We build the core team of our Academy with full-time, proficient members while also consulting the knowledge and experience of various experts in a project-based manner during our activities. The presence of the input of our Advisory and Academic Boards based on their knowledge and experience is of utmost importance to us in all of our activities. We greatly value our **human resources**, and support and promote their intellectual development both inside and outside of our institution.

In order to raise awareness about the importance of governance, to help raise the leaders of the future, and to highlight and reward “good practices”, we carry out efforts in training, research, and communication. We adopt an “integrated” approach to ensure



Financial
Highlights
pg. 89

the efficiency of governance efforts, and believe that governance consists of “a culture and a climate of trust”. We promote good governance practices (active participation in decision-making, transparency, effectiveness, fairness, consistency, responsibility, accountability) and contribute to the improvement of the quality of life of all citizens by inspiring new good practices. We measure our short, medium, and long-term outcomes, aim to fulfill our duty to create value for our stakeholders in all activities, and pay great attention to ensure the sustainability of ourselves and our stakeholders.

EDUCATION
(interaction more than 10 hours)



**RESEARCH
AND PUBLICATIONS**



**COMMUNICATION
AND EVENTS**




Our Inputs

- Content
- Budget
- Lyceums
- Volunteers/Practitioners
- Collaborations
- Training Materials
- Attendees
- Trainings for Volunteers
- In-Kind Contribution
- Announcements



Our Processes

- GOOD GOVERNANCE FOR KIDS
-
- GOV101 EDUCATION PROGRAM
-
- CERTIFICATION PROGRAMS FOR PROFESSIONALS



Our Outputs

- Number of Graduates
 - Children
 - Youth
 - Professionals
- Number of Volunteers
- Number of Collaborations
- Developed Content
- Education Satisfaction Rate
- Educator Satisfaction Rate

- Literature Review
- Experts
- Experts' Opinions
- Brainstorming
- Questionnaires
- Budget
- Collaborations
- Benchmark Analysis
- Knowledge
- Project Plan

- SUSTAINABILITY GOVERNANCE SCORECARD[®]
- REGULATORY POLICY OUTLOOK
- INCLUSIVE MUNICIPALITY GOVERNANCE SCORECARD
- GUIDE FOR MUNICIPALITIES TO PREPARE INTEGRATED AND INCLUSIVE STRATEGIC PLAN

- Number of Publications
- Number of Reports
- Number of Articles
- Number of People Reached
- Number of People Reached via Printed Media
- Evaluation Results
- Reviews about the Research of International Institutions (OECD, IFC, etc.)
- Policy Recommendations
- Development Recommendations

- Speakers
- Experts
- Presentation Material
- Budget
- Press Release
- Introductions
- Introduction Materials

- EVENTS WE ORGANIZED
- EVENTS WE CONTRIBUTED
- DIGITAL PLATFORMS

- Bulletins
- Integrated Reports
- Shares in Digital Platforms
- Number of People Reached
- Number of Events Organized and Contributed
- Number of Increasing Collaborations



Outcomes

in the Short Term	in the Middle Term	in the Long Term
<ul style="list-style-type: none"> • Awareness Raising on Governance • Participation in Governance/Youth Networks 	<ul style="list-style-type: none"> • Prevalence of Governance Culture in Individuals' Behavior • Increase in the Number of People/ Institutions in the Spreading Pioneers 	<ul style="list-style-type: none"> • The Individuals Widespread of the Governance Culture in their Environment • Increase in the Number of People / Institutions in the Pioneers of Change • Increase in the Number of Governance Envoys • Being Exemplary of our Stakeholder to Third Parties with Their Governance Culture and Pioneering Change
<ul style="list-style-type: none"> • Transition of Opinion Reports to the Records of Related Institutions • Testimonials • Change of Awareness • Interacting with Governance Expert 	<ul style="list-style-type: none"> • Being a Reference Point • Contributions to the Corporate Culture of Our Cooperation Partners • Events We Are Invited to Model Promotion • Behavior Change • Developing Improvement Suggestions to Model 	<ul style="list-style-type: none"> • Being a Reference Point • Contributions to the Corporate Culture of Our Cooperation Partners • Research Network on Governance • Research Network on Governance • Reflecting and Disseminating our Research Models to Practices by Our Stakeholders • Implementation of our Policy Suggestions
		<ul style="list-style-type: none"> • Increased Knowledge Level on Governance • Increase in the Number of People Reached • Increase in the Number of Activities • Increase in Collaborations • Awareness Raising • Increasing Corporate Recognition • Presenting the Works for the Benefit of the Stakeholders

Value Creation

- Spreading of Good Governance Culture
- Awareness Raising
- Spreading of Good Governance Culture
- Individual and Social Change
- Increase in Volunteering Work
- Strengthening the Social Network
- Individual and Institutional Development
- Contribution to Governance Literature
- Leading New Researches
- Unique Research Models
- Reputation
- Spreading Good Governance in Corporate Culture
- Supporting the Works in the Field of Governance

OUR CAPITAL FOR THE CREATION OF VALUE FOR INDIVIDUALS, INSTITUTIONS AND THE SOCIETY

While creating individual, institutional, and social value with our activities in the public sector, at NGOs, in the private sector, and in global platforms, we make use of four different types of capital: ***Intellectual Capital, Financial Capital, Human Capital, and Social Capital.***



Our Intellectual Capital

- The unique research models developed by us
- Our training programs aimed at various age groups and sectors
- Our advocacy activities in order to promote diversity
- Our inclusive collaboration culture
- Our knowledge base and experience
- Our publications at national and international platforms



Our Financial Capital

- Institutional and individual donations
- Resources secured by grant projects
- Funds created by our leverage effect
- Revenue from our financial enterprise



Our Human Capital

- Our Advisory Board
- Our Board of Trustees
- Our Executive Board
- Our Academic Board
- Our Team
- Our Volunteers
- Our Educators



Our Social Capital

- Collaborations with our stakeholders
- Our knowledge-based partnerships
- The synergy in our relations

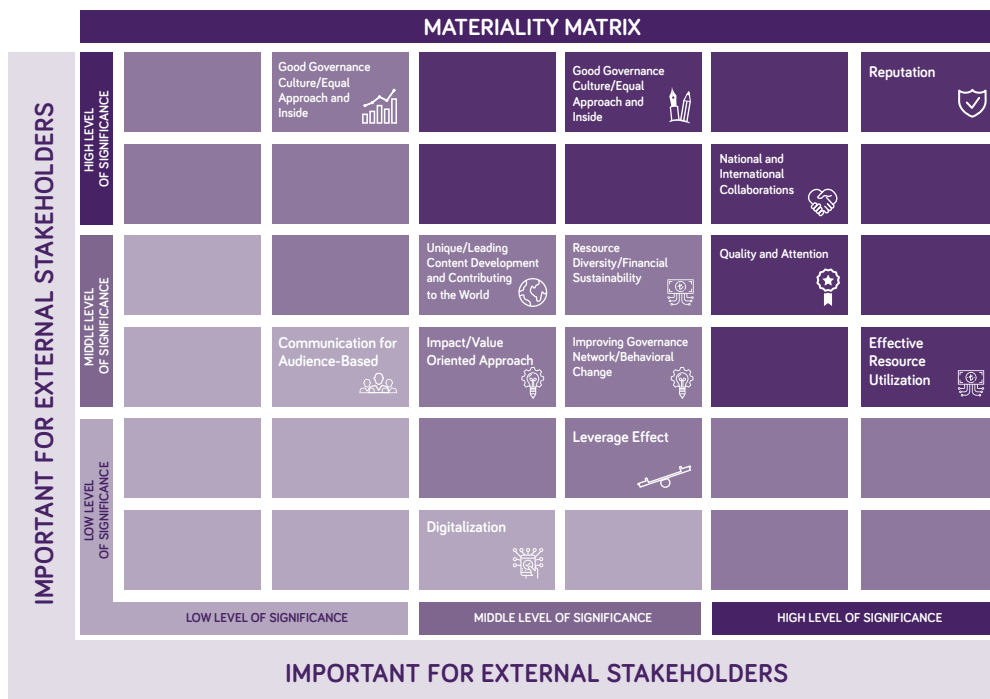
We gain more knowledge, resources, and impact
through “collaborations” rather than
“acting alone”.



WE CREATED OUR MATERIALITY MATRIX WITH OUR STAKEHOLDERS

As a team, we came together with our Executive Board to determine the “material” issues for our Academy. We assessed our previous years, 2019, and the upcoming year. We determined the issues that are material in the decision-making of our Academy, and categorized them into low, medium, and high levels of effectiveness. Subsequently, we received the opinions of our stakeholders about these issues, and requested them to assess the issues that are “material” for themselves and our Academy. Based on our findings and our low, medium, and high-effect categorization, we prepared our “Materiality Matrix”. We also connected these concepts and issues with the related types of capital and risk to emphasize our risk management methods. In our assessment process of “material” concepts and their levels of effectiveness, we evaluated:

- The factors present in our mission and vision statement that make us create value,
- The concepts that significantly affect the types of “capital” included in the International Integrated Reporting Framework document,
- The risks created by these concepts and our ways to manage them in order to ensure the necessary conditions under which we can fulfill our duties in the best possible way.




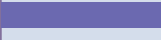




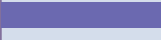







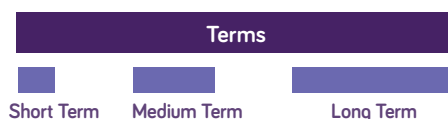
CODE	SUBSTANTIAL SUBJECT	DEFINITION
S1	Reputation	We care that the organization has gained the trust of all its stakeholders as a whole.
S2	National and International Collaborations	We believe that we will mobilize more impact and resources by cooperating with local and international institutions and organizations in our activities. We believe that by working together with domestic and foreign academic institutions, and multi-faceted think tanks such as IFC and OECD, we will achieve results with strong foundations and create a multiplier effect.
S3	Good Governance Culture/Equal Approach and Inside	Good governance is a culture, and it is effective when there is a climate in which it will spread within the organization. We believe that adopting good governance principles and becoming a corporate culture is of great importance within our academy.
S4	Effective Resource Utilization	We think that it is necessary to use resources effectively and efficiently and to be accountable in this regard in order for our Academy to achieve its goals, to realize its mission and vision.
S5	Data-Based/ Measurement-Oriented Studies	We are aware of the fact that all the activities and researches we carry out are based on concrete indicators, in accordance with academic foundations, and are critical to the trust in our work.
S6	Improving Governance Network/ Behavioral Change	We believe that governance can only be adopted as a culture when it is reflected in behavior. For this reason, we constantly interact with our "research network" and "youth network", We are working to trigger behavioral change by content.
S7	Resource Diversity/Financial Sustainability	We are developing different fundraising methods to ensure the financial sustainability of our Academy. In this area, we follow different funding sources and regularly evaluate the new fundraising methods in the world.
S8	Impact/Value Oriented Approach	Each stakeholder must ensure that their cooperation creates value for all parties. We believe that conducting relations with all our stakeholders in a transparent and fair manner is an indispensable approach to create a long-term trust environment.
S9	Unique/ Leading Content Development and Contributing to the World	Our Academy closely follows the innovations in the field of governance and produces content that will contribute to the governance literature. It develops content that will support continuous learning and support the development of new generation competencies through its original research models and educational structures.
S10	Quality and Attention	We care about taking care of all our activities and keeping the quality at a high level. We regularly review our internal processes, provide internal evaluation during and after the activity period, determine our development areas and keep continuous development at the center of our work in order to provide care for our every activity.
S11	Communication for Audience-Based	We find it important to follow the domestic and international governance agenda, to prepare content that will clarify the agenda and to inform our stakeholders about the developments with a audience-based communication language.
S12	Leverage Effect	In disseminating the concept of good governance, it is necessary to use stakeholders' shareholders (knowledge, experience, time, material and in-kind support, communication channels, etc.) to reach more people. Thus, the results of the studies increase, and substantial in-kind contributions are mobilized.
S13	Digitalization	Being aware of the requirements of the globalizing world, we regularly follow the innovations in the digital field. We determine the digitalization of the Academy contents as a primary responsibility area, we shorten the distance between our stakeholders and develop the use of digital tools that we can reach more stakeholders.

WE ASSESSED RISKS AND OPPORTUNITIES

As the Academy, some of our most important responsibilities are to identify the risks that could affect our institution on the short, medium, and long term, and to set precautions to manage these risks. At the end of 2019, factors that could adversely affect our Academy were assessed by our Executive Board. Possible risks that could arise in 2020 were identified and evaluated. Beside our possible risks, we have also been focusing on and making use of the opportunities ahead of us to create sustainable value, including:

- New donors and potential donors
- Access to international funds
- New demands for “good governance” that could expand our area of impact
- Incentive and grant programs announced by donors, the government, NGOs etc.
- Increased number and variety of volunteers and in-kind contributions
- New local and global partnership opportunities
- Building relations and partnerships with existing local and global organizations in the same field
- New ways to actively use technology and digital platforms


RISKS	DESCRIPTION	TERM	RISK MANAGEMENT
 Reputational Risks	The weakening of trust towards our Academy and loss of reputation.		Pay special attention to have transparent, effective, accountable and participatory decision-making mechanism, build a varied range of areas/stakeholders, control the quality of projects, improve awareness of the team on importance of reputation.
 Strategic Risks	Withdrawal of donors, decline in the intention to support good governance		Search for other donors, always find different and interesting ways to underline the importance of governance and its contributions to the quality of life in the community and implement them.
 Political Risks	Stakeholders (institutions and individuals) may decide not to collaborate due to changes in political climate		Search for substitute collaborators and enrich the list of activities to perform collaboration, convince political actors and foster communication.
 Financial Risks	Volatility in exchange rates, withdrawal of donation commitments, too much over-deviation in estimated budget, fiscal imbalance.	 	Avoid transactions in foreign currencies, search for other donors, prepare alternative budgets, review and update activities and planning.
 Compliance Risks	Compliance to different legislation that non-profit organizations are subject to, damage on reputation and operation due to in-compliance	 	Pay special attention to compliance rules and improve the knowledge of our team on the implementations of compliance, follow updates on legislations.
 Operational Risks	Abdication of lecturers, transportation risks (flight cancelation and delay, etc.), delays in publication process, inconsistencies with project time-plans.		Keep substitute lecturers' lists, arrange make-up courses for postponed lectures, contact with different publishers and designers, finish the reviews in publication process as soon as possible, review and update project time-plans based on new conjuncture.





WE DETERMINED, MEASURED, AND EVALUATED OUR KEY PERFORMANCE INDICATORS (KPIs)

For continuous improvement, we should measure and evaluate our performance. In our planning process, which we believe is of great importance and necessity, we set important and challenging goals in our primary areas of operation. Though all members of our team are tasked with this process, we have one specific team member whose areas of responsibility are planning and performance assessment. In 2019, we discussed the activities of our Academy in great depth in order to determine our performance indicators for the following year. We then categorized our KPIs as short-term, mid-term, and long-term indicators. For 2019, we compared our indicators with our performance in 2018 and identified the areas in need of improvement. As a result of these efforts, in 2019:





- With the spread of our “Good Governance for Kids” Program in 2019, we increased the number of alumni and the duration of training. We organized 37 different training programs for a total training time of 625 hours. 


- We maintained our efforts to make our existing training programs reach more participants. We continued to increase the number of participants in our programs for a total of 1.637 participants in 2019. 

- We developed the GOV101 Training Program for university students, and had 28 alumni and a total impact of 200 students in the first term. 





- We made intellectual contributions at local and global levels with our research by creating 18 publications and reports. 


- We developed the Sustainability Governance Scorecard®, a unique methodology in which we have examined the “sustainability of the sustainability policies” of 183 companies from 7 different countries and 10 different industries through the lens of good governance. 

- For a more sustainable future, we decreased the amount of our printed material and maximized the use of digital platforms for the dissemination of our publications. We reduced our publication print number by half to 2.896 copies. 



- We focused more on press and digital media in our communication efforts in 2019. In our communication activities focused on good governance, our in-person reach was 7.273 people, which is 16% less compared to the previous year. 

- We used written communication, social media and bulletins more effectively in 2019. We increased the number of people we reached via these platforms by almost 220.000 people compared to the previous year, to a total of 2.813.936 people. 

In addition, we released our 2018 Impact Report and 2018 Integrated Report to our stakeholders in Turkish and English in 2019, in order to increase our accountability. 

As the Academy Team, we provide each other with feedback on how to improve our individual and collective performance. We also greatly appreciate and carefully consider all other feedback that could help us develop new ideas, resolve issues, and determine areas that should be improved.

FOCUS AREA	MANNER	INDICATORS
 EDUCATION		Number of Volunteer Lecturers 44 58
		Total Hours of Voluntary Contribution 0 1,732
		Number of Children Trainees 340 478
		Number of Young Trainees 25 58
		Number of Professional Trainees 422 570
		Number of Children Whose Awareness Level is Measured 200 287
		Number of Young Whose Awareness Level is Measured 0 28
		Education Satisfaction Rate % 91 %89
 RESEARCH		Number of Experts Contributed to Research/Publications 22 31
		Total Hours of Voluntary Contribution 0 575
		Number of Publications 17 18
		Number of People Reached via Printed Media 1,649K 2,462K
		Number of People Reached via Publications 3,927 2,896
		Policy and Development Suggestions Provided Through Our Research ✓ ✓
		Shown References and Sources with Our Research ✓ ✓
		Change in the Behavior of Our Stakeholders with Our Research ✓ ✓
 COMMUNICATION		Number of Speakers in Our Events 24 21
		Number of Institutions We Cooperate With In Our Communication Activities 23 11
		Number of Events We Organized 7 11
		Number of Events We Contributed 40 36
		Number of People Reached via Events 8,640 7,273
		Number of People Reached via Printed Media and Digital Platforms 2,585K 2,812K
		Improved Awareness of Our Stakeholders on Governance with Our Communication Studies ✓ ✓
		Increased the Recognition of the Institution with Our Communication Studies ✓ ✓

✓ is assessed as “performed” by Board of Directors.

X is assessed as “not performed” by Board of Directors.

 Input  Output  Outcome

● 2018

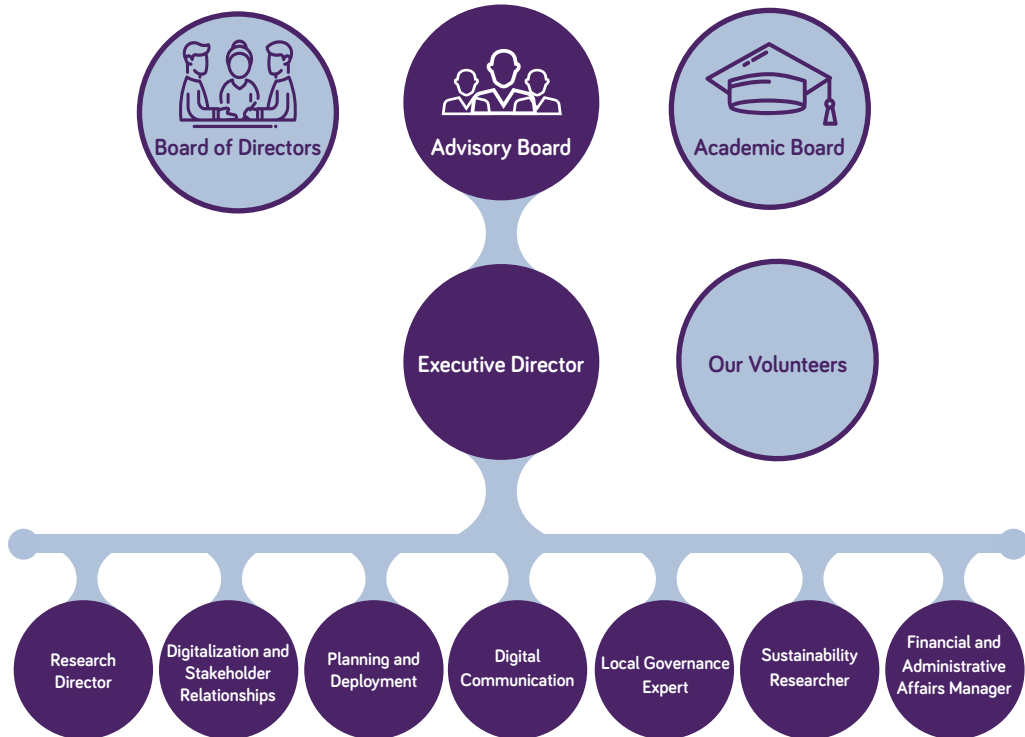
● 2019

OUR HUMAN CAPITAL



With their contributions, our “human resources” are the most important component of our intellectual capital. We greatly benefit from the knowledge and expertise of our Executive, Advisory, and Academic Boards in all stages of our activities. In 2019, we especially received the valuable support of our Executive, Advisory and Academic Boards in the unique methodology development and research processes of our Sustainability Governance Scorecard project, which has made global impact, as well as in the preparation process of our Quality of Regulatory Policy publication in Turkish.

We build our professional team with full-time, proficient members while also consulting the knowledge and experience of various experts in a project-based manner during our activities. As the Academy, we greatly value our human resources, and support and promote their intellectual development both inside and outside of our institution.



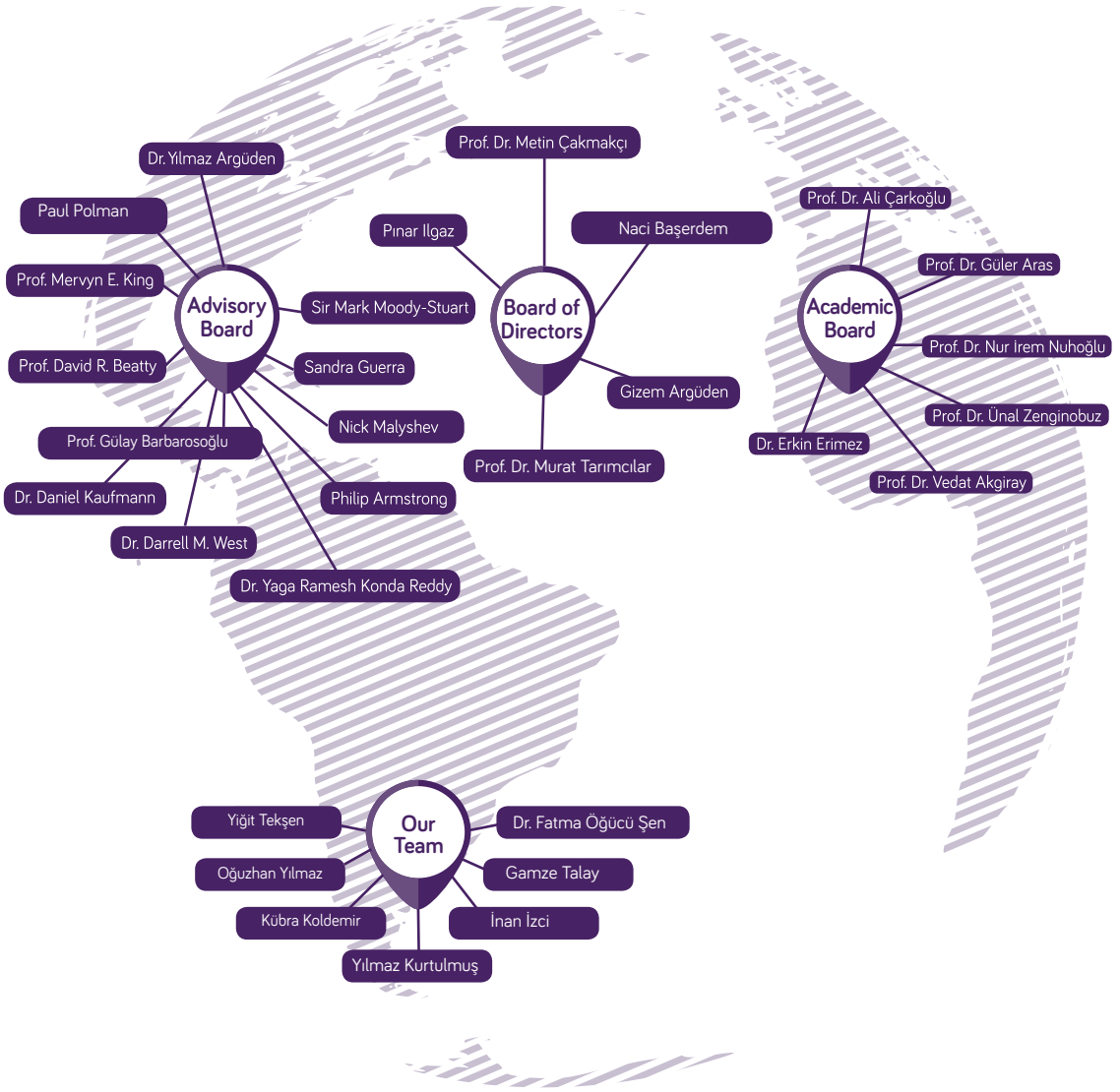
- Provides expert guidance on governance topics.
- Consists of internationally renowned members with varied backgrounds.



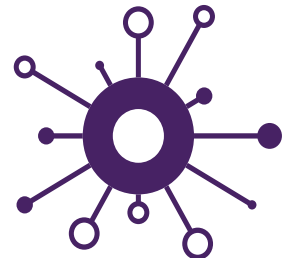
- Responsible for the organization’s assets and activities.



- Provides expert guidance on education and research programs.
- Consists of local academic experts.



“ We prosper with differences and diversity.”





OUR ADVISORY BOARD

We believe that following current global trends helps us improve and communicate our experiences more effectively. As an exemplary NGO operating in the four main areas of governance, we aim to promote and share, especially in Türkiye and the surrounding regions, our Advisory Board's studies, publications, and contributions about governance.

We greatly benefited from the knowledge and experience of our Advisory Board members in governance during our Sustainability Governance Scorecard[®] Project, which we completed in 2019. Our Advisory Board member and the Chair of the Board of Trustees, Dr. Yılmaz Argüden, has enriched all of our processes beginning from the development of the research model, to the preparation of the publication and presentation of the findings with his visionary contributions. On our Alumni Day, we brought our Advisory Board member Dr. Ramesh K. Reddy and the alumni of our Good Governance in the Private Sector Program to discuss the Scorecard. Another distinguished member of our Advisory Board, Prof. Mervyn E. King, honored us by volunteering as an ambassador to globally promote the Scorecard. Throughout the preparation process of our Quality of Regulatory Policy publication, in which we translated the OECD Regulatory Policy Outlook 2018 Report to Turkish, we received the valuable support of our Advisory Board member Nick Malyshev.

Throughout our activities, we regularly shared information with all of our Advisory Board members and improved our work with their opinion and suggestions.



Dr. Yılmaz Argüden
ARGE Consulting,
Chairman



Sir Mark Moody-Stuart
Global Compact Foundation,
Chairman



Prof. Mervyn E. King
International Integrated Reporting
Council, Chairman



Paul Polman
UN Global Compact,
Vice-Chair



Prof. David R. Beatty
Coalition for Good Governance,
Founder



Dr. Daniel Kaufmann
Natural Resource Governance
Institute, Founder and President



Prof. Gülay Barbarosoğlu
Boğaziçi University,
Former Rector



Nick Malyshev
OECD Regulatory Policy Division



Philip Armstrong
Gavi, Director of Governance



Dr. Darrell M. West
Governance Studies,
Vice President and Director



Dr. Yaga Ramesh Konda Reddy
Academy of Corporate Governance,
Founder and President



Sandra Guerra
Better Governance - Brazil, Founding
Partner



OUR ACADEMIC BOARD

As the Academy, we give utmost importance to reflecting the ideas and experiences of our Academic Board on all of our efforts we make in the various activities we organize, the research we conduct, the training sessions we make in order to promote the widespread adoption of the culture of good governance in our country and around the world. In 2019, we received the valuable support of our Academic Board in the dissemination of our Municipality Governance Scorecard Project and the completion of our Sustainability Governance Scorecard © Project.

Municipality
Governance
Scorecard
pg. 57

Sustainability
Governance
Scorecard
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Prof. Dr. Ali ÇARKOĞLU
Koç University



Prof. Dr. Güler ARAS
Yıldız University



Prof. Dr. Nur İrem NUHOĞLU
Boğaziçi University



Prof. Dr. Ünal ZENGİNOBUZ
Boğaziçi University



Prof. Dr. Vedat AKGİRAY
Boğaziçi University



Dr. Erkin ERİMEZ
ARGE Consulting



OUR BOARD OF DIRECTORS

In order to popularize good governance practices, our Board of Directors incorporating “diversity”; it consists of an independent president, founding donor representatives and independent members. The fact that each of our members have experience in at least 2 sectors provides us with a broad vision in developing strategy and cooperation. Our Board of Directors, which undertakes the task of forming a strategy and is structured with the emphasis on “diversity”, has shaped the way our Academy will follow in the future, and the methods it will follow, taking the opinion of the whole team.

Our Future
Expectations
pg. 98



Prof. Dr. Metin ÇAKMAKÇI

Chairman

Our Chair is an independent member of our Board, and the Founding Chair of the Ethics and Reputation Society (TEİD). He is also a Member of the Board of Trustees of Acıbadem University. Because of his roles as the Founding Co-Chair of the Quality in Healthcare Association and Founding Member and former Chair of the European Society of Surgical Infections, he has a great awareness of the “spirit of the civil society” embodied within NGOs. As a Board Member at Anadolu Medical Center, he is also experienced in the private sector at the executive level.



Pınar ILGAZ

Vice Chair

As the Managing Partner at ARGE Consulting, Pınar Ilgaz represents our founding donor ARGE Consulting. She is an expert in areas including building HR systems, forming organizational structures, institutionalization, and Total Quality Management. By virtue of her expertise, she is an independent Board Member in various companies. She has also been active at NGOs and volunteering as a Board Member at the Corporate Volunteers Association (ÖSGD) and Management Consultants Association. She has successfully completed the “Women on Boards” program, and she still participates in the committee sessions of the Women on Boards Association (YKKD). She is among the authors of “ARGE Corporate Governance Model®” and “Management of Volunteer Organizations”.



Prof. Dr. Murat TARIMCILAR

Executive Board Member

Our independent Board Member Prof. Dr. Murat Tarımcılar received his bachelor’s degree in Industrial Engineering from Boğaziçi University and completed his master’s degree and PhD at Louisiana State University. He has conducted research and given lectures on the topics of Data Analysis, Statistics, Production Management, and Decision-Making Models. Beside his academic career, he also participated in consultancy work in Process Design and Institutional Management. He has provided consulting services to international organizations such as the World Bank, public institutions such as the United States Department of Defense and the Venezuelan Ministry of

Health, and private companies such as Bose Corporation and BSA International. Health, and private companies such as Bose Corporation and BSA International. Tarımcılar served as the President of TED University in the academic years of 2015-2016 and 2016-2017. Currently, Prof. Dr. Tarımcılar is still continuing his academic career as a professor at the Decision Sciences Department of George Washington University School of Business. During his time as the Dean of MBA Programs at GWU, he made great contributions toward making “Work Ethics” and “Corporate Social Responsibility” mandatory classes in the program syllabus. In that same period, he initiated a campaign called “Ethical MBA” to add the aforementioned two classes to the undergraduate program as well. He is also among the founders of the Institute for Corporate Sustainability. He is one of the founding members of Boğaziçi University and Robert College International in Türkiye, and the Turkish-American Scientists and Scholars Association (TASSA) in the United States.



Gizem ARGÜDEN

Executive Board Member

Representing the founding donor family, Gizem Argüden is still working as a consultant at ARGE Consulting after working 8 years for McKinsey & Company as a Management Consultant. An expert in strategy, sustainability, and the organizational and operational structures of nonprofit organizations,

Argüden has written her dissertation at Wharton on “cross-national differences in corporate governance, family business groups, and control pyramids in corporate governance”. She has made valuable volunteer contributions during the foundation, institutional organization, development of training and research programs, and initiation of the partnerships of Argüden Governance Academy.








Naci BAŞERDEM

Executive Board Member

Our independent board member Naci Başerdem has worked at various management levels in both banks and private sector companies. He joined Doğuş Group in 1998 and played an active role in the restructuring and expansion processes of Doğuş Media, Retail, and Construction Groups. He executed different roles at DoğuşW Media, Food Retail and Construction Groups. He was the general manager of TÜVTÜRK Vehicle Inspection Stations during its foundation and organization periods. Başerdem was appointed to be a Board Member in Doğuş Holding in October 2014, while also serving as the President of Doğuş Tourism Group and Chair of Doğuş Retail Group. He graduated from Boğaziçi University, Faculty of Economics and Administrative Sciences, Department of Business.

BOARD SKILLS MATRIX

BOARD MEMBER	OTHER ADMINISTRATIVE POSITIONS	YEAR JOINED	AGE	GENDER
 <p>Prof. Dr. Metin Çakmakçı</p>	<ul style="list-style-type: none"> Hacettepe University Faculty of Medicine, Faculty Committee and Faculty Executive Committee Member (1994-1996) Hacettepe University Adult Hospital, Chief Physician (1996-2000) Hacettepe University Hospital Directorate of Circulating Capital, Director (1997-2000) European Society of Surgical Infections, Board Member (1998-2008) Acıbadem Healthcare Group, Medical Director and Board Member (2000-2007) Acıbadem Sigorta, Board Member (2003-2005) Anadolu Medical Center, Director of Medical Services (2007-2012) Anadolu Medical Center, Board Member (2007-Present) European Society of Surgical Infections, Chairman (2008-2009) Ethics and Reputation Society (TEID), Chairman (2010-2012) Ethics and Reputation Society (TEID), Board Member (2010-2014) Republic of Türkiye Undersecretariat of Treasury, Licensed Angel Investor (2012-Present) 	2014	63	MALE
 <p>Pınar Ilgaz</p>	<ul style="list-style-type: none"> ARGE Consulting, Managing Partner (1995-Present) ŞOK Supermarket Chain Co. (2019-Present) Corporate Volunteers Association, Board Member (2004-2016) Corporate Volunteers Association, Vice Chairwoman (2018-Present) Management Consultants Association, Board Member (2012-2015) Management Consul 	2014	54	FEMALE
 <p>Prof. Murat Tarımcılar</p>	<ul style="list-style-type: none"> GST Associates Management Consulting Firm, Founding Partner (1993-1996) George Washington University School of Business, Associate Dean for Graduate Programs (2008-2011) George Washington University School of Business, Deputy Dean and Dean of Programs and Education (2011-2013) TED University, President (2015-2016 & 2016-2017) George Washington University School of Business, Decision Sciences Department Chair & Professor (2018-Present) 	2018	61	MALE
 <p>Gizem Argüden</p>	<ul style="list-style-type: none"> McKinsey & Company Management Consultant (2010-2019) ARGE Consulting Managing Partner (2019-Present) 	2014	32	FEMALE
 <p>Naci Başerdem</p>	<ul style="list-style-type: none"> Nasaş Group, CFO (1991-1992) Benetton Group, CFO (1992-1995) Boyner - Altınyıldız Group, Outfitting Department General Director (1995-1997) NTV, CFO, Executive Committee Member (1997-2002) Tansas, CFO, Executive Committee Member (2002-2005) Doğuş Construction and Trade Co. CFO, İcra Kurulu Üyesi (2005-2006) TUVTURK A.Ş., General Manager (2007-2011) Doğuş Holding, Board Member (2014-2019) Doğuş Tourism & Retail Group, CEO and Board Chair (2011-2018) 	2019	64	MALE

SKILLS

GOVERNANCE	SUSTAINABILITY	QUALITY	ETHICS	FINANCE	PUBLIC SECTOR EXPERIENCE	NGO EXPERIENCE	PRIVATE SECTOR EXPERIENCE	INTERNATIONAL EXPERIENCE
✓		✓	✓	✓	✓	✓	✓	✓
✓	✓	✓		✓		✓	✓	
✓		✓		✓	✓	✓	✓	✓
✓	✓	✓				✓	✓	✓
✓				✓			✓	✓



OUR TEAM

Each of our team members are experts in their respective fields, and they are experienced in all sectors in which we are active. With our experienced, qualified, driven, young, and professional team, we carry out our activities in the most effective and proactive way possible. We believe that governance is a culture, and therefore pay special attention to practicing it in our own workspace first and foremost. We plan all of our operations together and maintain a continuous flow of information about the outcomes. We support our colleagues to improve their skills with respect to their areas of responsibility, encourage them to take more initiative, and create value for them by motivating them to join training programs.



Dr. Fatma ÖĞÜCÜ ŞEN - Research Director

Dr. Fatma Ögücü Şen is responsible for our research programs, publications, educational curriculum, and content quality. She had an active role in the development of the Municipality Governance Scorecard® and Sustainability Governance Scorecard® research models and the development of the “Good Governance for Kids” training program. Her position is supported by her proficiency and experience gained at several national and international research projects that are frequently referenced in the field of governance. Having worked as an executive editor in international journals, she receives invitations to present her work in the field of corporate governance. She has conducted research at the University of Greenwich, as well as in projects supported by the Scientific and Technological Research Council of Türkiye (TÜBİTAK). She has provided consulting services in Mazars Denge in the areas of corporate governance, process improvement, and internal audits. As one of the co-authors of the first Integrated Report in Türkiye, she gives training in stakeholder engagement and integrated thinking for people of different sectors and age groups. After graduating from Sabancı University, Department of Production Systems Engineering with a merit-based scholarship, she received her master’s degree in Economics & Finance from Boğaziçi University and her PhD in Business Administration with a thesis on the relationship between corporate governance and financial reporting. Fatma is the mother of Mehmet Efe and Kerem Ege, also a tennis player and a close follower of the cultural activities.



Yiğit TEKŞEN - Digitalization and Stakeholder Relations

Yiğit Tekşen is responsible for our product and resource development, digitalization, and stakeholder relations. He has both actively participated in the investment and incubation processes of various startups and developed some of his own startups and entrepreneurial projects. He worked as the innovation officer of STFA Holding, and subsequently provided insight and consultancy to the company regarding its investments. Yiğit is experienced in marketing, event organization, and brand management, and has worked at Nike Türkiye in positions related to his skillset. He also contributed to the spread of the digital education platform Khan Academy in the Anatolian provinces of Türkiye. Yiğit has received his bachelor’s degree in Mechatronics from Sabancı University, and his executive master’s degree in Energy Technologies and Management at the same university. Having completed some of his education at EPFL Switzerland in the field of energy engineering, Yiğit has several published articles and journal papers in the field of nanotechnology and heat transfer. As a sports aficionado, Yiğit is a cyclist, mountain climber, surfer, and skier. He has gone on several expeditions involving these sports and shared his experiences in a TED talk.



Oğuzhan YILMAZ - Planning and Deployment

Oğuzhan Yılmaz is responsible for planning, performance assessment, deployment, and children and youth programs at the Academy. Throughout his career, he has worked at STFA Construction Group in the department of Strategy and Risk Management, and in construction projects in Morocco and Tanzania as a planning engineer. Oğuzhan has taken on leadership roles to spread the culture of good governance among the youth ever since his university years, during which he planted the first seeds of the YÖN101 Training Program. An active member of many student clubs, Oğuzhan has been in leadership roles in many volunteer organizations such as ITU Social and Cultural Center, ITU Engineering Society, Karadeniz Foundation Student Council, and Governance 101 Initiative. Oğuzhan received his bachelor's degree from Istanbul Technical University (ITU) in Civil Engineering, and he is now in the process of receiving his master's degree in Business Administration at the same university. Oğuzhan is also a film and theater enthusiast.



Gamze TALAY - Digital Communication

Gamze Talay is responsible for the digital communications of our Academy. She manages our Digital Learning Platforms and social media accounts and communicates our event notices and newsletters. Gamze also assists in our events management, internal communications, editorial processes and publications. She received her bachelor's degree in Political Science and Public Administration from Hacettepe University and completed the "Good Governance for the Civil Society" and "Good Governance for the Public Sector" certificate programs at the Boğaziçi University Lifelong Learning Center. She also has an Integrated Reporting Certificate from the International Integrated Reporting Council (IIRC). Gamze started to support our Academy as a volunteer in her university years and joined us as a team member after she completed her education. She likes painting and horse riding, and she is an enthusiastic participant of many of our social responsibility projects due to her interest in the social development of children.



İnan İZCİ - Local Governance Expert

İnan İzci works as a Local Governance Expert at Argüden Governance Academy. Having played an active role in the development process of our Municipality Governance Scorecard® Model, İnan carries out our activities aimed at local governments. After working in England for four years on the issues of civil rights and citizen advocacy, he returned to Türkiye and carried out various duties in different public institutions. He has conducted studies and made publications on participative local governments and development. In the private sector, he is also experienced in corporate sustainability and corporate social responsibility. In order to share his insight and experiences, he receives invitations from international organizations such as the UN and OECD to participate in their events. After receiving his bachelor's degree in Economic and Social Policy from the University of London, he completed his master's degree in European Public Policy there. Currently, he is a PhD candidate in Political Science at the Free University of Brussels.



Kübra KOLDEMİR - Sustainability Researcher

Kübra Koldemir is a sustainability researcher at our Academy. She plays an active role in the analysis of the Sustainability Governance Scorecard®, as well as its deployment and widespread promotion. Throughout her career, she has worked in New York City as an investment analyst, went on to specialize in investment funds, and worked at a \$1bn AUM hedge fund. Focusing on international investments, Kübra evaluates the strategies and outcomes of multinational companies across several industries. As a result of this evaluation, she has reported on macroeconomic developments in the markets, and interpreted the macroeconomic data related to the countrywide allocation to global portfolios. Kübra regularly has her articles published at the Turkish Investor Relations Society (TÜYİD) magazine, and she also contributes to several international publications. Kübra received her bachelor's degree in International Relations from Mount Holyoke College.



Yılmaz KURTULMUŞ - Financial and Administrative Affairs Manager

Yılmaz Kurtulmuş is responsible for the organization and planning of the Academy's accounting, finance, administrative affairs, events, grants and educational projects. His career background and experience at NGOs reflect and support his duties at the Academy. Kurtulmuş began his professional life as an Event Manager at Boğaziçi University Alumni Association (BÜMED) and continued as the Quality Development Manager at the association. Then, he served as a coordinator and expert in many projects at the Women Entrepreneurs Association of Türkiye (KAGİDER) as the Director of Administrative and Financial Affairs. He has completed his education at Boğaziçi University in the Business Administration and Electronics departments. He has also completed the following certificate programs: "Process Management and Development" at KalDer, "Internal Management of Ethics" at the Ethical Values Center of Türkiye (TEDMER), and "Corporate Ecological Literacy" at the Turkish Foundation for Combating Soil Erosion (TEMA).

OUR VOLUNTEERS

The individual or corporate contributions of our volunteers from various occupations and fields of expertise are of utmost value for us. Our group of volunteers consisting of senior experts in their respective fields, as well as undergraduate and graduate students gaining expertise in governance, support the promotion and widespread adoption of the principles of consistency, responsibility, accountability, fairness, transparency, effectiveness, and mutual engagement.

Our aim is to empower the civil society and promote the practice of volunteering. To do so, we focus on emphasizing the importance of voluntary work and accurately calculating the monetary equivalent and added value of volunteer efforts. In our reports, publications, events and conferences alike, we always acknowledge and praise the value created by our esteemed volunteers with their precious contributions. We also regularly keep track of the time and value of the in-kind-contributions made by our volunteers. Then, we ensure that these records are audited and verified by independent auditors and document their validity.

By raising our volunteers' awareness about good governance practices, we enable them to join a distinguished network. We aim to create value for them by presenting them with venues and opportunities where they can contribute to the enrichment of public knowledge and realize their social responsibility goals and projects.

We aim to firmly establish the practice of volunteering and draw attention to the importance of a strong and well-developed civil society in our country.



VOLUNTARY CONTRIBUTIONS



VOLUNTEER	AREA OF EXPERTISE	VOLUNTEER WORK
Gizem ARGÜDEN	Management Consulting	Work on projects, support in research, representation at events and meetings
Aylin TUNCER	Planning and Accounting	Accounting, volunteer instructor role in training programs
Uğur ŞAHİN	Accounting	Accounting
İslam SAĞIR	Student	CRM List analysis and organization, pricing survey, documentation, archiving, GOV101 Training Program, preparation and operation processes
Arda ARGÜDEN	Student	GOV101 Training Program preparation and operation processes
Ercan GÜNAY	Civil Engineering	GOV101 Training Program preparation and operation processes
Irmak ILGAZ	Student	GOV101 Training Program preparation and operation processes
Merve Gül ARSLAN	Business Engineering	GOV101 Training Program preparation and operation processes
İnci Seda CANKURTARAN	Software Engineering	GOV101 Training Program preparation and operation processes
Yavuzhan DANIŞMAN	Student	GOV101 Training Program preparation and operation processes
⋮	⋮	⋮

ORGANIZATIONS PROVIDING IN-KIND CONTRIBUTIONS	TYPE OF ORGANIZATION	IN-KIND CONTRIBUTIONS
ARGE Consulting	Management and strategic consulting firm	Academy office filing cabinet, rent and fixed expenses, Advisory Board travel and accommodation expenses, consulting in research programs
TEGV	NGO for education	GOV101 Training Program Venue
Sahibinden.com	e-commerce	GOV101 Training Program Venue
Kadıköy IDEA	Workspace	GOV101 Training Program Venue
Impact HUB	Workspace	GOV101 Training Program Venue
⋮	⋮	⋮

In 2019, we made use of the valuable contributions of our volunteers in many of our activities. Therefore, we thank all of volunteers that represented our Academy in various national and international platforms and events, gave speeches in conferences and symposiums, and aided our research projects with their efforts and experience this year. Throughout our activities in 2019, we received a total of 840 hours of voluntary contribution. We are also grateful for all in-kind contributions made by various institutions. On the chart below, we have presented a few examples of our volunteers and in-kind contributors. We are grateful for all of our “governance volunteers” who have made contributions.

STAKEHOLDER RELATIONSHIPS

Governance concerns not only policy makers but also all stakeholders. For this reason, we believe that we will increase our impact by establishing long-term collaborations and partnerships and acting “together” to achieve our goals.

In line with our business model, we focus on 3 core collaborations (partnerships):

Knowledge Partnership



Partnership for Impact



Resource Partnership



Knowledge Partnership: We both provide information on good governance and benefit from the information resources of our cooperation partners. OECD Korea, Türkiye Economic and Social Studies Foundation (TESEV), Türkiye Ethics and Reputation Society (TEİD), Türkiye Corporate Governance Association (TKYD) and Türkiye Investor Relations Association (TUYİD) and “Information Partnership” We are carrying out work in accordance with our protocols. We aim to expand this network with new protocols in 2020.

Partnership for Impact: By creating good governance practices together, we create added value for both ourselves and our cooperation partners. We announce all activities of our collaboration partners on “governance” through our own network, and at the same time, we contribute to increasing their impact by providing content and speaker support. On the other hand, we draw attention to the collective benefit provided by the spread of the “cooperation” culture.

Resource Partnership: We create additional material or in-kind resources for our activities by providing resources or by making use of the resources of our collaboration partners.

We create many of our collaborations by taking advantage of all three types of partnership. Thus, we have transformed information, impact and resources into a more economical method as a “collaboration” method, which enables institutions to reciprocate. When mobilizing resources, we adopt the principle of using the resource that is the least costly for each stakeholder or that is compatible with the budget usage strategy.



INTEGRATED REPORTING <IR>



Thanks to the supports / services (leverage effect) we mobilize without allocating any material amount, we have the opportunity to create more value with less real budget. For this reason, we always prefer to do business with our national or international partners from different sectors rather than doing a job alone.



While developing cooperation, we adopt a model to bring all stakeholders (public / civil society / private sector) together, and model models with this approach.

We create:



Our academic cooperation partners provide us with information that includes the opportunity to exchange information on the latest developments and mediate the spread of good governance practices in public, non-governmental and private sector organizations:



To fulfil our mission, we believe in long-term collaborative partnerships and joint initiatives.



We are always eager to develop collaborations with international organizations and non-governmental organizations on the importance and effectiveness of good governance understanding and dissemination of its practices in every segment of society. For this purpose, we carry out workshops, survey studies, research projects, awareness-raising activities and applied projects.



We organize our activities through donations from foundations, independent organizations and individuals who believe in our goals and aim to contribute to the development and dissemination of good governance practices in every segment of the society. Garanti BBVA, Akkök Holding, Borusan, Çalık Holding, Altınbaş University, R&D Consulting, Learning Child: Our Responsible Individual sponsor is Jotun Boya and all our individual supporters, especially TIRSAN:

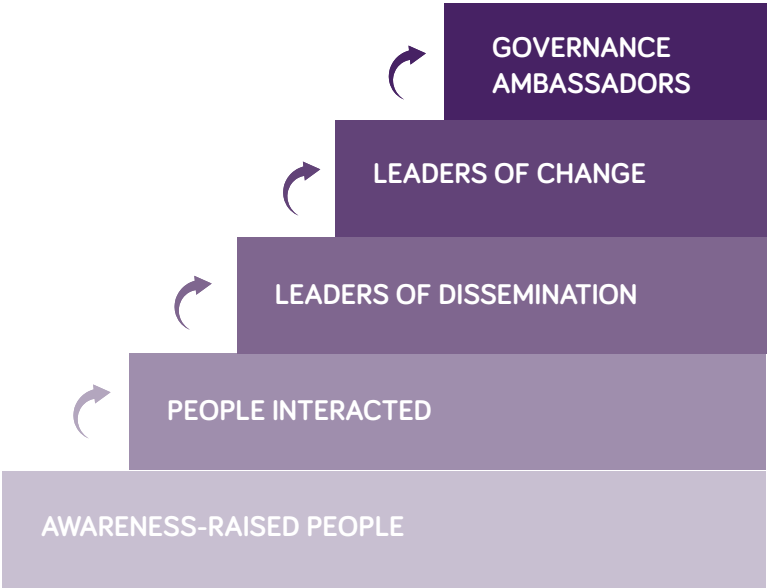


As the Academy, we value all of our stakeholders and try to create methods to keep in touch with each other and keep them informed. We believe that the quality of our work will increase by taking the opinions of our stakeholders and including them in our processes. With this philosophy, we developed a stakeholder model by reviewing all our stakeholders in 2019.

We determined 5 different stakeholder groups according to our stakeholder model. These;

- Governance ambassadors that ensure that governance is adopted as a culture
- Pioneers of social / institutional change
- Pioneers in the spread of governance
- We interact with our work
- We raise awareness about governance

We have determined the details of the stakeholder groups we have determined and our contact model. We have identified key performance indicators for how to measure the impact we have created. As of 2020, we will conduct our interaction with our stakeholder groups in accordance with our stakeholder model.



OUR IMPACT REPORT

We had shared our Impact Report with our donors and stakeholders at the end of 2019 as we did in 2018. The Report covers our activities performed in 2019, including the funds we used from our own budget, the resources we mobilized, our volunteers' contributions and donations in-kind.

In line with the principle of accountability which we attach great importance, in 2019, we periodically visited our donors as was the case with the previous yearsto explain how we utilized their donations and the impact we created.

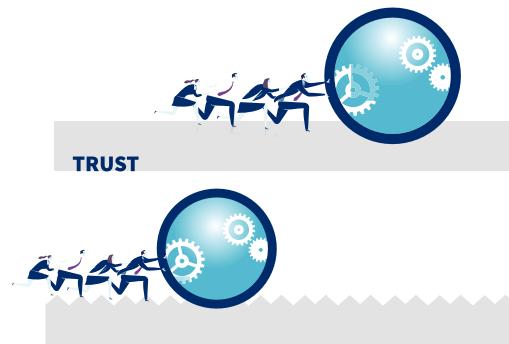
We shared with them our Impact Report which was audited pro-bono by Ernst&Young, one of the four biggest auditing companies, and was assessed as “reliable”, and informed them of the key activities we planned for 2019.

Our Impact Report is prepared and shared both in Turkish and English, and helps us to;

- Demonstrate in concrete terms how governance culture and climate progressed,
- Increase our accountability,
- Enhance our capacity to measure outputs we deliver,
- Maintain sustainable improvement and progress,
- Motivate our donors and stakeholders to support deployment of governance culture,
- Encourage future donors to support the activities of the Academy.

The Report showed us that we mobilized voluntary contributions and donations in-kind corresponding to a value **2.02** times greater than our actual budget.

A society's progress will be hindered if there is no trust in its institutions. Deficiency in governance acts like a friction coefficient. When friction is high, much more energy is needed to accomplish the same amount of work which in turn damages competitiveness.



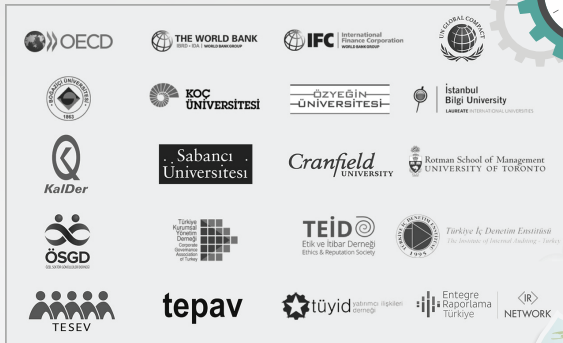
IMPACT REPORT 2019

Dear Stakeholders,

We have performed various activities to raise awareness and disseminate "Good Governance", with your supports since the foundation of the Academy. We are glad to present our Impact Report including our activities performed in 2019.



COLLABORATIONS



840
VOLUNTARY HOURS



73
NATIONAL AND
INTERNATIONAL
COLLABORATIONS



DONORS

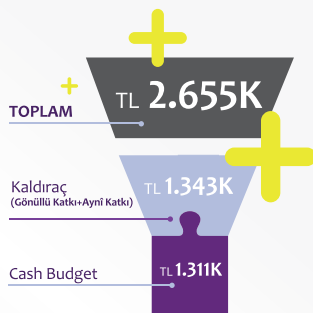


ACTIVITIES

■ Activities Completed ■ Ongoing Activities ■ Activities Participated E: Education R: Research C: Communication

PUBLIC	E 01	Municipality Governance Scorecard - İzmir Workshop	I 07	United Nations Public Services Forum									
	A 01	Inclusive Municipality Governance Scorecard	I 08-12	"Guide for Municipalities to Prepare Integrated and Inclusive Strategic Plan" Launch - Istanbul, Adana, Mersin, İzmir, Kütahya									
	A 02	Guide for Municipalities to Prepare Integrated and Inclusive Strategic Plan	I 13	"Inclusive Municipality Governance Scorecard" Launch									
	A 03	Regulatory Policy Outlook 2018 Report	I 14	Stand Area Marmara Urban Forum 2019									
	I 01	International Social Politics Conference	I 15	Good Governance for Sustainable Cities Panel - Marmara Urban Forum 2019									
	I 02	Sirin Tekell Local Governments Academy	I 16	Municipality Governance Scorecard Advisory Board Meeting									
CIVIL SOCIETY	I 03	Municipality Governance Scorecard for Metropolitan Governance Model	I 17	2020-2024 Strategic Plan Workshop by Istanbul Metropolitan Municipality									
	I 04	"Kadıköy Municipality Integrated Report" Launch	I 18	Municipality Governance Scorecard Meeting - Sultanbeyli Municipality									
	I 05	Good Governance in Local Governments Seminar - ITU ICLUS	I 19	From a Citizen's Perspective: Istanbul Municipalities - Good Governance Talks in Impact Hub									
	I 06	Encouragement Politics for Good Governance and Türkiye Approach											
	E 01	Good Governance for Kids in ITUGVO Volunteer Training	E 34	Good Governance for Kids in KidZania İstanbul - Children's Rights Day Event									
	E 02	Good Governance for Kids in ITUGVO 2nd Term	E 35	Good Governance for Kids in KidZania İstanbul - Volunteer Day Event									
	E 03	"Good Governance in NGOs" Training - Health and Education Foundation	E 36	"Good Governance in Boards" Training BUYEM & PwC (2nd Group)									
	E 04	"Corporate Governance and Effective Boards" Lecture - Koç University	A 01	Good Governance for Kids 8a - English Version									
	E 05	BISTEP Training Koç University	A 02	Good Governance for Kids 8b - English Version									
	E 06	"Good Governance in Boards" Training - BUYEM & PwC	I 01	"Integrated Reporting in Türkiye Research" Launch - Integrated Reporting Türkiye (ERTA)									
CORPORATE	E 07	Strategy Training - Boğaziçi University	I 02	Non-Governmental Organizations Working Group - Corporate Governance Association of Türkiye									
	E 08	Emotion-Themed In-Game Art Festival - Güngören Municipality	I 03	"Good Governance for Quality of Life" Seminar - ITU GÖBİ									
	E 09	Good Governance Training for NGOs' Trainers - SivilAnt	I 04	3rd Excellence Summit - ESBAŞ									
	E 10	COV101 (Governance101) Education Program	I 05	"Good Governance for Quality of Life" Seminar - ROTARY									
	E 11	Good Governance for Kids in TEGV - Adana Ankara Antalya Bursa Çorum Eskişehir Gaziantep Giresun İstanbul İzmir Kocaeli Mardin Nevşehir Samsun Siirt Şanlıurfa Tekirdağ Van Zonguldak	I 06	Good Governance and Incentive Politics in European Union and Türkiye Altınbaş University									
	E 12	Good Governance for Kids in Darıçayfaka Schools 1st Term	I 07	Graduation Ceremony of Good Governance for Kids Program ITUÜGVO									
	E 32	Good Governance for Kids in KidZania İstanbul - Saving Day Event	I 08	KidZania 2. Edutainment Summit									
	E 33	Good Governance for Kids in KidZania İstanbul - Saving Day Event	I 09	Good Governance for Everyone Impact Hub Good Governance Talks in Impact Hub									
	A 01	Research Sustainability Governance Scorecard 2017	I 03	Social Emotional Skills Workshop									
	A 02	Publication Sustainability Governance Scorecard 2017 in Turkish	I 04	Subjects' Prioritisation Workshop of Business for Goals Platform									
A 03	Publication Sustainability Governance Scorecard 2017 in English	I 05	Membership Incentive Committee of Coordination Commission to Improve Investment Area										
A 04	Article Sustainability and Good Governance	I 06	Membership Regulation Committee of Coordination Commission to Improve Investment Area										
A 11	Guide Participation of the Bongo (Business Organized Non-Governmental Organizations)'s to the Policy Making and Development Processes	I 07	Membership Awareness Committee of Coordination Commission to Improve Investment Area										
A 12	Research Sustainability Governance Scorecard 2018	I 08	Leadership Role of the Investor Relations in Sustainability Area										
GLOBAL	I 01	Good Governance Meeting with Çalık Holding Board Members	I 09	Social Good Summit									
	I 02	"Business for Goals Platform" Launch	I 10	Law and Sustainability Conference									
	I 01	World Business Angels Investment Forum	I 11	Sustainability Leaders with Good Governance Lens - Good Governance Talks in Impact Hub									
	I 02	Conversation on Culture and Trust Relationship with Daniel Kaufmann											
I 03	Horasis Global Meeting Horasis												
I 04	New Analytical Tools and Techniques for Economic Policymaking OECD												
I 05	IIRC Global Conference 2019												
I 06	Europe and Central Asia Regional Governance Conference World Bank												
I 07	Asia Sustainability Reporting Summit 2019 CSR Works												
I 08	OECD Public Governance Committee 2019												
Integrated Report 2018	Integrated Report 2018 in Turkish	Impact Report 2018	Impact Report 2018 in Turkish	Radio Program Municipality Governance Scorecard Conversation on "Açık Radyo Dünya Mirası Adalar Programı"	Radio Program Municipality Governance Scorecard Conversation on "Bloomberg HT Radio Parasal Geleceği Programı"	TV Program Municipality Governance Scorecard Conversation on "NTV Seçme Doğru Programı"	Newspaper Municipality Governance Scorecard © News on the Turkish National Newspaper Hürriyet by İpek Özbeç	TV Program Sustainability Governance Scorecard © Conversation on "Bloomberg HT Finans Merkezi Programı" by Ağıl Sezen	Newspaper Sustainability Governance Scorecard © News on the Turkish National Newspaper Sabah by Şelale Kadak	Newspaper Sustainability Governance Scorecard © News on the Turkish National Newspaper Dünya by Didem Erar Ünlü	Newspaper Sustainability Governance Scorecard © News on the Turkish National Newspaper Cumhuriyet by Özdem Yazık	TV Program Sustainability Governance Scorecard © Conversation on "Woman TV. Eko Kadın Programı" by Çetin Ünsalan	Newspaper Sustainability Governance Scorecard © News on the Turkish National Newspaper Hürriyet Elif Ergü

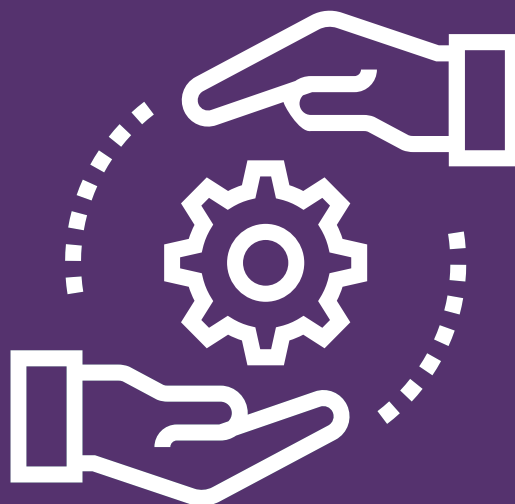
We have achieved **2.02** times resource mobilization.



CATEGORY	EXPENDITURE TL	LEVERAGE TL	AYNI KATKI			VOLUNTARY CONTRIBUTION		
			TL	TL	HOURS	TL	TL	HOURS
EDUCATION	311.767	215.037	3.246	211.791	681			
RESEARCH	332.482	231.472	52.647	178.825	575			
COMMUNICATION	434.548	661.438	593.018	68.420	220			
MANAGEMENT	232.493	235.866	146.609	89.257	287			
TOTAL	1.311.290	1.343.813	795.520	548.293	1.763			

RESOURCES

OUR ACTIVITIES IN 2019



OUR ACTIVITIES IN 2019

Since our foundation, we performed operations to expand the culture and climate of good governance in order to improve the quality of life in 2019. With our education, research and communication studies in 2019;

- We conducted 37 Education Programs and provided training for 1,637 people.
- We delivered our printed publications to 2,896 people through 18 publications, reports and articles.
- We contacted 7.273 people face to face in 60 different events that we organized or invited as speakers.

As in previous years, we focus to expand the “good governance culture and climate” with our works in every sector and every field in 2019. With our program for youth in 2019, we conducted studies on education, research and communication for everyone from 7 to 77.

We plan the activities of the next year at the end of each working year in order to use our resources effectively, to make good use of the time of our team and volunteers, and to make a maximum impact by planning our work correctly. We strive to adapt to this planning, which is guided by the knowledge and experience of our Board of Directors, in the most efficient way throughout the year.

In 2019, we held meetings in which we received the contributions of our board of directors who have experience in the fields we conduct our work. We shared summary information about our activities planned and realized at these meetings.

We conveyed our works completed in 2019 to our stakeholders through our activity bulletins. We also prepared special bulletins for our featured works and shared them with the appropriate target audience. In addition, we used our social media accounts more effectively as a method of communication with our stakeholders.

Starting our efforts towards digitalization in 2019, we have included a colleague responsible for this area in our team. In 2020, we aim to make more use of digital platforms in our work.



SUSTAINABILITY GOVERNANCE SCORECARD

A Unique Research from Türkiye for a Sustainable Future!

Sustainability Governance Scorecard® is the unique research that examines the adoption of **sustainability as a corporate ecosystem**. Within the scope of this research, we examined 150 Global Sustainability Leaders in 6 different countries and 10 different industries based on 350 good governance criteria. Visit the SG Scorecard® website for company reviews, good practices and, our findings.

[For More](#)

[Review the SG Scorecard® Findings](#)



Sustainability Governance Scorecard® Draws Attention from Integrated Reporting Leaders

SG Scorecard® draws the attention of the global community! We shared the results of SG Scorecard® in the International Integrated Reporting Council - IIRC's Global Conference held on 16th-17th May, 2019.

BELEDİYELER İÇİN
ENTEĞRE VE KAPSAYICI
STRATEJİK PLAN
HAZIRLAMA REHBERİ

Guide for Municipalities to Prepare Integrated and Inclusive Strategic Plan

This guide, prepared in collaboration with the **Association for Supporting of Women Candidates** aims to contribute to more livable cities and higher quality of life for disadvantaged groups, women in particular.

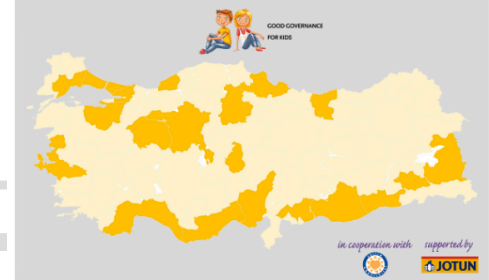
[For More](#)

[Municipality Governance Scorecard Model® is adopted by NGOs](#)

KAPSAYICI BELEDİYE
YÖNETİŞİM KARNESİ



News



Good Governance for Kids in 20 Cities!

We are glad to meet leaders of today and the future with our Good Governance for Kids Program. Thanks to the Turkish Education Volunteers Foundation collaboration, we have reached more than **1,500 children** in Türkiye.

A Pioneer in the World: Kadıköy Municipality Integrated Report



The recommendations of the **Municipality Governance Scorecard®** are being implemented by institutions. One of the famous districts of İstanbul, the **Municipality of Kadıköy** shared its activities as an **Integrated Report**. With this approach, Kadıköy became a pioneer in adopting Integrated Thinking and Integrated Reporting.

[Read the Report](#)

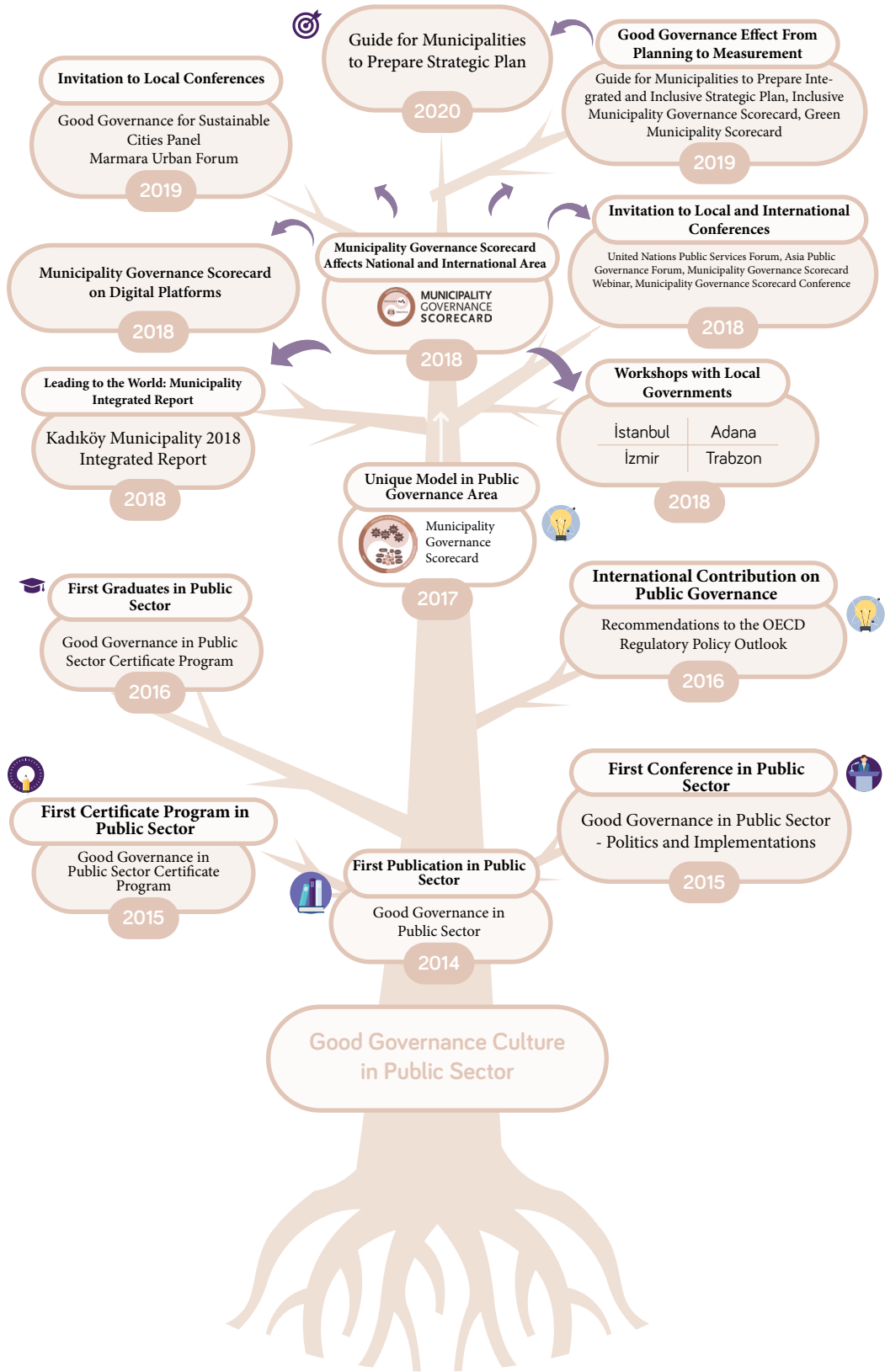
Municipality Governance Scorecard® İzmir Workshop



Municipality Governance Scorecard® Workshop Series in Anatolia continued. The İzmir Workshop was organized in cooperation with **Yaşar University**. Representatives from municipalities, non-governmental organizations and academics were among the participants.

PUBLIC GOVERNANCE





PUBLIC GOVERNANCE

The quality of governance in the public sector affects our quality of life significantly.

We are aware that good governance leads to a higher quality of life, and our activities have been motivated by this awareness since our foundation. In 2019, we continued to carry out our efforts to make the culture of good governance widespread at both the central and local government levels.

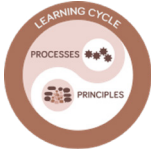
The Municipality Governance Scorecard[®] we developed in 2018 has been influential, inspiring action by other organizations and paving the way for new projects through collaboration. Organizations such as the Municipality of Kadıköy, the Association for Supporting of Women Candidates (KA.DER), and the Green Future Association (Yeşil Gelecek Derneği) used the Municipality Governance Scorecard Model as a guide in their own development efforts. Inspired by the model, the “Inclusive Municipality Governance Scorecard”, the “Integrated and Inclusive Strategic Plan Preparation Guide for Municipalities”, and the “Green Municipality Scorecard” were developed and presented in many platforms.

This year, we released three publications about public governance: “Guide for Municipalities to Prepare Integrated and Inclusive Strategic Plan” (in collaboration with KA.DER), “Inclusive Municipality Governance Scorecard”, and “Quality of Regulatory Policy Outlook Report” (in collaboration with OECD). We also contributed to the improvement of the quality of governance by participating in and organizing seminars, panels, and various other activities. We were invited to the preparation process of the 2020-2024 Strategic Plan of the Metropolitan Municipality of Istanbul, where we shared our ideas for an integrated strategic plan which encompasses Istanbul and its people.

With our vision of Türkiye’s future where the trust in institutions is higher, we will continue our efforts to help increase the quality of governance in central and local government institutions in 2020 as well.

We continue to offer our Municipality Governance Scorecard Model® to the benefit of local governments both in Türkiye and around the world in order to increase the quality of life of the citizens. Our study serves as a guide for municipalities and citizens alike. Thus, after sharing it with the general public, we started organizing workshops throughout the country in order to help municipalities to benefit from this study and implement good governance principles. After our workshops in Istanbul, Adana, and Trabzon, we held another one in Izmir. Our workshop, which was organized in collaboration with Yaşar University, was attended by representatives from local government offices, faculty members, and female mayoral candidates.

*Our Municipality Governance Scorecard Model ©
is becoming more influential, inspiring other efforts.*



**MUNICIPALITY
GOVERNANCE
SCORECARD**



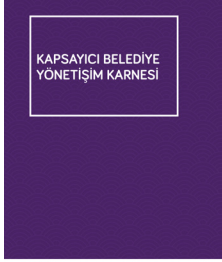
One of the policy suggestions made by the Municipality Governance Scorecard® research was the adoption of integrated thinking by municipalities. A natural consequence of the adoption of integrated thinking by an organization is to share their activities with their stakeholders in the form of an Integrated Report <IR>. By putting this approach into practice, the Municipality of Kadıköy became the first local government in the world to publish a Municipality Integrated Report in 2018 and utilized integrated thinking in preparing their strategic plans for 2020-2024. The Municipality of Kadıköy has made us proud with its trailblazing efforts on a local and global level. By becoming one of the pioneering local governments in the adoption of integrated thinking, the Municipality of Kadıköy was also recognized by the International Integrated Reporting Council (IIRC).



**KADIKÖY
MUNICIPALITY**
FIRST INTEGRATED REPORT
BY A MUNICIPALITY



We completed two projects in collaboration with the Association for Supporting of Women Candidates (KA.DER): “Guide for Municipalities to Prepare Integrated and Inclusive Strategic Plan”, and “Inclusive Municipality Governance Scorecard.”



With the Inclusive Municipality Governance Scorecard, our desire is to provide people from all walks of life, especially women and girls, with a higher quality of life. With this guiding study for municipalities, we aimed to contribute to a society where women live as equal and free individuals and are not neglected. For our pilot survey, we studied the municipalities of the Bağcılar and Kadıköy districts of Istanbul.

In order to share our study, we invited representatives from the municipalities of Istanbul to an introductory meeting we organized in collaboration with KA.DER.



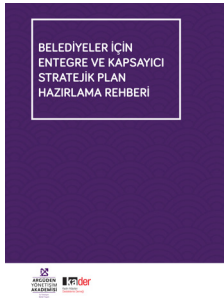
We were invited to UN's Public Service Forum in Baku, Azerbaijan about the effects of awareness of gender issues in local governments. We participated in the "Promoting gender responsive public services to achieve the SDGs" workshop and shared our progress in the Inclusive Municipality Governance Scorecard.



One of the most important parts of carrying out efforts that seeks to benefit all members of the society is to effectively manage these efforts in the process of planning. Likewise, the most effective way to instill an inclusive approach in local governments is to have them prepare their five-year strategic plans with the needs and demands of all the citizens in mind.

In order to make municipal strategic plans more inclusive, we also developed “Guide for Municipalities to Prepare Integrated and Inclusive Strategic Plan” with KA.DER. This guide seeks to contribute to the creation of more livable cities and a higher quality of life for disadvantaged and marginalized groups, especially women. It, therefore, also aims to improve the quality of life of the citizens by paving the way to fairer and more equitable social development.

We organized a series of workshops in Anatolian provinces in collaboration with KA.DER. At our workshops in the provinces of Istanbul, Adana, Mersin, Izmir, and Kütahya, we presented the Guide to local governments.



Inspired by the Municipality Governance Scorecard Model®, the Green Future Association (Yeşil Gelecek Derneği), which carries out efforts to tackle the crisis of climate change, investigated 37 district municipalities in Istanbul in terms of their climate change impact, energy, air, waste, landmass and water management, environmental awareness and transportation to prepare the Green Municipality Scorecard. The scorecard provides NGOs, municipalities, and mayoral candidates with up-to-date data about the ecological status of municipalities. Thus, it motivates municipalities to review and reconsider the future promises they make regarding the environment.

We are delighted to see that our efforts and research aimed for a sustainable future are inspiring other studies that help make the world a better place for future generations.



We were invited to Marmara Urban Forum (MARUF) organized by the Marmara Municipalities Union in order to explain the effect of good governance culture in local governments on the quality of life. At the “Good Governance for Sustainable Cities” panel, we emphasized that a participatory, democratic, transparent, and accountable approach that cares about the opinions of citizens and stakeholders is key to having municipalities with a sustainable urban life. The panel was moderated by our Academic Board Member Dr. Erkin Erimez, and our Local Governance Specialist İnan İzci was among the panelists.



We continue to explain the culture of good governance in local governments on academic platforms as well.

We came together with the students of Istanbul Technical University IGLUS Executive Master’s Degree Program at the Local Good Governance Seminar. We discussed the Municipality Governance Scorecard® and the subject of Good Governance at the local government level.

We also discussed the Municipality Governance Scorecard® at the Şirin Tekeli Academy of Local Governments, which aims to increase the number of women in politics promoting gender equality in their participation in local governments.

We assessed the findings of the Municipality Governance Scorecard® in the public governance session of the “Good Governance Talks” we organized at Impact Hub Istanbul. We discussed the ways citizens can use the “good governance lens” while following the activities of local governments.

We prepared the annual impact report of the Municipality Governance Scorecard®.

Based on our founding philosophy of “what is not measured, cannot be improved”, we came together with our Municipality Governance Scorecard Advisory Board Members Fikret Toksöz, Prof. Dr. Korel Göymen, Prof. Dr. Ersin Kalaycıoğlu, Prof. Dr. Erbay Arıkboğa, and Enver Salihoğlu in order to share and evaluate the impact of the Scorecard so far. We shared our future deployment plans and received valuable insight and guidance from our Scorecard Advisory Board.



We continued to emphasize and discuss the importance of the quality of governance in the public sector on all platforms.

In 2019, the year when Turkish mayoral elections also took place, we spread the culture of good governance in local governments via printed press and digital media alike. We have been featured on NTV, Bloomberg HT Radio, Açık Radyo, and Hürriyet Newspaper.

We were invited to speak on “Toward the Election” on NTV:

We talked about the importance of the quality of governance in local governments on an episode of “Toward the Election” (Seçime Doğru) aired on NTV before the March 31 mayoral elections. We also assessed the good governance practices in municipalities, and discussed meaningful contributions to the government by the public.

We were Açıl Sezen’s guests on Bloomberg HT Radio:

On Bloomberg HT Radio, we talked about the Municipality Governance Scorecard[®] and discussed the ways in which citizens can measure the quality of service of the municipalities.

We presented the Municipality Governance Scorecard for discussion on Açık Radyo:

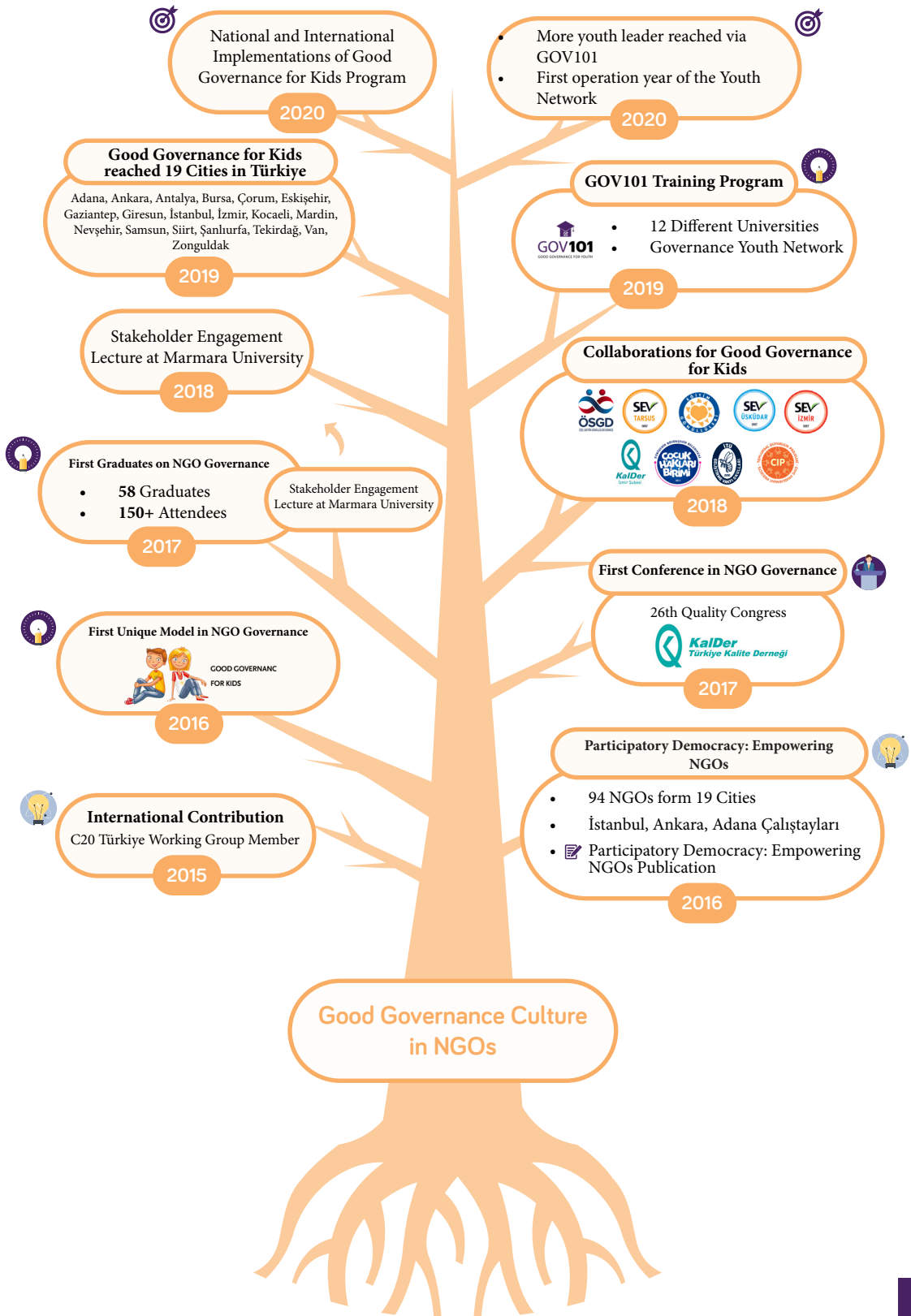
On Açık Radyo’s “Islands: World Heritage” (Dünya Mirası Adalar), we talked about the Municipality Governance Scorecard[®] as well as one of the most important components of modern daily life, which is the local government. We discussed the effects of fostering a good governance culture in local governments on the preservation of the natural and cultural heritage of the Princes’ Islands.

We talked about the effects of good governance on the quality of life on Hürriyet’s 360 Degrees (360 Derece) column

On the “360 Degrees” (360 Derece) column of the newspaper Hürriyet, we shared our insight into how citizens and municipalities alike can benefit from the Municipality Governance Scorecard[®]. We emphasized the fact that a responsible, accountable, transparent, fair, participatory, effective, and consistent administrative bodies increase the quality of life of the citizens.

NGO GOVERNANCE





NGO GOVERNANCE

NGOs play an important role in spreading the culture and climate of good governance.

Non-governmental organizations (NGOs) help accelerate social progress by contributing to decision-making mechanisms in the public and private sectors, and on a global level. NGOs that designate their mission statements to be the solution for a social issue are among the important organizations in terms of how they reflect the community outlook in the stakeholder engagement processes of public institutions. This is also the reason that they play a key role in the widespread adoption of the “good governance culture” in their respective communities and influence public decision making.

Ever since we were founded, we have been developing policy suggestions, providing information and raising awareness in governance issues, organizing good governance certificate programs for NGO leaders, and contributing to individual and social development through our NGO-oriented activities.

As is our strategy as the Academy, we form collaborative networks to enable our activities to be spread across different parts of the society. To this end, NGOs are our most important partners in increasing the breadth and depth of our impact. We work with numerous NGOs in our activities for all age groups, building partnerships based on shared knowledge, impact, and resources.

In 2019, we completed our GOV101 (Governance101) Training Program which aims to teach university students to adopt the culture of good governance. In the first session of our program, organized in collaboration with Sahibinden.com, TEGV (Educational Volunteers Foundation of Türkiye), and TOG (Turkish Community Volunteers Foundation), we had an alumni from 12 different universities.

In 2020, we aim to reach 200 students from 5 different groups via GOV101 Training Program.

Individuals who are introduced to the principles of good governance at an early age grow up to be people who value social and self-improvement and are aware of social issues as well as their own rights and responsibilities. On the long term, they go on to be responsible leaders in their family, school, and workplace. With our “Good Governance for Kids” program, we contribute to the education and development of children, who will be the leaders of the future. In collaboration with TEGV (Educational Volunteers Foundation of Türkiye), we came together with 600 children from 20 cities as part of the program in 2019. This year, we also prepared the program content in English to be offered to children all around the world.

In 2020, we aim to both spread the “Good Governance for Kids” program to more Anatolian provinces and reach out from Türkiye to children all around the world with our new program in English.

Good Governance for Kids



GOOD GOVERNANCE
FOR KIDS

We are aiming to improve the quality of life in our society with our 20-week training program for fourth-grade students.

With the perspective of good governance, the program features concepts such as financial literacy, secure access to information, environmental awareness, democracy, children's rights, NGO awareness, and gender equality. The aim of teaching these concepts is to introduce them at an early age in order to contribute to a generation of responsible individuals.

In 2019, we reached a total of 1,500 kids in 22 provinces of Türkiye with the Good Governance for Kids program. Additionally, we translated our publications for this program to English, in order to prepare ourselves to build global partnerships to support the education of children with higher awareness.



We extend our sincere gratitude to Jotun Paints, our donor for the Good Governance for Kids program, for their generous contributions to the future of our children.



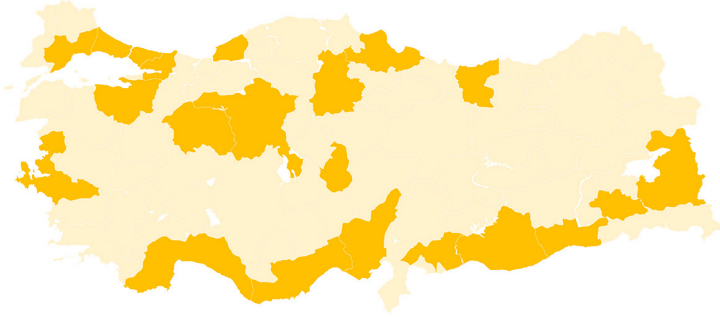
Good Governance for Kids - ITU Development Foundation İzmir Schools



In the 2018-2019 academic year, our Good Governance for Kids program was implemented at ITU Development Foundation Schools (İTÜGVO) in collaboration with İzmir KalDer. With volunteers from İzmir KalDer working as instructors, 59 students graduated from the program.

Good Governance for Kids - TEGV

In 2019, our Good Governance for Kids program was implemented in 20 provinces of Türkiye in collaboration with the Educational Volunteers Foundation of Türkiye (TEGV). The sessions took place at the TEGV branches in Adana, Ankara, Antalya, Bursa, Çorum, Eskişehir, Gaziantep, Giresun, İstanbul, İzmir, Kocaeli, Mardin, Nevşehir, Samsun, Siirt, Şanlıurfa, Tekirdağ, Van and Zonguldak. A total of 45 TEGV volunteers helped run the program as instructors.



Responsible Individual Club - KidZania

Our Good Governance for Kids program reached more children in collaboration with KidZania Türkiye. At KidZania University, one of the modules within KidZania, children try our activities to take a step toward becoming a responsible individual. The Good Governance for Kids activities take place at KidZania University on specific days and holidays such as Resource Saving Day, Volunteering Day, Children's Rights Day in order to provide experiential learning opportunities. In 2020, we aim to extend this partnership between us and KidZania to carry out activities in other countries as well.



Additionally the Chairman of our Trustees, Dr. Yılmaz Argüden shared his suggestions for a better education system in his keynote speech at KidZania's 2nd Education Summit. Emphasizing the importance of a better education system for a higher quality of life, Dr. Argüden also illustrated his points with examples from our Good Governance for Kids program.



Good Governance for Kids - Darüşşafaka Schools

Darüşşafaka
1863

At Darüşşafaka schools, the “Good Governance for Kids” program is carried out as a club activity at the weekend. These activity sessions, in which we come together with Darüşşafaka students at the Responsible Individual Club, are done with the volunteer contributions of the employees of our Academy and ARGE Consulting. We extend our gratitude to the employees of ARGE Consulting, our founding donor, for their volunteer contributions to the future of our children by spending one day every week to serve the community ever since their foundation in 1991.

Good Governance for Kids - Güngören Emotions Festival



We participated in the Güngören Emotions Festival organized at Yıldız Technical University by the Municipality of Güngören. At the festival, we carried out the Gender Equality module of our Good Governance for Kids program.

GOV101 Training Program and Governance Youth Network

Ever since the Academy was founded, we have been operating with the mission of “spreading good governance to all parts of the society”. To that end, not only do we create content for children and professionals, we also do so for the youth.

With our team of young volunteers, we developed a training program aimed at university students: the GOV101 Training Program!

With GOV101, we aim to raise the good governance awareness of university students, who are the leaders of today and tomorrow, and to motivate them to action by supporting positive changes in their behavior. To that end, we designed the GOV101 Training Program to be a fun, experiential learning program that is also well-informed by the culture of the youth.

At GOV101, which consists of 7 meetings and a total of 14 hours of training, we discussed good governance, illustrated its principles with real-life examples, and enabled the participants to experience the relation between success and good governance.

While helping the participants develop their leadership skills with the good governance perspective, we discussed subjects such as strategic management, the cycle of value creation, volunteer management, performance evaluation, integrated thinking, and development based on value creation.

The first session of GOV101 Training, which was attended by students at leadership positions in the extracurricular clubs of prominent universities, was held between October 12 and November 28, 2019 in collaboration with TEGV, TOG, and Sahibinden.com. 28 Student Leaders from 12 universities have completed the program and graduated from this first session.



GOV101 Educators:



Dr. Yılmaz Argüden
ARGE Consulting
Chairman



Pınar Ilgaz
ARGE Consulting
Managing Partner



Sait Tosyalı
TEGV
General Director



Didem Bilgin
TEGV
Planning Director



Pınar Gündüz
Sahibinden.com
Human Resources Director



Mehmet Bahadır Teke
TOG
Volunteering Dept. Director



Dr. Fatma Ögücü Şen
Argüden Governance Academy
Research Director

In 2020, we aim to continue the GOV101 Training Program in March-April and October-November sessions with a total of 200 students.

Governance Youth Network

In addition to the GOV101 Training Program we will organize each academic semester, we wanted another way to ensure the continuity of our youth-oriented activities. To achieve that, we built the Governance Youth Network composed of the alumni of the training program.

As we believe that knowledge increases by sharing, we built the Youth Network to help the members share their experiences in governance. We also aim to conduct training mini-sessions, seminars and meetings with the Youth Network members.

27 of the alumni of GOV101's first session became members of the Youth Network, while 22 of them continue to take active responsibility as volunteers and contribute to our activities as our ambassadors in their respective universities, or participants in our meetings. In 2020, we plan that our Youth Network will grow by 150 more alumni.

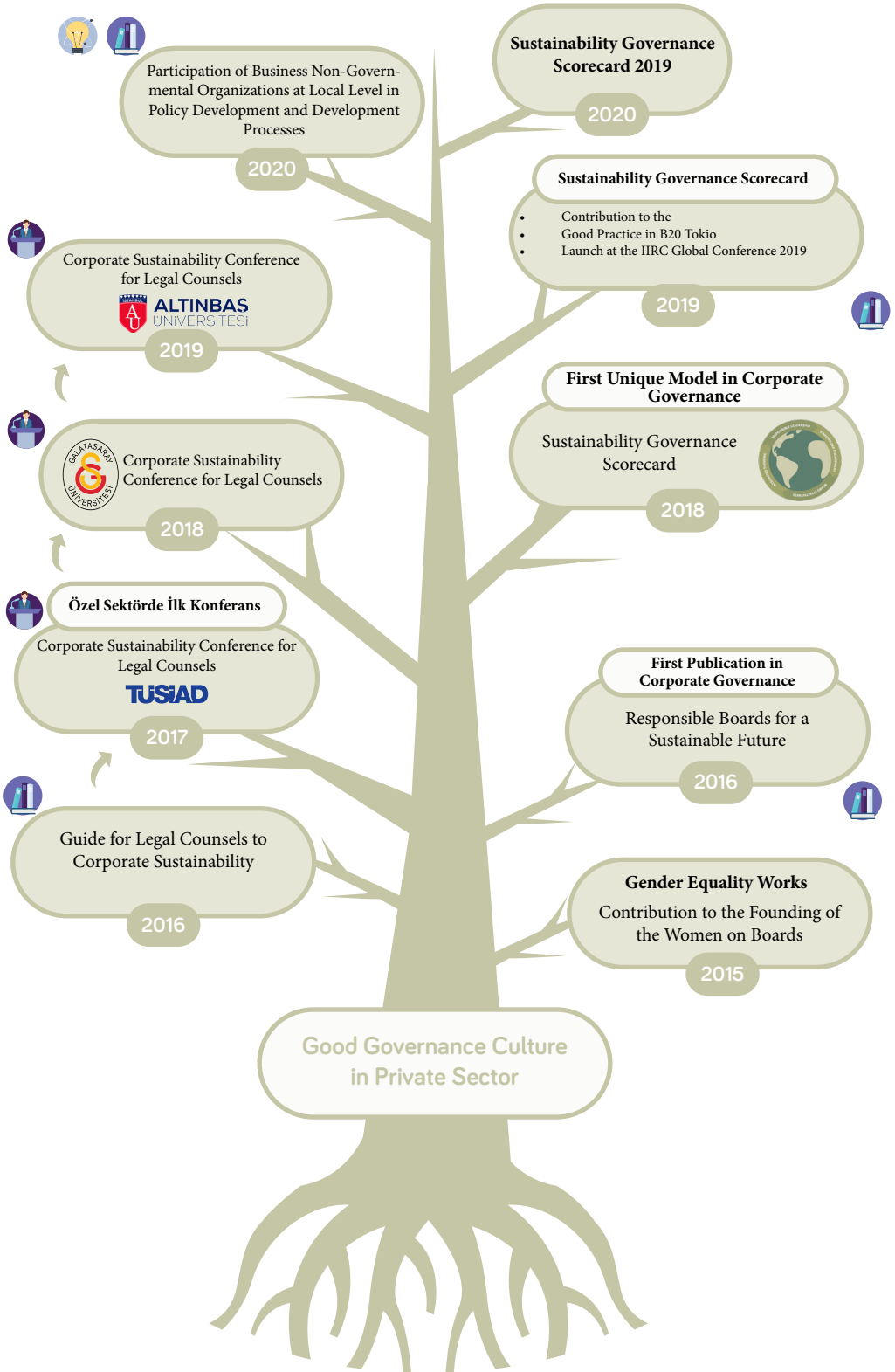
SivilAnt Good Governance Educator Training

As organizations consisting of members of the civil society and their efforts to resolve a social issue, NGOs are major drivers of social change. Therefore, the adoption of the “good governance” perspective by NGO leaders in their activities contributes significantly to the development of the civil society. In order to aid this contribution, we organized the “Educator Training for Good Governance at NGOs” training session in collaboration with SivilAnt and the White Cane Association for the Visually Impaired. At the end of each of the two sessions we held in September, we prepared and gave the participants a training kit that includes all topics and material covered in the training syllabus. This kit serves as an “NGO Handbook” which our participants can always refer to.



CORPORATE GOVERNANCE





CORPORATE GOVERNANCE

A higher quality of corporate governance leads to sustainable development.

Since the day of our foundation, we have been conducting efforts to increase the quality of governance in the private sector as well. Our journey began with our support in founding the Woman on Board Association, which carries out projects and activities for more equal, inclusive, and fair executive boards. We then continued our journey with activities and collaborations such as the training sessions we held to promote gender equality, the possible value generated by responsible executive boards, and our emphasis and discussion of the important role of the inhouse lawyers for the compliance efforts of the companies with respect to their sustainability projects. In 2019, our Academy has developed its second original research methodology: Sustainability Governance Scorecard® where we investigated 183 companies from 7 countries and 10 different industries that were included in the Sustainability Indices of relevant stock exchanges, all of which are signatories of the Sustainable Stock Exchanges Initiative.

Increasing the quality of corporate governance increases the trust of all stakeholders, especially the public and investors, in companies. When the trust in companies increases, the investments made in the country through these companies also increase.

We are delighted and proud to contribute to a better world with our efforts.

In 2020, we aim to maintain and increase this contribution.

Sustainability Governance Scorecard®



SUSTAINABILITY GOVERNANCE SCORECARD



As the Academy, we carry out efforts in all sectors and fields for good governance and a sustainable future. To this end, we investigated the sustainability approaches of globally leading companies with the original methodology we have developed. In this study, we examined the sustainability efforts of 183 companies from 10 industries from Germany, the United States, the People's Republic of China, South Africa, India, the United Kingdom, and Türkiye through the lens of good governance and only by using publicly available data (Annual Financial Reports, Sustainability Reports, the Sustainability and Governance sections on the companies' websites). In addition to providing a detailed account of the sustainability governance status of globally leading companies, we also motivate continuous learning and accelerate development by highlighting good practices.



*We improve the state of the world
by speeding up learning from peers.*

Good governance is the key for a sustainable future. Thus, the guidance of the sustainability policies of companies by the principles of good governance is of great importance for improving quality of life. Therefore, we analyzed companies based on publicly available data and through a “good governance lens” in our Sustainability Governance Scorecard® project. We investigated whether the Global Sustainability Leaders have the right processes, people, incentives, and company culture in their sustainability efforts.

The Sustainability Governance Scorecard® aims to foster a continuously learning business world for a better world and future. We presented the findings of the Scorecard on many platforms in Türkiye and around the world. For the first launch of our project, we were invited to the annual Global Conference organized by the International Integrated Reporting Council (IIRC). Pleased with the great global interest received by our project, we were also invited to the 2020 Global Conference to present our 2020 Scorecard.



We came together with the 2018 alumni of our “Good Governance in the Private Sector” Certificate Program and our Advisory Board member Dr. Yaga Ramesh Konda Reddy to discuss the Sustainability Governance Scorecard®. The founder and president of the Academy of Corporate Governance in India, Dr. Reddy stated that the SG Scorecard® is an innovative and effective tool to motivate companies to make continuous progress in their sustainability efforts.



In order to present our model, we were also invited to the Asia Sustainability Reporting Summit organized by CSR Works in Singapore. We participated as speakers at four panels. With a total of 22 panels and 70 speakers at the summit, we discussed the ways in which Sustainability Reports could be improved and adapted to changing global trends, and showed some examples from our SG Scorecard findings.



We also talked about the Sustainability Governance Scorecard® at the seminar “The Role of Investor Relations in the Field of Sustainability” organized by the Turkish Investor Relations Society (TÜYİD) and the “Good Governance Talks” we organized in collaboration with Impact Hub. We explained the approach involved in the project, and shared good practices from companies in various areas of their sustainability efforts.



We also spread the word about the Sustainability Governance Scorecard® in various newspapers, magazines, radio channels, and TV programs.

We were featured on the newspapers Dünya, Sabah, Hürriyet, Cumhuriyet, the Fortune Magazine, and the Corporate Governance Association’s bi-monthly publication to share the benefits of the Sustainability Governance Scorecard®.

We also addressed large audiences through digital media channels such as Bloomberg HT TV, Bloomberg HT Radio, and Woman TV in order to inform the public about the findings of the Sustainability Governance Scorecard® and to emphasize the project’s importance for a sustainable future.



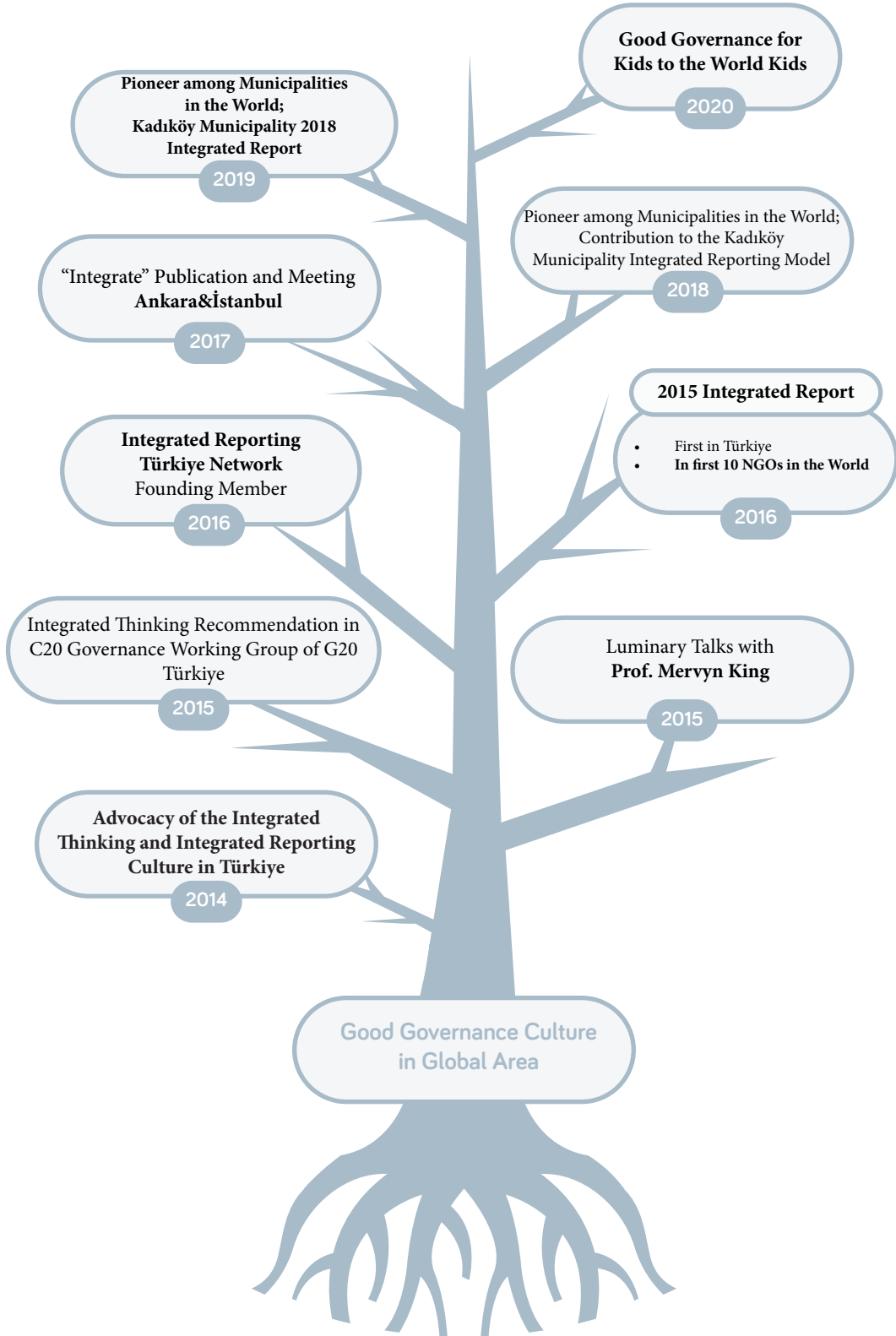
In the last part of this year, we completed the preparations for the Sustainability Governance Scorecard 2019, which we plan to publish in mid-2020. In 2020, we aim to keep working to increase the quality of corporate governance for a more sustainable future and a better quality of life.

We organized our annual Law and Sustainability Conference, for which we work with the Faculty of Law of a different university every year to meet their students, in collaboration with Altınbaş University this year. Our panel, moderated by Academic Board member Dr. Erkin Erimez, had Boden Law Founding Partner Av. Değer Boden, ELİG & Gürkaynak Law Firm Partner Av. Burcu Can, and Altınbaş University Faculty Member Associate Prof. Umut Yeniocak as the panelists.



GLOBAL GOVERNANCE





GLOBAL GOVERNANCE

Communities that adopt integrated thinking develop faster.

Ever since our foundation, we have maintained our culture and system of integrated thinking, and we are still making efforts to spread integrated thinking within Türkiye and around the world. At the international conferences, panels, and forums we participate in, we promote the role and importance of good governance in integrated thinking and a sustainable future. We also emphasize the value generated with integrated thinking for the future of individuals and organizations alike.

In 2019, we continued our efforts to increase the adoption of the concept of good governance for a sustainable future, and to spread the culture of integrated thinking and the methodology of integrated reporting around the world. We maintained our position as an active promoter and staunch supporter of these concepts both locally and globally.

This year, we continued to contribute to the activities of international organizations and voice our opinions on publications. Because of our work, our country and organization have been referred to as exemplars by organizations such as G20, OECD, and IFC. We participated in the World Business Angels Investment Forum and Horasis Global Meeting as speakers.

We would like to especially state that, by its vision, our Academy aims to contribute to the world in the field of good governance. Because of this, we greatly value the widespread dissemination of all of our work internationally. We also ensure that our activities in the public and private sectors, and NGOs help strengthen our international partnerships.

In 2020, we aim to continue sharing our activities in global platforms, and to contribute to the field of governance with our projects aimed at global organizations.

The Municipality Governance Scorecard © was shown as one of the innovative practices by OECD.

The unique methodologies developed by the Academy are becoming more widespread via global leaders. The Municipality Governance Scorecard © is shown by the Organisation for Economic Co-operation and Development (OECD) as an innovative practice in the public sector.

Our Sustainability Governance Scorecard Model © took its place among the examples of good practices at G20 Tokyo



SUSTAINABILITY GOVERNANCE SCORECARD



As a primary reference and the central point of the spread of the good governance culture and climate, we examine international publications through the lens of governance and present our opinions. In 2019, we issued our opinion on the International Finance Corporation’s “SME Governance Guidebook” which includes corporate governance suggestions for the internal operations of small and medium sized enterprises (SMEs).



We shared our innovative approach in the Sustainability Governance Scorecard® with global leaders at the Global Conference of the International Integrated Reporting Council.

With the Sustainability Governance Scorecard®, we are helping companies adopt the culture of integrated thinking. In order to share our approach, we were invited to the International Integrated Reporting Council’s annual conference. Following the meeting where we shared our approach in the Sustainability Governance Scorecard Model with global leaders, we were also invited to the 2020 conference to present our research and findings in 2019.



We were invited to the World Business Angels Investment Forum 2019 in Istanbul, which was held to discuss the needs and demands of startup companies, and to bring startups and globally active angel investors together. The Forum was attended by over 1000 participants from 80 countries, with our Chair of the Board of Trustees Dr. Yılmaz Argüden among the speakers. In his speech, Dr. Argüden shared his suggestions for a sustainable future with the investors and startup companies.



Governance and sustainability play major roles in shaping the future, and the leaders of the public and business world are the most effective entities to implement and ensure sustainability. We were invited to the Horasis Global Meeting, which was held in order to offer public and corporate leaders a platform to develop partnerships and mutual impact. With the Chair of our Trustees Dr. Yılmaz Argüden participating as a speaker, we shared our suggestions for a sustainable future at the conference.

OUR FINANCIALS



OUR FINANCIALS

AsAs Argüden Governance Academy Foundation, our income comes from governance donors/sponsors who, with their faith in our goals, contribute to the development and dissemination of good governance practices in all parts of the society. We carry out our activities with resources acquired from our individual and institutional donors, sponsors and supporters of our various projects, and project-based funds and grants.

The table below outlines the budget and actual financial status of Argüden Governance Academy Foundation in 2019.

ARGÜDEN GOVERNANCE ACADEMY FOUNDATION 2019 FINANCIAL HIGHLIGHTS (TL)			
	BUDGETED	REALIZED	Change (%)
INCOME	1,550,000	2,592,422	67
EXPENSES	1,250,000	1,191,838	-5
Training	315,000	298,117	-5
Research	315,000	300,016	-5
Communication	410,000	392,291	-4
General Administration	210,000	201,414	-4
REMAINING	300,000	1,400,584	

Our Academy was founded in 2014 and established a Special Fund under the aegis of the Boğaziçi University Foundation (BÜVAK), with which our operations were funded for five years. After gaining an independent foundation status in 2018, starting from 2019 the Academy has carried out all of its activities as an independent foundation, namely Argüden Governance Academy Foundation. Over the course of 2019, the Academy has utilized resources from the Foundation and the remaining final balance of the BÜVAK Special Fund. The sum of our expenses from BÜVAK Special Fund and the funds of Argüden Governance Academy Foundation are organized into a proforma income statement and given below. Subsequent comparative evaluations in this report have been made according to these proforma statements to make them meaningful annual comparisons.

ARGÜDEN GOVERNANCE ACADEMY 2019 FINANCIAL HIGHLIGHTS (TL)			
	ARGÜDEN GOVERNANCE ACADEMY FOUNDATION	BOĞAZIÇI UNIVERSITY FOUNDATION - SPECIAL GRANT FUND	TOTAL
INCOME	2,592,422	119,452*	2,711,874
EXPENSES	1,191,838	119,452	1,311,290
Training	298,117	13,650	311,767
Research	300,016	32,466	332,482
Communication	392,291	42,257	434,548
General Administration	201,414	31,079	232,493
REMAINING	1,400,584	0	1,400,584

* Income from previous year

As Argüden Governance Economy, our total 2019 income of 2,711,874 TL consists of the following: 67% from the contributions of our individual and institutional donors, 23% from the service fees earned by our commercial enterprise, 6% from exchange rate difference, Social Security Institution (SGK) incentives, and other sources, and 4% from the previous year's income carried over from the Special Fund at BÜVAK before it was closed in 2019. We are grateful for the trust and support of TIRSAN, Garanti BBVA, Akkök Holding, Borusan, Çalık Holding, Altınbaş University, and ARGE Consulting in our mission. We are also grateful for our project-based sponsors Jotun Group and Erkurt Holding, as well as our individual supporters.

We carry out significant efforts to build new relations, and constantly conduct research to acquire new donations and grant projects. With this approach, we plan our strategy to achieve our goal of a self-sufficient, financial sustainability model by further increasing the income from our commercial enterprise.

**ARGÜDEN GOVERNANCE ACADEMY
YEARLY COMPARISON OF FINANCIAL HIGHLIGHTS (TL)**

	2018	2019 *	Change (%)
INCOME	1,483,490	2,711,874	83
EXPENSES	1,409,981	1,311,290	-7
Training	413,472	311,767	-25
Research	397,139	332,482	-16
Communication	371,597	434,548	17
General Administration	227,773	232,493	2
REMAINING	73,509	1,400,584	

* Proforma financials for 2019

Compared to the previous year, and based on the total real resources allocated from our budget:

- **Volunteer support in our training programs has increased.**

In 2018, we offered a total of 305 hours of training in 18 training programs. In 2019, we increased the number of our programs by more than 100% and offered 625 hours of training in 37 training programs. Mostly due to our “Good Governance in the Public Sector” and “Good Governance in the Private Sector” certificate programs, our training expenses in 2018 added up to 413,472 TL. On the other hand, this number has decreased by 25% in 2019 to a total of 311,767 TL. Although our training variety and time have both increased, the necessary budget allocation for training has decreased by virtue of increased volunteer contributions.

- **Volunteer support in our research and the digital reach of our publications have increased.**

We published 17 research reports, articles, and other publications in 2018, and we published 18 in 2019. Compared to previous years, we made use of volunteer contributions in our research efforts more than ever. To contribute to the cause of sustainability, we opted for digital means to share our publications as much as possible, instead of printing. We released 2,896 printed copies of our existing publications in 2019, which is less than the 3,927 copies printed in 2018. 2019, therefore, has been a year in which we made extensive use of digital means to share our publications. As a natural consequence of this, our research expenditure has decreased by 16% compared to the previous year.

- **We reached more people.**

We participated in 41 events in 2018, and 60 in 2019. We communicated in person with around 8600 people in 2018, and around 7300 people in 2019. We increased the visibility of good governance principles by communication via printed press,

social media, and newsletters to reach around 2,600,000 people in 2018, and around 2,800,000 in 2019. With a 46% increase in our event participation, our communication expenses have increased by 17%.

- **We reinforced our organizational structure and expanded our team.**

We made efforts to strengthen our organizational structure in 2019. Due to our increased number of activities and events, we have also expanded our professional team. Consequently, our general administrative expenses have increased by 2% compared to the previous year.

In order to successfully carry out our training, research, and communication activities, we pay great attention to utilizing our income in the most efficient manner possible. In accordance with our resource strategy, we designate the generation of a “leverage effect” by creating volunteer and in-kind contributions as a primary responsibility. In order to measure and quantitatively analyze this leverage effect, we regularly and carefully keep track of our volunteers’ complimentary contributions in hours, and their in-kind contributions in terms of their minimum equivalents. While carrying out our activities, we both use resources from our real budget and benefit from volunteer and in-kind contributions without allocating any resources. Thus, we calculate our total expenditure as a combination of both of these resources. This approach of ours has served as a guide to numerous other NGOs in the measurement of the impact of their activities and the contributions they benefited from, as well as in the evaluation of the leverage effect they have generated. We were invited to the 14. Interdisciplinary Intellectual Capital Conference in 2018 to share this method as a good example.

For a better quality of life, we ensure that we make the best use of the experience, knowledge, and background of our volunteers. In 2019, especially in our research and communication activities, we benefited from volunteer support significantly. Thus, these activities were the functions in which we had the most extensive use of the knowledge and experience of our volunteers this year. In order to support the widespread awareness of “good governance”, our volunteers spared us 1763 hours and thereby made contributions equivalent to 548,293 TL.

Just as we did for our volunteer contributions, we also kept track of in-kind contributions. In accordance with our budget strategy, we channeled our real budget more toward intellectual contributions and services in 2019 while covering costs such as logistics and catering from the budgets of our collaborative partners. The in-kind contributions added up to 807,651 TL in 2018, and 795,520 in 2019.

Compared to the previous year, the sum of all volunteer and in-kind contributions has increased by 40% to 1,343,813 TL. We are extremely grateful for all of our stakeholders providing volunteer or in-kind contributions.

In light of this information, in 2018 we carried out activities equivalent to 2,370,512 TL, which means that we mobilized resources 1,7 times higher than our real budget of 1,409,982 TL. In 2019, we mobilized resources 2,02 times higher than our real budget of 1,311,290 TL to carry out activities equivalent to 2,655,103 TL. Therefore, we made progress toward generating higher leverage in our resource utilization.

For every 1 TL our donors have entrusted with us, with our efforts to leverage we were able to mobilize resources worth over 2 TL of value.

LEVERAGE EFFECT (VOLUNTEER & IN KIND CONTRIBUTION)			
ACTIVITIES	2018 (TL)	2019 (TL)	Değişim (%)
TRAINING	227,287	215,037	-5
RESEARCH	91,560	231,472	153
COMMUNICATION	529,144	661,438	25
GENERAL ADMINISTRATION	112,545	235,866	110
TOTAL	960,531	1,343,813	40

ARGÜDEN GOVERNANCE ACADEMY 2019 TOTAL ECONOMIC COST (TL)					
ACTIVITIES	2018 TOTAL	2019			YEARLY Change(%)
		FINANCIAL EXPENSES *	LEVERAGE EFFECT	TOTAL	
TRAINING	640,754	311,767	215,037	526,804	-18
RESEARCH	488,699	332,482	231,472	563,954	15
COMMUNICATION	900,741	434,548	661,438	1,095,986	22
GENERAL ADMINISTRATION	340,318	232,493	235,866	468,359	38
TOTAL	2,370,512	1,311,290	1,343,813	2,655,103	12

* Proforma financials for 2019

In order to set an example to the rest of the society and to demonstrate their great value for us, we pay special attention to announce the extremely valuable contributions made to us in our publications and events. Because we use resources that our donors have entrusted with us, we have made it a central principle to be as sensitive and efficient in our expenses as possible, and to provide all possible services as in-kind contributions to make use of the leverage effect. As an indicator of our principles of responsibility, we demonstrate accountability by providing regular reports to our stakeholders regarding our budget and activities, even if they do not request it. In 2019, we maintain these principles to provide all of our donors with detailed reports and announcements regarding our financial status and the impact we generated with the resources they have entrusted us with.

INDEPENDENT AUDIT REPORT 2019

In line with our principle of accountability we have our Impact Report content and our financial data audited by an independent auditing agency and shared the outcome with our donors even regardless of whether they expected of us or not.

Our 2015 report was audited on voluntary basis by Deloitte, and 2016, 2017, 2018, and 2019 reports were audited and verified, again on voluntary basis, by Ernst&Young.

 Etki Raporumuz
sf. 47



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(Convenience translation of the report of applying agreed upon procedures originally issued in Turkish)

Report of independent auditors on Applying agreed-upon procedures

To the Management of Argüden Governance Academy Foundation and Economic Enterprise,

We have performed the procedures based on the agreement date on December 23, 2019 and enumerated below with the respect to the operations of Argüden Governance Academy ("the Academy") in 2019, set forth in the accompanying Schedules. Our engagement was undertaken in accordance with the Turkish Standards on Related Services 4400 "Engagements to Perform Agreed-Upon Procedures Regarding Financial Information" issued by the Public Oversight Accounting and Auditing Standards Authority of Turkey applicable to the agreed-upon procedures engagements.

The procedures were performed solely to assist you in evaluating the validity of the data and the "Resources" table disclosed and published in the Annual Impact Report 2019 of the Academy and are summarized as below;

1. As of 31 December 2019, bank balances belonging to the Academy will be confirmed by the Academy records.
2. All monetary transactions, such as incoming donations and expenditures, shall be made through the bank and incoming donations will be matched with bank statements..
3. Necessary audits will be carried out for the foundation and the economic enterprise and the bank balances will be confirmed and the income / expense accounts will be audited.
4. The figures under the Expenses table included in the report are composed of two groups: "Expense" made in real terms and "Voluntary Contribution" calculated as an estimate. The expenditures made for the "Expense" group will be tested with 25 invoices chosen by random sampling method. Invoices selected by random sampling method and the content, amount and amounts of accounting records will be compared.
5. The Volunteer Contribution group can be determined with a written document with the monetary approach of the activity performed and declared by the volunteers and recorded at the Academy and the hourly salary specified in the decision of the Board of Directors taken on 7 December 2019 by the Academy as a standard with calculated with the determined values. Regarding Voluntary Contribution hours, 5 projects will be selected by sampling from the voluntary hours on the subject of Education, Communication, Management and Research among the classifications made in the activity within the Academy, and reconciliations will be made with the declarations. In addition, the minimum hourly rate will be confirmed by the Board of Directors decision.

Because the above procedures do not constitute either an audit or review made in accordance with Turkish Standards on Auditing or Turkish Standards on Review Engagements (or relevant national standards or practices), we do not express any assurance on the "Resources" table as of December 31, 2019.

During the independent audit, all our corporate and operational processes were also examined. Our rapid response and taking actions to fulfill Ernst&Young's recommendations played an important part in improving our processes.



Had we performed additional procedures or had we performed an audit or review of the financial statements in accordance with Turkish Standards on Auditing or Turkish Standards on Review Engagements, other matters might have come to our attention that would be reported to you.

Our report is solely for the purpose set forth in the first paragraph of this report and for your information and is not to be used for any other purpose. This report relates only to the accounts and items specified above and does not extend to any financial statements of the Academy, taken as a whole.

Güney Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik Anonim Şirketi
A member firm of Ernst & Young Global Limited

A handwritten signature in blue ink, appearing to read 'Ethem Kutucular', is written over a circular blue stamp. The stamp contains text in Turkish, including 'Güney Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik Anonim Şirketi' and 'Ethem Kutucular'.

Ethem Kutucular
Engagement Partner

27 January , 2020
İstanbul, Türkiye

OUR FUTURE EXPECTATIONS

As Argüden Governance Academy Foundation, we have been carrying out efforts to spread the culture of good governance in all sectors in accordance with our mission and vision ever since our foundation. Currently, we are developing new ways to spread good governance to different age groups in addition to different professional fields in 2019 and beyond.

We have been coming together with children from various cities since the first day we began our “Good Governance for Kids” program that we developed in 2016. In 2019, we continued to follow and support hundreds of children in their experiential learning journey with our program organized in collaboration with TEGV (Educational Volunteers Foundation of Türkiye) in 19 provinces and 21 activity centres. We plan to continue our partnership with TEGV to meet even more children in 2020 by spreading the program to other locations. Another partnership we have built in 2019 is with KidZania. With them, we organize and spread our activities in both KidZania İstanbul and in other KidZania branches around the world. We are glad to have come together with children from Darüşşafaka Schools in this Program in 2019. In 2020, we hope to continue our activities with Darüşşafaka and carry out this meaningful program with members of ARGE Consulting and our Academy as volunteers. Having reached 1800 children with our Good Governance for Kids training program by the end of 2019, we aim to reach over 3.000 children in 2020.

This year, we also developed the GOV101 (Governance101) Training Program, a new and innovative program aimed to facilitate the widespread adoption of the culture of good governance by university students and their extracurricular club activities. After having our first alumni this year, we aim to have 200 young leaders, with a total area of influence of 1400 fellow students, experience our training model built for the new generation of leaders. We will organize our 20-hour program in both the spring and fall semesters. We have also developed the “Governance Youth Network” in order to ensure that our expanding group of alumni from different years have a platform to communicate and collaborate with each other. We aim to have our network become fully operational and active in 2020.

As the Academy, we adopt an approach based on value creation in our research. We design our unique research methodologies as learning and development tools. In 2019, we had the honor and excitement of having our Sustainability Governance Scorecard ©, which we released for the first time in 2019, followed by many of our stakeholders. Just as in 2019, we were invited to the 2020 Global Conference of the International Integrated Reporting Council (IIRC) to present the first annual release of the findings of our Sustainability Governance Scorecard © research. Additionally, we plan to share our findings and methodology at IIRC’s European Conference and the Asian Sustainability Reporting Conference throughout the year.


Good
Governance for
Kids
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GOV101 Training
Program
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Sustainability
Governance
Scorecard
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This year, we will also continue our work on the widespread adoption of a local government approach that is based on data, participation, integration, and continuous learning as one of the main outcomes of our Municipality Governance Scorecard[®], which is another impact research model developed by us. In 2020, we will share the results of our project, which aims to build a governance evaluation model of the strategic plans of municipalities. We will also start developing our model for our next Municipality Governance Scorecard[®] research in 2020.

As we do every year, we aim to increase our visibility on digital platforms in 2020 as well. For a sustainable future, we seek to reduce our paper consumption by sharing our publications and training materials more frequently on digital platforms. We will also complete the redesign of the website that we began in 2019, and relaunch our website with its new look in 2020.

In 2020, we are also excited to organize a new event where we will bring together our stakeholders from all of our efforts to spread the culture of good governance, in order to develop this culture for children, the youth, professionals, and executives alike. The name of this event will be the “Trust Summit”. Our stakeholders of all ages will be invited to participate and give speeches at the Summit in the fall season, the planning of which we have begun.

We aim to divide our long-term training and certificate programs into smaller modules tailored to the needs of our stakeholders in order to offer them each of our programs as several, shorter-term mini-programs. Thus, we seek to have a more fitting training model for our stakeholders by being supportive toward their time management.

As it has been the case since the day we were founded, we will continue to create value for our stakeholders and ourselves, work for a better quality of life and a more sustainable future, and contribute to the world from Türkiye. We extend our gratitude to everyone, especially our donors, who has faith in our mission and vision. We are proud and delighted to work, with the same enthusiasm we had at the very beginning, for a better Türkiye and a better world.

ACRONYMS

C20	Civil Society 20
ERTA	Integrated Reporting Türkiye
GOV101	GOV101 (Governance101) Training Program
GWU	George Washington University
IIRC	International Integrated Reporting Council
İTÜ	İstanbul Technical University
KAGİDER	Women Entrepreneurs Foundation of Türkiye
KalDer	Turkish Society for Quality
KPIs	Key Performance Indicators
MARUF	Marmara Urban Forum
NGO	Non-Governmental Organization
OECD	Organisation for Economic Cooperation and Development
ÖSGD	Association of Private Sector Volunteers
SKİD	Association for Improving Quality in Health System
TEDMER	The Turkish Ethical Values Center of Türkiye
TEGV	The Educational Volunteers Foundation of Türkiye
TEİD	Turkish Ethics&Reputation Society
TEPAV	The Economic Policy Research Foundation of Türkiye
TESEV	Turkish Economic and Social Studies Foundation
TOG	Community Volunteers Foundation
YKKD	Women on Boards
TKYD	Corporate Governance Association of Türkiye
TL	Turkish Lira
TÜYİD	Turkish Investor Relations Society

**Good Governance for
Quality of Life**

