

INTEGRATED REPORT

2020

GOOD GOVERNANCE FOR QUALITY OF LIFE



ARGÜDEN
GOVERNANCE
ACADEMY

Good Governance for
Quality of Life

**Good Governance
for Quality of Life**

INTEGRATED REPORT

2020



ARGÜDEN
GOVERNANCE
ACADEMY

Good Governance for
Quality of Life

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ABOUT OUR INTEGRATED REPORT

We have prepared this Report, which is a detailed account of the activities of Argüden Governance Academy in 2020, in accordance with the key concepts and principles of the International Integrated Reporting Framework created by the International Integrated Reporting Council.

In this Report, we share the ways our Academy mobilized and used its resources in order to raise awareness about governance and spread good governance practices in 2020 within the framework and perspective of Integrated Reporting. The information in our Impact Report, including the financial documents and data, were audited and verified by an independent audit firm.

We seek to provide our internal and external stakeholders with an opportunity to thoroughly evaluate our institution's purpose, mission, vision, and strategy with this Integrated Report. At the same time, we also foster the culture of good 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 in 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 in the world. 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.

In this Report, we detail our activities in 2020, provide comparative data from the previous year, and include information regarding our plans and performance indicators for 2021.

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.

ABOUT ARGÜDEN GOVERNANCE ACADEMY

Argüden Governance Academy is a foundation dedicated to the improvement of the quality of governance in the public, social, private sectors and global institutions. As the Academy, we carry out our activities with the vision of being a “center of excellence” and a “reference institution” for the improvement and widespread adoption of the culture of good governance.

We believe that a sustainable and inclusive future can only be built through the society working with trusted institutions. With this belief, we carry out our efforts for people of all ages and for the leaders in the private sector, non-governmental organizations, public institutions, and international organizations.

Based on this understanding of the future, we support the approaches of organizations that are established for risk management and the effective use of resources to gain the trust of their stakeholders. 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.

Having adopted Integrated Thinking as a core principle since its foundation, 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. Our Academy also participates in the International Integrated Reporting Council (IIRC) as a Knowledge Partner and makes intellectual contributions to the Council’s global meetings.

We are carrying out studies to improve quality of life for the all age groups from 7 to 77, public institutions, corporate sector, non-governmental organizations, and international organizations.

FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS



Dear Stakeholders,

2020 has come to an end as a year in which everyone was faced with unprecedented individual, social, and global conditions. We have also learned to see the silver lining and to turn some of the negative conditions brought upon us by COVID-19 into relatively positive ones, gaining strength through adversities.

Due to the pandemic, we have conducted almost all of this year's meetings on digital platforms. In 2021, I hope the conditions allow us to get together in person while still harnessing the power of digital communication.

This year has demonstrated to all of us that in times of crisis, faster adaptability rather than more strength ensures survival. Therefore, as is the case for many other organizations, digitalization has become one of our strategic priorities. To that end, we moved most of our work to digital platforms, and put some of our work that requires in-person gatherings on hold.

Last year, with the inclusion of university students among our stakeholder groups, we truly started working to improve the quality of life for people of all ages. In 2020, we continued to work with children, the youth, and professionals from four different sectors in order to spread the culture and climate of good governance. This year, we also aimed to improve our communication via social networks.

Our **Youth Network**, which consists of the alumni of our GOV101 Training Program, started its activities in June this year. I congratulate our youth for the meaningful work they have been doing to spread the culture and climate of good governance, and I thank all of them for inspiring us with their energy in such a challenging year. In addition to the Youth Network, our **Research Network** established in 2019 has been contributing to our research this year as well.

Under the circumstances preventing us from coming together in person, we suspended the in-person activities of the **Good Governance for Kids** program, which we have been carrying out with great enthusiasm since 2017. We made use of this suspension period by updating our content, building new partnerships, and learning the ways we can digitalize the training. By developing our existing partnership that started with KidZania Istanbul in 2019, we reached all global spots of KidZania and started taking steps to make our content available for all children of KidZania.

In addition to these efforts, we launched a new research study called **Child and Parent Friendly Municipality Governance Guide** in order to improve the quality of life for children and parents. In this study aiming to facilitate the efforts of municipalities toward child-friendly and parent-friendly activities, we extend our gratitude to our collaborative partners *TEGV (Educational Volunteers Foundation of Türkiye)*, *AÇEV (Mother – Child Education Foundation)*, and *ÖSGD (Corporate Volunteers Association)* as well as *Istanbul Metropolitan Municipality* for their meaningful contributions.



Our Business Model pg.14



Good Governance for Youth pg.61



Good Governance for Children pg.55



Corporate
Governance
pg.75

After the launch of its first edition in 2019 at the Global Conference of the International Integrated Reporting Council, we published the **Sustainability Governance Scorecard** in Turkish and English for 2020 as well. We received an invitation from the International Integrated Reporting Council as an official Knowledge Partner to release our 2020 Report. The unique research model of the Scorecard, in which we investigated 212 Global Sustainability Leaders across 10 sectors and 7 countries, was shown at B20 Tokyo as a good practice example.



Public
Governance
pg.67

One of the lessons that the pandemic has taught us is the necessity of developing resilient cities and stakeholder-oriented systems of administration for the quality of life of the citizens. To that end, we developed the **Holistic Social Service Governance for Resilient Cities** Model and prepared a guidebook to be used in conjunction with the research. We extend our gratitude to *Kopa Kozmetik* for their valuable contributions during the preparation of the guide.

We also worked globally for a better quality of life and a more sustainable future. It has been more than 5 years since the United Nations first set its Sustainability Development Goals (SDGs) for a better future. Although progress has been made to achieve these goals, there is still significant room for improvement. On the other hand, the goals can be achieved faster only if individuals and organizations focus on the goals they can make impact on, supported by highlighting the existing efforts and good practices.



Global
Governance
pg.87

In order to help achieving these goals to make the world a more livable place, we developed the project **A Calendar Day for each SDG** and mobilized local and global systems to help achieve the SDGs. With this project, we promote greater focus for each individual goal, more attention to existing efforts and good practices, and better learning from good examples. I want to emphasize the importance of this Project for a more sustainable future. Thus, I call upon all of our stakeholders reading this report to remind them that they are leaders who are responsible for our future, and I invite everyone to take action for a better quality of life.

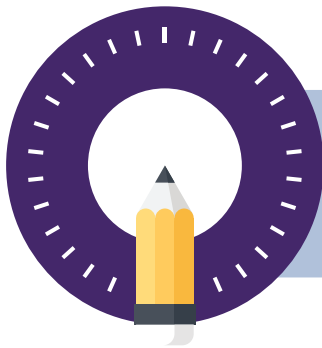
Throughout our activities in 2020, 89 volunteers have made 6,861 hours of total contribution. First and foremost, I would like to extend my gratitude to our donors, *TIRSAN, Garanti BBVA, Akkök Holding, BORUSAN, Çalık Holding, Altınbaş University* and *ARGE Consulting*, who have trusted and supported us since our foundation, while believing in the importance of the concept of governance for our country and the world. For their project-based support that helped spread the culture of good governance, I would also like to extend my gratitude to *Erkurt Holding* and *Kopaş Kozmetik*.

I would like to extend my gratitude to our Advisory Board and Academic Board members for sharing their knowledge and experience for our improvement, our Executive Board members for their meticulous attention to all of our work and for making our work better with their guidance, and our team for conducting all of our work with great devotion and attention to quality. Finally, I would like to extend my gratitude to all of our volunteers and youth for combining discipline and commitment with a volunteer spirit, for invigorating us with their energy, and for inspiring us to look at the future with hope.

Best regards,

Prof. Dr. Metin ÇAKMAKÇI
Chairman

THE ACADEMY 2020 AT A GLANCE



EDUCATION

93 HOURS OF TRAINING WITH
191 PARTICIPANTS IN **6** PROGRAMS

RESEARCH

15 PUBLICATIONS, REPORTS, ARTICLES
4 RESEARCH PROGRAMS



COMMUNICATION



12.015 PEOPLE CONTACTED
INDIVIDUALLY **44** EVENTS

OUR PURPOSE, MISSION, AND VISION

Argüden Governance Academy is a foundation dedicated to the improvement of the quality of governance in the public, social, and private sectors and global institutions. As the Academy, we carry out our activities with the vision of being a “center of excellence” and a “reference institution” for the improvement and widespread adoption of the culture of good governance.

A sustainable and inclusive future is possible only through the collective action of the society and its institutions. With this belief, we carry out our efforts for people of all ages and for the leaders in the private sector, non-governmental organizations, public institutions, and international organizations.

Based on this understanding of the future, we support the approaches of organizations that are established for risk management and the effective use of resources to gain the trust of their stakeholders. 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 organize experiential training programs involving the experiential learning of governance for children and the young leaders as well as public, private and NGO sector representatives in order to enable the adoption of a culture of good governance by the new generation of leaders.
- We develop unique methodologies and conduct research to raise awareness regarding good governance, and we accelerate learning by highlighting “good practices”.
- We make intellectual contributions to the world with our publications emphasizing the “key role of good governance in improving the sustainability of the world and the quality of life”.
- We develop partnerships with international organizations, universities, public institutions, private sector organizations and NGOs in order to spread the culture of good governance and increase our impact by working together.
- We create environments for sharing and ensure that all stakeholders are aware of the global developments in good governance through the activities we organize.
- We incentivize academic studies on good governance with awards and scholarships.
- We advocate for, contribute to, and support the widespread adoption of international standards and methodologies that enrich the culture of good governance.

OUR BUSINESS MODEL

In order to achieve our purpose of improving the quality of life and building a sustainable future, we create knowledge and spread this knowledge for the benefit of our target audience by carrying out training programs, conducting research, organizing conferences, and run various other activities to facilitate communication and the dissemination of knowledge. Additionally, we reward academic studies conducted about governance, and advocate for good governance in local and global platforms.

We bring “Good Governance” to different age groups for a sustainable and inclusive future.

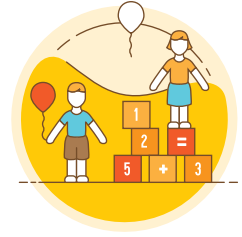


CHILDREN

The good governance culture starts to be experienced since 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,
- Takes consistent and fair steps toward fulfilling their responsibilities,
- Manages to remain accountable in their effective decisions in a transparent manner.

We design and run our children-oriented programs with the “responsible individual” model and focus on experiential learning. Additionally, we conduct programs for institutions to help them take responsibility regarding children and parents.



YOUTH

Higher education is one of the first periods in a person’s life where they can both experience good governance and spread it as leaders within their area of influence. In extracurricular student clubs at universities, students 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 this 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 aim of developing “responsible leaders” and focus on new methods of experiential learning.



WE ADDRESS “GOOD GOVERNANCE” IN DIFFERENT SECTORS



FOR THE PUBLIC SECTOR

- To support public leaders in the development of reasonable and “evidence-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.



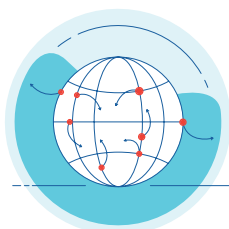
FOR THE SOCIAL SECTOR

- 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 for decision-making processes of the government by improving their skills,
- To increase trust in social sector 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.



FOR 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 encourage the adoption of good governance principles and the development of a sustainability approach to increase the longevity of their impact.



FOR INTERNATIONAL ORGANIZATIONS

- To contribute to the development of mutual solutions to global issues to make intellectual contributions towards resolving global problems by providing a good governance perspective 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.



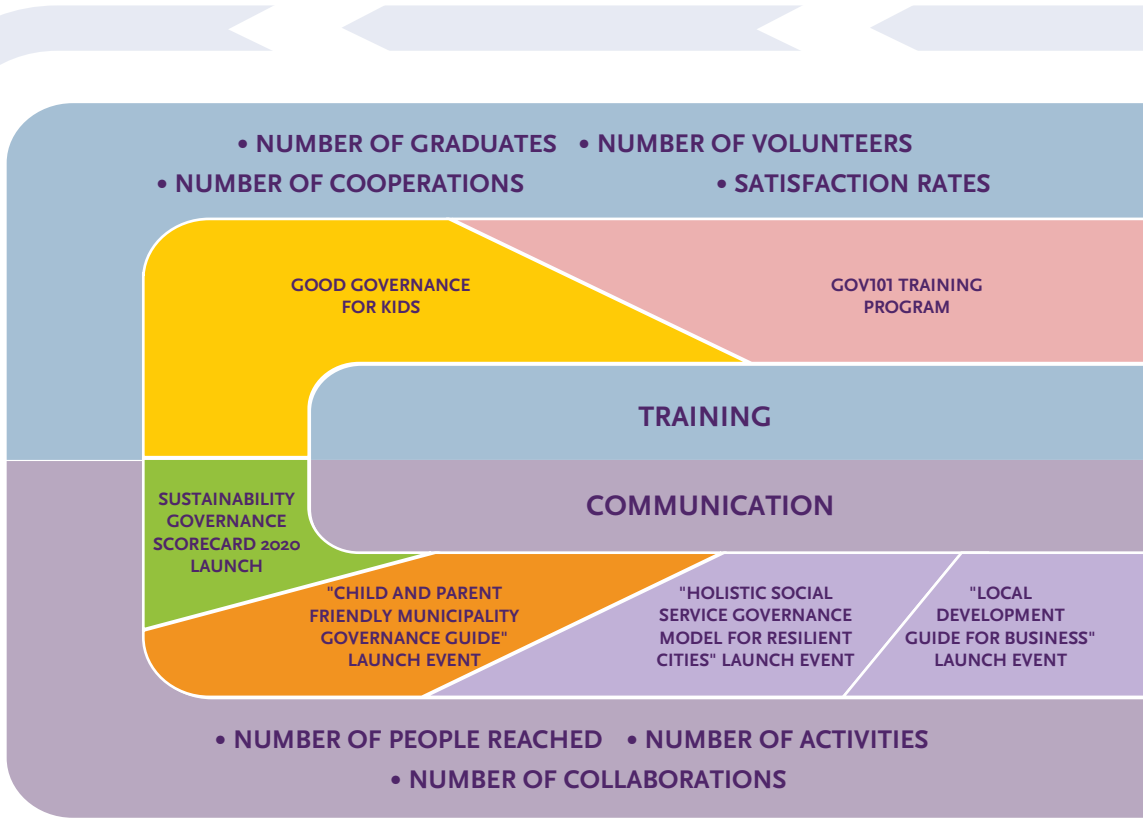
We build partnerships to expand our impact while aiming to increase our institutional reputation, visibility, and intellectual contributions in order to improve and spread a good governance culture locally and globally. We also create impact in a multiplicative manner by formulating knowledge, impact, 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 capital and support and promote their intellectual development both inside and outside of our institution.

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



OUTCOMES



SHORT TERM

- Change in Awareness
- Feedback
- Participation in Governance/ Youth Networks
- Interaction with Governance Experts



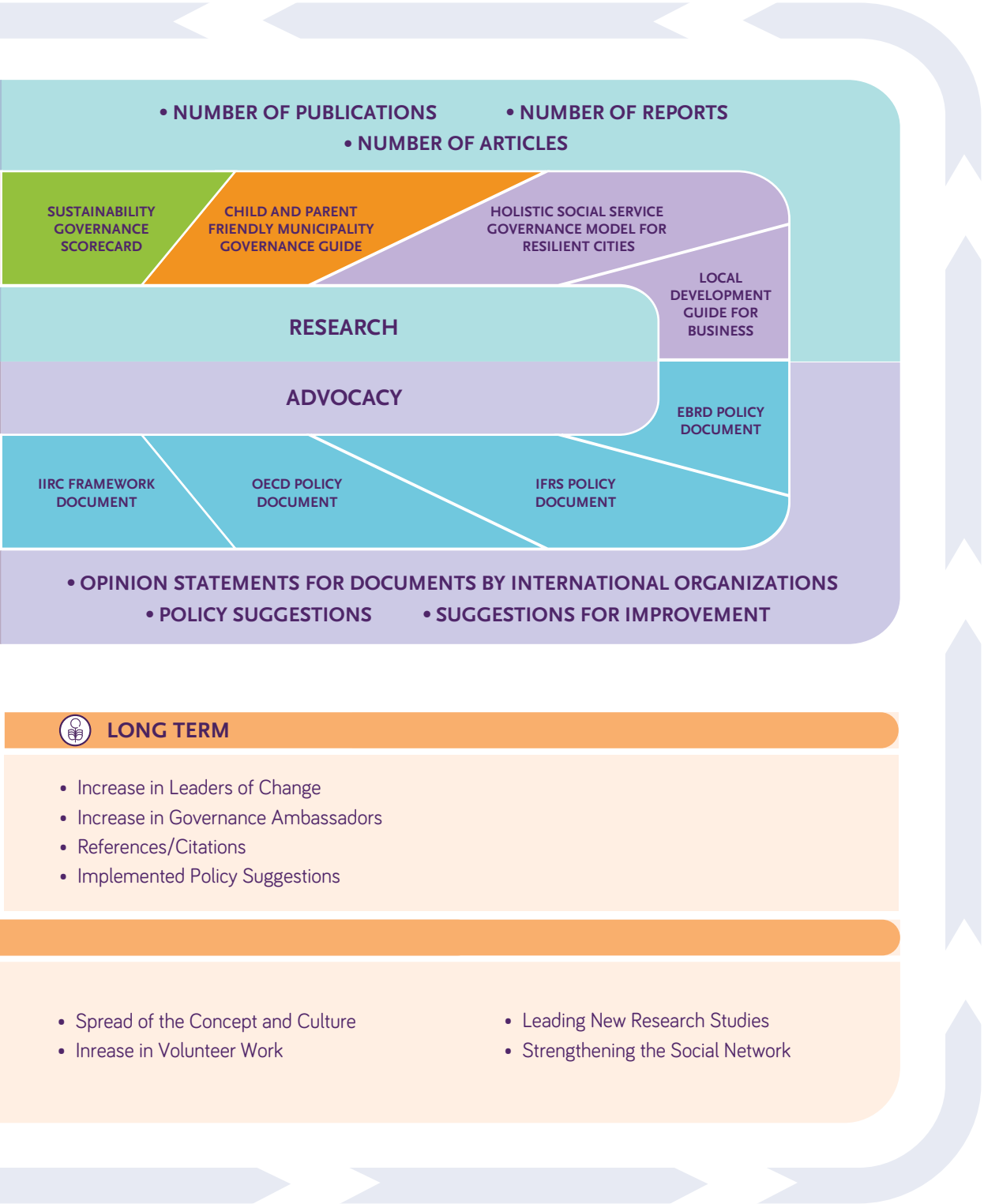
MEDIUM TERM

- Increase in Leaders of Deployment
- References/Citations
- Examples of Change in Behavior
- Contributions of our Stakeholders to the Culture of the Institution



CREATED VALUES

- Unique Methodologies
- Yönetişim Literatürüne Katkı
- Spread of the Culture of Good Governance
- Raising Awareness



OUR CAPITALS

While creating individual, institutional, and social value with our activities in the public, social and private sectors as well as in global platforms, we make use of four different types of capital:

Intellectual Capital, Financial Capital, Human Capital, and Social Capital.



Our Intellectual Capital

- Our unique research models
- Our training programs aimed at various age groups and sectors
- Our advocacy activities for promoting diversity
- Our inclusive collaboration culture
- Our knowledge base and experience
- Our publications in 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 SUPPORT THE SUSTAINABLE DEVELOPMENT GOALS

As the Academy, we are aware that the contributions of the Sustainable Development Goals (SDGs) to a sustainable future, as well as the responsibilities related to them, cannot be left only to governments. With this awareness, we have been carrying out efforts to promote and support the SDGs ever since the day we were founded. Thus, the “A Calendar Day for Each SDG” approach that was developed to focus better on the goals and to increase the impact of related efforts by sharing good practices toward each goal is of great importance to us.

As the Academy, we strategically support **SDG 4: Quality Education**, **SDG 11: Sustainable Cities and Communities**, **SDG 16: Peace, Justice and Strong Institutions**, and **SDG 17: Partnerships for the Goals**. We work toward achieving these SDGs and measure our contributions toward them.



We believe that the early widespread adoption of the culture and climate of good governance for a sustainable future can contribute to the growth of children and youth into responsible leaders of the future. In order to support quality education, we develop and offer; our “Good Governance for Kids” program for children, our “GOVTOI Training Program” for the youth, and good governance certificate programs for professionals of all sectors.



The prevalence of efforts to make cities and communities more sustainable is of great importance to us in order to attain a sustainable future and a better quality of life. In order to facilitate achieving SDG 11, we accelerated sustainable development by designing models that serve as guides for more participatory, inclusive, and sustainable local governments. Our “Municipality Governance Scorecard”, “Holistic Social Service Governance for Resilient Cities” and “Local Development Guide for Business” models attract attention in Türkiye and around the world.



SDG 16 has been one of the goals that has constituted the basis of all of the efforts we have been conducting since the day we were founded. This goal involves supporting peaceful and inclusive communities, ensuring access to justice for everyone, and building effective, accountable, and inclusive institutions for sustainable development. With our training, research, communication, and advocacy efforts for people of all ages and sectors, we work to raise widespread awareness of good governance and create more consistent, responsible, accountable, fair, transparent, effective, and participatory institutions.



We believe in the power of working together and carry out our efforts to improve the quality of life for people of all ages with local and international partnerships. Thinking that the social benefit conferred by the collaboration of different sectors is greater than that of one institution working by itself, we establish long-term collaborations and partnerships to achieve our goals. We regard mutual benefit with great importance, and work to guide our stakeholders to establish more partnerships during their operations.

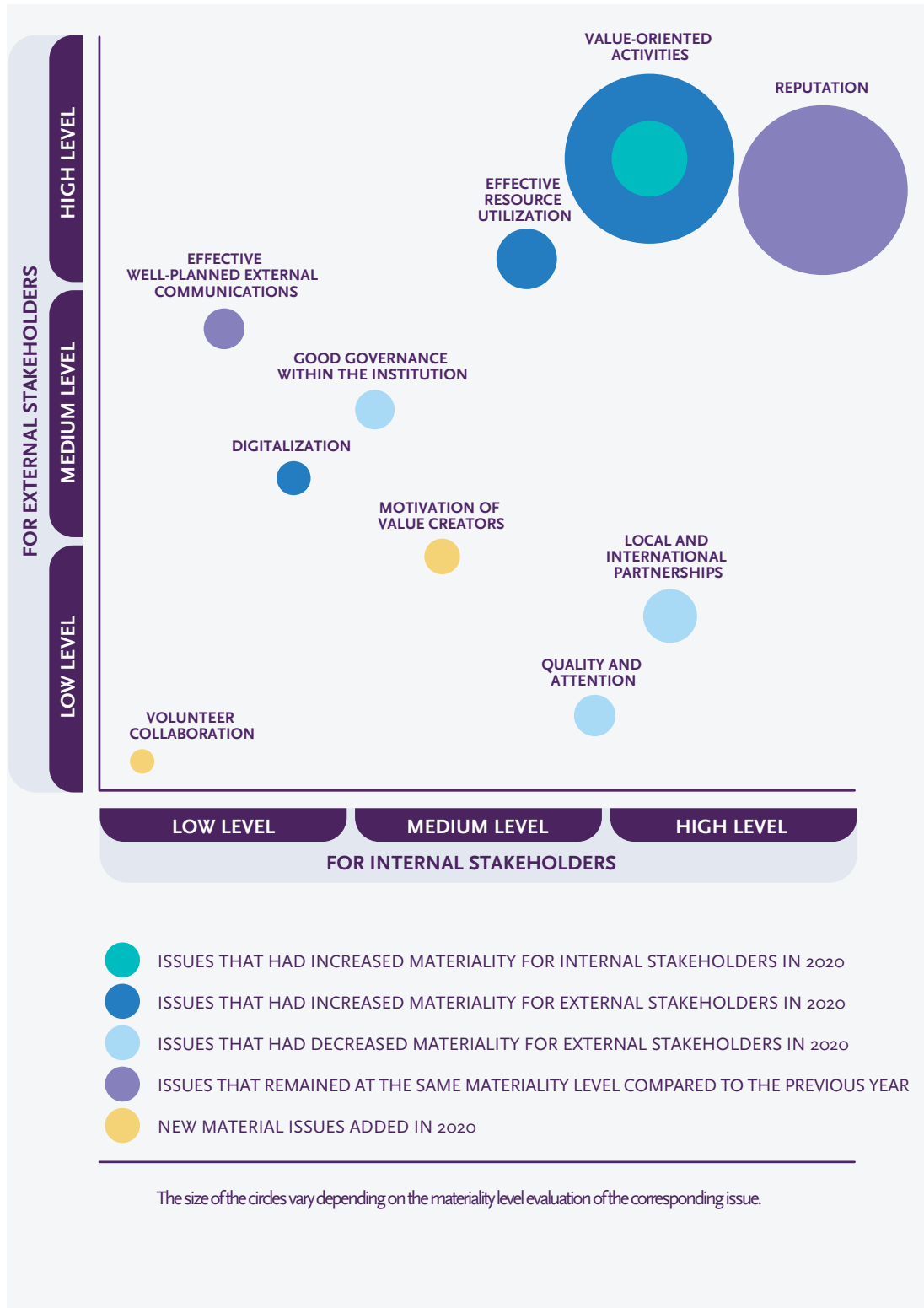
OUR MATERIALITY MATRIX

In order to determine the “material” issues for our Academy, we came together as a professional team with our Executive Board. We assessed our previous years, 2020, and the future. We also consulted our internal and external stakeholders on material issues for themselves and the Academy. Based on this feedback, we categorized the issues into low, medium, and high importance levels and prepared our “Materiality Matrix”. We also addressed the issues on our materiality matrix from a comprehensive and inclusive perspective, connecting them with the related types of capital and risk.

We shared a comparative analysis of how the issues on our materiality matrix has changed from last year and which issues have been added to the matrix this year.

A comparative evaluation of our 2020 Materiality Matrix shows that:

- In light of the rapid digital transformation in 2020, our stakeholders have communicated their raised expectations from us in digitalization. While our expectations regarding this issue remain the same as last year, the materiality attributed to this issue by our external stakeholders have increased to the medium level.
- Subsequent to digitalization, our external stakeholders had more expectations related to effective, well-planned external communication. To that end, we reviewed our digital goals and communication plans for 2021 in detail and identified our areas for improvement this year.
- The “internal motivation” of institutions and individuals were especially important in our lives this year. Thus, we included “motivation” for both our internal and external stakeholders into our materiality matrix. The issue of the “motivation of value creators” was assessed by our internal and external stakeholders to be at a medium level of importance. As the Academy, we made an effort to keep the motivation of our team high in 2020 and organized team meetings during the year where we only evaluated our emotions and motivation.
- Compared to last year, although the subject of “volunteer collaboration” was an essential of the Academy, its level of materiality has relatively decreased according to our internal and external stakeholders.



CODE	MATERIAL ISSUE	DEFINITION	RELATED RISK	RELATED CAPITAL
M1	Reputation	We care that the organization has gained the trust of all its stakeholders as a whole.		
M2	Value-Oriented Approach	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.	 	
M3	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.	 	
M4	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.	 	
M5	Quality and Attention	We care about ensuring the quality of our work 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.	 	
M6	Motivation of Value Creators	Each stakeholder must make sure their collaboration creates value for every party involved. We believe that conducting transparent and fair relations with all our stakeholders is an indispensable approach to create an atmosphere of long-term trust.	 	
M7	Good Governance within the Institution	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 as part of the culture of our institution is of great importance during the Academy's communications with its internal and external stakeholders.	 	
M8	Effective and Well-Planned External Communication	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 an audience-based communication language.	 	
M9	Digitalization	Being aware of the requirements of the globalizing world, we regularly follow the innovations in the digital field. We regard the digitalization of the contents and communication carried out by the Academy as a primary responsibility area; thus, we use digital tools to reach a wider range of stakeholders.		
M10	Volunteer Collaboration	As the Academy, in order to carry out our collaboration with our volunteers effectively, we ensure that our teammates take responsibility at the highest level. In collaborations that we develop with our volunteers, creating value reciprocally and maintaining win-win relations is of utmost importance for us.	 	

Our Capitals	Our Risks
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Intellectual Capital	Financial Capital	Human Resources Capital	Social Capital	Operational Risk	Political Risk	Reputational Risk	Financial Risk	Compliance Risk	Strategic Risk

OUR RISKS AND OPPORTUNITIES















As the Academy, we pay special attention 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 2020, factors that could adversely affect our Academy were assessed by our Executive Board. Possible risks that could arise in 2021 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 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.
- Utilizing our intellectual capital effectively and building relations with new volunteers
- New local and global partnership opportunities

We continue following the opportunities and reviewing them regularly to create sustainable value. In 2020, we evaluated how to improve the process with which we review opportunities, and completed our improvement efforts. We define taking advantage of collaboration opportunities, especially regarding the spread of knowledge, as part of our fundamental processes. Some of the opportunities we follow as the Academy:

- Strengthening the relationships with new, existing, and potential donors, thereby creating new possible (national and international) opportunities
- Following grants, funds, support programs, and rewards that are present internationally and in Türkiye
- Identifying and following project opportunities we can develop on “good governance” that will expand our area of impact
- Increasing the number and diversity of volunteers and in-kind contributions
- New local and global partnerships
- Building relations and collaborations with peer organizations locally and globally
- Evaluating new possible ways to actively use technology and digital platforms more actively

RISKS	DESCRIPTION	TERM	RISK MANAGEMENT
 Reputational Risk	The weakening of trust toward our Academy, and loss of reputation.		Pay special attention to have a 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 the importance of reputation.
 Strategic Risk	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 Risk	Stakeholders (institutions and individuals) may decide not to collaborate due to the political climate		Search for substitute collaborators and enrich the list of activities to perform collaboration, convince political actors and foster communication.
 Financial Risk	Volatility in exchange rates, withdrawal of donation commitments, 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 Risk	Legal risks to reputation and operations due to non-compliance with the different legislation that non-profit organizations are subject to	 	Pay special attention to compliance rules and improve the knowledge of our team on the implementations of compliance, follow updates on legislations.
 Operational Risk	Withdrawal of instructors, transportation risks (flight cancellation and delays etc.), delays in our publication processes, non-completion of projects in time		Keep a list of substitute instructors, arrange make-up courses for postponed lectures, contact different publishers and designers, finish the review process in our publications as soon as possible, review and update project schedules based on changing conditions.



OUR KEY PERFORMANCE INDICATORS (KPIs)

We are aware that continuous improvement can be sustained when we measure and evaluate our performance and identify our areas with room for improvement. That is the reason why we regard planning as well as determining and performance indicators and evaluating their results as central processes in our fundamental operations.

Although these processes are the responsibilities of the entire team, we also have a team member specifically tasked with planning and performance evaluation. In 2019, we created our stakeholder map and determined tiers of development for our stakeholders who have contributed to the Academy. That year, we also determined five strategic goals. While we were determining our key performance indicators, we discussed the operations of the Academy in depth, considered the map and tiers of our stakeholders, and associated the indicators with our strategic goals.

In 2020, we periodically reviewed and actively followed our KPIs within the team as well as at the Executive Board level.

We had five different strategic goals in 2020. We determined our Key Performance Indicators within the scope of each of our strategic goals.

Strategic Goal 1: Improving the Impact and Quality of our Research

- In 2019, we developed our unique methodology, the Sustainability Governance Scorecard®, in which we examined the “sustainability of the sustainability policies” of 183 companies across 7 countries and 10 sectors through the lens of governance. In 2020, we expanded our research to 7 countries, 10 sectors, and 212 companies.
- As more people became aware of the Sustainability Governance Scorecard in 2020, several companies included the results of our research within their evaluation report at the end of the year. This behavior, which leads the companies to determine their areas to improve, is exactly the outcome we sought to achieve with our research. Our research was presented as a good practice example at B20 Tokyo in 2020, and we participated in the Global Conference of the International Integrated Reporting Council as a Knowledge Partner in the same year.
- In 2019, we prepared 18 publications, reports, and articles within the scope of our research activities. This year, as some of the international periodicals were not published, this number has decreased to 15. On the other hand, we increased our contributions to the development of ideas around the world about good governance, which is another one of our strategic goals.



Sustainability
Governance Scorecard
pg. 77

Strategic Goal 2: Contributing to the Development of Ideas Around the World

- We presented our opinions to the Governance and Regulatory Policy Committee of the OECD, Switzerland-based think tank Horasis, the International Integrated Reporting Council and the International Financial Reporting Standards (IFRS).
- At the 44 activities we either organized or were invited as speakers to spread the culture of good governance, we shared our ideas about good governance with 12,015 participants in total.

Strategic Goal 3: Increasing the Impact and Quality of Our Trainings

- In 2020, 146 people graduated from our GOV101 Training Program, which we organized for the first time in 2019 for university students and had 28 alumni. In order to continue the program in 2020, we adapted the training sessions, the first of which was carried out in person, to digital platforms. The participation rate, which was 74% in 2019, has grown to 93% in 2020. The graduation rate, which was 73% in 2019, has also improved and reached 86% in 2020. Finally, we increased the satisfaction rate from 89% in 2019 to 91% in 2020.
- In 2019, we brought our Good Governance for Kids Training Program to 478 children in every region of Turkey in collaboration with the Education Volunteers Foundation of Turkey (TEGV). We were not able to implement the training modules that involved meeting and playing games in person, since we were not able to come together with children at the education centers during the pandemic period. We were also implementing the contents of the same program with KidZania. At KidZania, we were able to carry out the applied part of our program only in November due to the pandemic. On the other hand, we have obtained the permissions for the worldwide application of the contents with KidZania and presented our training content to the benefit of children all over the world.

During this period in which we are not able to carry out the face-to-face portion of the Good Governance for Kids program, we reviewed our content. We updated our existing content, adding new topics and concepts that found their place within the children's world due to the pandemic.

Strategic Goal 4: Increasing the Number of Ambassadors, Leaders of Change, and Leaders of Deployment

- Our Governance Youth Network, whose membership consists of alumni of the GOV101 Training Program, was established within the Academy, and 79 young leaders have developed projects for the widespread adoption and development of governance while making 3,680 hours of volunteer contributions.
- The 10 researchers comprising our Research Network have helped the widespread awareness and adoption of governance by making volunteer contributions or including governance in their studies and academic activities. Our Research Network and Professional volunteers have contributed 1,139 hours to our research activities.



GOV101
Training Program
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Good Governance
for Kids
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- 42 experts also contributed to our studies by taking part in our projects and events. This year we used digital platforms frequently to spread the concept of governance. Therefore, the rate of our digitally conducted communication activities has increased significantly. Our volunteer contributions in the field of communication reached 722 hours, which is almost as high as the total number of volunteer hours in 2019.
- By collaborating with the Mother – Child Education Foundation (AÇEV), Istanbul Metropolitan Municipality (İBB), Association for Support and Training of Women Candidates (KA.DER), Organization for Economic Co-operation and Development (OECD), Corporate Volunteers Association (ÖSGD), Education Volunteers Foundation of Turkey (TEGV), Turkish Enterprise and Business Confederation (TÜRKONFED) and Turkish Investor Relations Society (TÜYİD), we reached wider audiences with impactful efforts.

Strategic Goal 5: Providing Continuous Financial Resources

- While we received 548,293 TL of volunteer support in 2019, we reached 1,242,942 TL of volunteer support in 2020. With the amount of in-kind contributions, our leverage effect led us to effectively utilize resources and support equivalent to 1,343,813 TL in 2019 and 1,621,408 TL in 2020.
- We have applied for 3 fund programs throughout the year. We are waiting for the fund application results to be announced in 2021.



Our Volunteers
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INDICATOR	2019	2020
Number of Companies Examined in the Sustainability Governance Scorecard	183	212
Number of Reports/Publications/Articles Prepared	18	15
Number of Opinion Sharing to International Studies	1	5
Number of Children Graduating from our Training Programs	478	0
Number of Young People Graduating from our Training Programs	28	146
Number of Professionals Graduating from our Training Programs*	570	0
Training Satisfaction Rate	%89	%91
Youth Network Active Volunteers	20	79
Research Network Members Making Volunteer Contributions to Our Efforts	5	10
Number of Experts Taking Part in Our Projects and Activities	52	42
Amount of Volunteer Contributions (Turkish Liras)	548.293 ₺	1.242.942 ₺
Leverage Effect	2.02	2.18

*Participants with whom we have communicated for fewer than 10 hours at our training activities are categorized as “participants” rather than “alumni”.

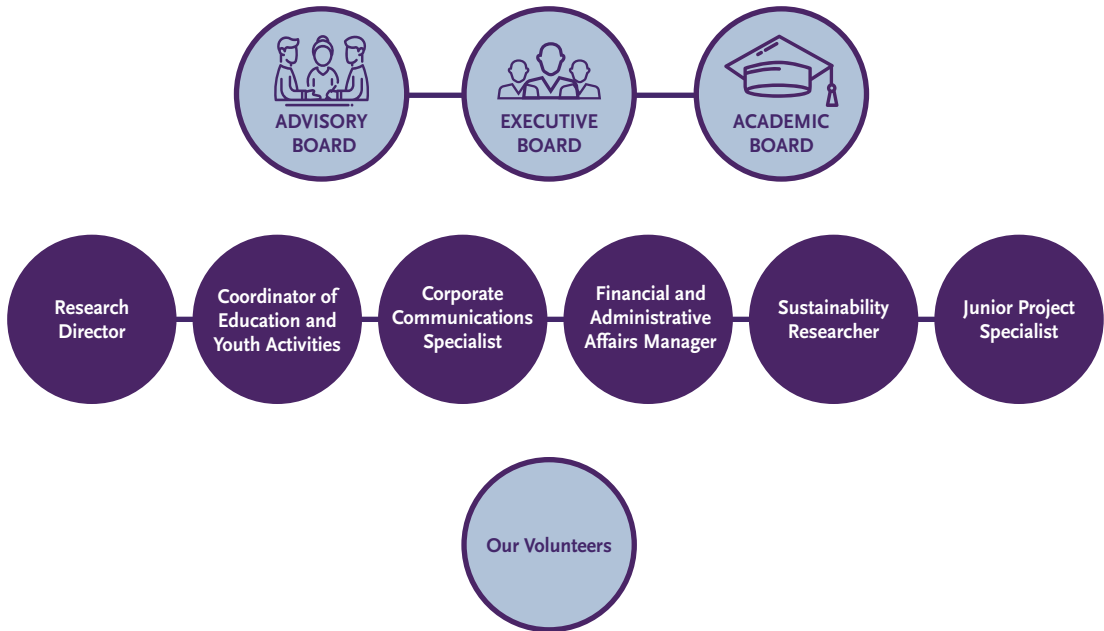
OUR HUMAN CAPITAL

With their contributions, our “human capital” is 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 2020, 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.



Sustainability
Governance Scorecard
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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.



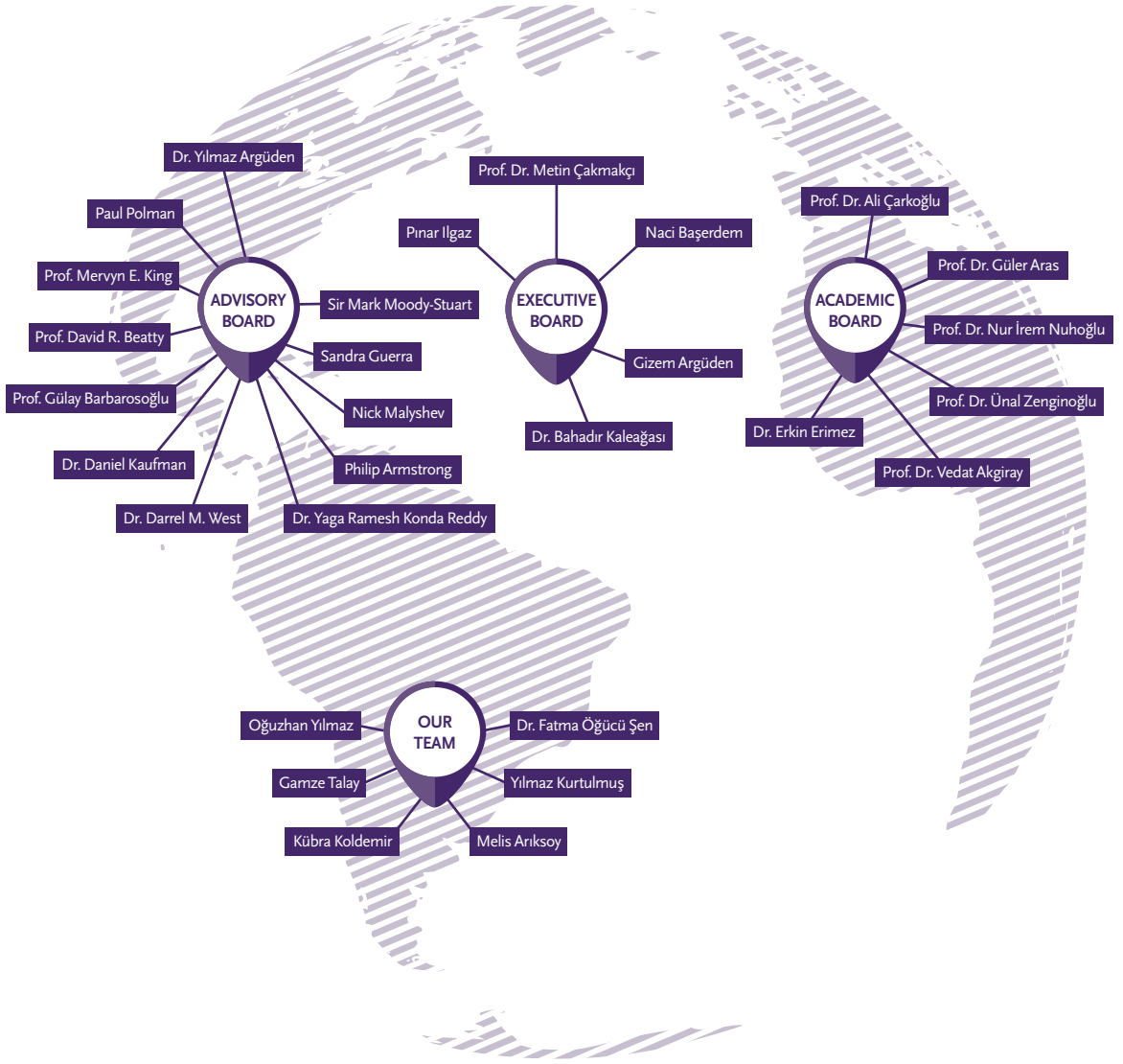
- Provides expert guidance on governance topics.
- Consists of internationally renowned members with varied backgrounds.



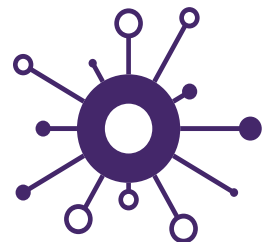
- Responsible for the organization’s assets and activities



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



“We thrive on our 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 the dissemination and promotion of the first edition of our Sustainability Governance Scorecard® Project in 2019 and in the completion of the most recent research report of the project in 2020. The Chair of our Board of Trustees, Dr. Yılmaz Argüden, has made great contributions to our communication efforts to disseminate the findings of the 2019 Sustainability Governance Scorecard and promote the concept of good governance for a sustainable future.

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



Sustainability
Governance Scorecard
pg.77



Dr. Yılmaz ARGÜDEN
ARGE Consulting,
Chairman



Sir Mark MOODY-STUART
Global Compact Foundation,
Chairman



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



Paul POLEMAN
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 the opinions we have voiced on international policy documents, we benefited from the valuable contributions of Dr. Erkin Erimez. With the support of Prof. Dr. Güler Aras, we shared our integrated reporting journey with NGOs as the first organization in Türkiye to publish an integrated report. With the contributions of Prof. Dr. Nur İrem Nuhoğlu, we reached suitable candidates for our scholarships by announcing our scholarship programs more efficiently. We extend our gratitude to the members of our Academic Board for their contributions to our efforts.



Prof. Ali ÇARKOÇLU
Koç University



Prof. Güler ARAS
Yıldız University



Prof. Nur İrem NUHOĞLU
Boğaziçi University



Prof. Ünal ZENGİNOBUZ
Boğaziçi University



Prof. Vedat AKGİRAY
Boğaziçi University



Dr. Erkin ERİMEZ
ARGE Consulting



OUR EXECUTIVE BOARD

Incorporating diversity in order to popularize good governance practices, our Executive Board 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 Executive Board prioritizes diversity in its structure while undertaking the task of forming a strategy, which has shaped the roadmap our Academy will follow and the methods it will utilize in the future while being informed by the opinion of the whole team.



Future Expectations
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Prof. Dr. Metin ÇAKMAKÇI Chairman

Our Chair is the Founding Chair of the Ethics and Reputation Society (TEİD) and a Member of the Board of Trustees of Acibadem 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 (YKGD). She is among the authors of “ARGE Corporate Governance Model®” and “Management of Volunteer Organizations”.



Gizem ARGÜDEN
Executive Board Member

Gizem Argüden is the representative of the founding donor family. She worked in McKinsey & Company as a management consultant between 2010-2019 and continues her consulting career in ARGE Consulting. She has extensive experience working with private, public and social sector companies in Türkiye and Europe on strategy, sustainability, governance and organization design, change management and leadership development. She has made valuable volunteer contributions during the foundation of the Academy, on setting up the organizational structure, developing training and research programs and initiating partnerships. She continues to be actively involved in program management and research projects. Gizem is a graduate of Robert College and The Wharton School, University of Pennsylvania. As a Joseph Wharton Scholar, she has written her dissertation on “Cross-national differences in corporate governance: Family business groups and control pyramids.”



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. Currently serving as the CEO of The Marmara Hotels, he graduated from Boğaziçi University, Faculty of Economics and Administrative Sciences, Department of Business.



Dr. Bahadır KALEAĞASI

Executive Board Member

Our independent board member Dr. Bahadır Kaleağası has worked internationally at administrative positions at various organizations in civil society and the private sector alike. He has established the European Representative Office of the Turkish Industry and Business Association (TÜSİAD), established and supervised representative offices in Brussels, Berlin, London, Paris, Washington D.C., and Beijing and coordinated international activities with business networks such as Silicon Valley, San Francisco; Shanghai, China; and Dubai on the Persian Gulf. He served as the general secretary and an executive board member of TÜSİAD between 2016 and 2020. Currently, he is the President of the Paris Bosphorus Institute, Honorary President of the Brussels Energy Club (BREC), Advisory Board Member of the European Council on Foreign Relations (EFCR) and the Atlantic Council, and Executive Board Member of the Berlin Bosphorus Initiative, Yanındayız Foundation, Women Entrepreneurs Association of Türkiye (KAGİDER), and Forum Istanbul. Having many of his articles and books published internationally, Dr. Bahadır Kaleağası is a graduate of Galatasaray High School, during which he has gone to the United States via the AFS Exchange program. He is also an alumnus of the University of Brussels and Istanbul University. He currently shares his knowledge and experience with students by teaching the “Globalization and Sustainable Development Tools” and “International Relations and Europe” courses at Galatasaray University.

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 (TEİD), Chairman (2010-2012) Ethics and Reputation Society (TEİD), Board Member (2010-2014) Republic of Türkiye Undersecretariat of Treasury, Licensed Angel Investor (2012-Present) 	2014	64	MALE
 <p>Pınar Ilgaz</p>	<ul style="list-style-type: none"> ARGE Consulting, Managing Partner (1995-Present) ŞOK Supermarket Chain Co. (2019-Present) Ülker Biscuits Inc. (2020-Present) Corporate Volunteers Association, Board Member (2004-2016) Corporate Volunteers Association, Vice Chairwoman (2018-Present) Management Consultants Association, Board Member (2012-2015) Management Consultants Association, Vice Chair (2015-2016) 	2014	55	FEMALE
 <p>Gizem Argüden</p>	<ul style="list-style-type: none"> ARGE Consulting Managing Partner (2019- Present) McKinsey & Company Management Consultant (2010-2019) 	2014	33	FEMALE
 <p>Naci Başerdem</p>	<ul style="list-style-type: none"> Nasaş Group, CFO (1991-1992) Benetton Group, CFOO (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	65	MALE
 <p>Dr. Bahadır Kaleağası</p>	<ul style="list-style-type: none"> Argüden Governance Academy (2020-Present) The Confederation of European Business-BusinessEurope (2016-2020) Berlin Bosphorus Initiative (2016-Present) Brussels Energy Club (2012-2016) BusinessTürk-Brussels (2002-2015) Forum İstanbul (2010-Present) Galatasaray Sportive AŞ (2013-2014) Kalangos Foundation (2014-Present) Paris Bosphorus Institute (2012-Present) TÜSEV – Third Sector Foundation of Türkiye (2016-2020) TÜSİAD (2016-2020) Yanındayız/HeforShe (2021 -Present) Women on Board Association (2021-Present) 	2020	54	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, curriculums, 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 an amateur painter.



Oğuzhan YILMAZ Coordinator of Education and Youth Programs

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 Corporate Communications Specialist

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 supports in our trainings, 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.



Melis ARIKSOY
Junior Project Specialist

Melis Ariksoy works as a junior project specialist at Argüden Governance Academy. She has worked as a research intern at institutions such as Istanbul Policy Center (IPM), Urban Problems and Local Government Research and Implementation Centre (KEYEM) of Marmara University, and CIFAL Istanbul.

She completed her undergraduate education at Bahçeşehir University with a double major in Political Science-International Relations and Sociology. During her undergraduate education, she also went to Philipps Universität Marburg in Germany via the Erasmus student Exchange program. She continues her graduate education in Social Justice and Community Action at the University of Edinburgh.

While she is closely involved with the issues of democracy, values, cultures, and good governance, she is also conducting research and writing her thesis about these issues. She is interested in the Spanish language and culture, and she carries out various volunteering efforts to raise environmental awareness.



İnan İZCİ
Local Governance Specialist

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 Executive MBA degree from Austin University of Texas' da, and her bachelor's degree in International Relations from Mount Holyoke College. She also received education in art at Mount Holyoke.



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 professions and fields of expertise are of utmost importance and value for us. Our group of volunteers consists of senior experts in their respective fields, as well as undergraduate and graduate students gaining expertise in governance. As a diverse group, they support the promotion and widespread adoption of the principles of consistency, responsibility, accountability, fairness, transparency, effectiveness, and mutual engagement.

Our aim is to empower civil society and promote the practice of volunteering. To do so, we focus on emphasizing the importance of volunteer 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.

This year has been the year we have received the greatest amount of support from our volunteers ever since the day our Academy was founded. 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 2020, we received a total of 6,861 hours of volunteer 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 extend our sincere gratitude to all of our "governance volunteers" who have made contributions.

VOLUNTEER 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
Uğur ŞAHİN	Accounting	Accounting
Ege CANSEN	Journalist, Economist	“100th Year of National Sovereignty” Project
Arda ARGÜDEN	Student	YÖN101 Training Program preparation and operation processes
Irmak ILGAZ	Student	YÖN101 Training Program preparation and operation processes
Merve Gül ARSLAN	Business Engineering	YÖN101 Training Program preparation and operation processes
Yaren RENÇBER	Student	“100th Year of National Sovereignty” Project
Mehmet Efe ŞEN	Student	“100th Year of National Sovereignty” Project
Hidayet TÜRKOĞLU	Former National Basketball Player	Speaker in the Quarantine Talks
⋮	⋮	⋮

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.



ORGANIZATIONS PROVIDING IN-KIND CONTRIBUTIONS	TYPE OF ORGANIZATION	IN-KIND CONTRIBUTIONS
ARGE Consulting	Yönetim ve strateji danışmanlığı	Academy office filing cabinet, rent and fixed expenses, Advisory Board travel and accommodation expenses, consulting in research programs
Turkish Enterprise and Business Confederation (TÜRKONFED)	Business representation organizations	Digital infrastructure support for communication activities
Marmara Municipalities Union	Municipalities/local governments	Digital infrastructure support for communication activities
Mother – Child Education Foundation (AÇEV)	NGO	Digital infrastructure support for communication activities
⋮	⋮	⋮

OUR STAKEHOLDER RELATIONS

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



Impact Partnership



Resource Partnership



Knowledge Partnership: We both provide information on good governance and benefit from the knowledge bases of our cooperation partners. In accordance with our Knowledge Partnership protocols, we carry out work with 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 (TUYID). Additionally, we have globally promoted the concept of good governance to an even greater extent by receiving an invitation from the Global Conference of the International Integrated Reporting Council as an Official Knowledge Partner.

Impact Partnership: By deploying 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 culture of collaboration.

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 establish many of our collaborative relations by taking advantage of all three types of partnership. Thus, we transform an economical and efficient use of knowledge, impact, and resources into a method that we can utilize with institutions in a reciprocal manner. When mobilizing resources, we adopt the principle of using the resource that is the least costly for each stakeholder or the most compatible with the budget allocation strategy.



Thanks to the support/services (leverage effect), we mobilize without allocating any material resources, we have the opportunity to create more value with less real budget. Thus, we always prefer to collaborate with our national or international partners from different sectors rather than carrying out our work by ourselves. In order to ensure the reputation and sustainability of our programs, we always collaborate with the most suitable partner(s):



While establishing collaborative partnerships, we adopt a model that prioritizes bringing all stakeholders (public/social/private sectors) together and create exemplary cases with our approach:



Our academic collaborative partners provide us with knowledge that enables us to Exchange information on the latest developments. They also act as intermediaries for the spread of good governance practices in public, social, and private sectors:



In order to achieve our goals, we establish long-term collaborative partnerships and promote the culture of collective action.



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, and events to raise awareness, 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. We appreciate the generous donations. First and foremost, we are grateful for the generous donations of TIRSAN, followed by Garanti BBVA, Akkök Holding, Borusan, Çalık Holding, Altınbaş University, and ARGE Consulting. We are also grateful for our sponsor for the Holistic Social Service Governance for Resilient Cities Project, Kopaş Kozmetik, and for all of our individual supporters.

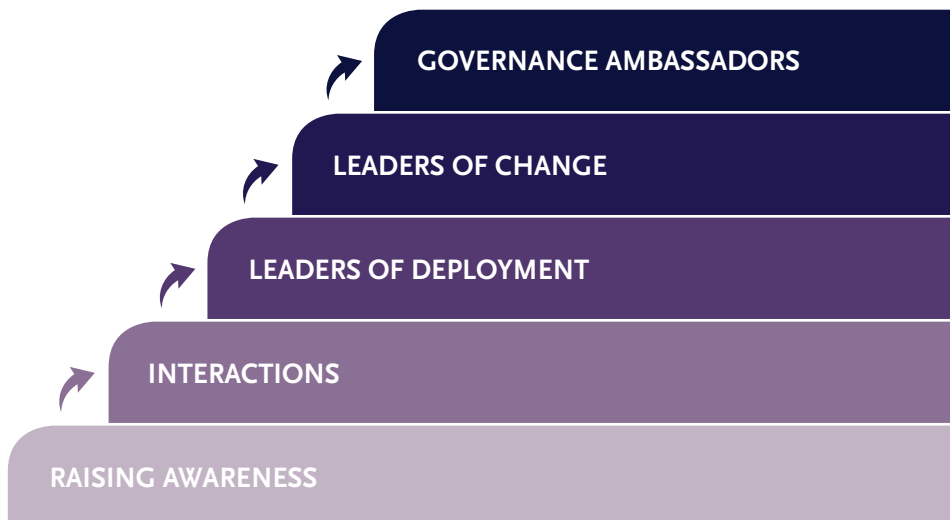


We value all of our stakeholders and strive to create methods to keep in touch with each other and to keep them informed. We believe that the quality of our work will increase by taking the opinions of our stakeholders and including them in our processes. With the stakeholder model we have developed by reviewing all of our stakeholder groups, we improved our communication even further in 2020.

Our 5 different stakeholder groups are as follows:

- Governance ambassadors who ensure the adoption of good governance as a culture
- Leaders of change in terms of institutions and the society
- Leaders of deployment who take on leading roles for the promotion and spread of good governance
- Interactions we have made through our various activities
- Stakeholders in whom we have been able to raise awareness of good governance

We have integrated our interactions with stakeholders, as well as the impact we create, with our value creation model and measured them with our KPIs. In 2021, we aim to increase the visibility of our stakeholder model and increase the number of our stakeholders in the “Governance Ambassadors” and “Leaders of Change” groups.



OUR IMPACT REPORT

We had shared our Impact Report with our donors and stakeholders at the end of 2020 as we did in previous years. The Report covers our activities performed in 2020, including the funds we used from our own budget, the resources we mobilized, our volunteers' contributions and in-kind donations.

In line with our Academy's principle of accountability, we continue to periodically share with our donors how we utilized their donations and what kind of impact we created. Our Impact Report is independently audited every year. Our 2020 Impact Report is audited by the audit firm Eriş Bağımsız Denetim ve YMM A.Ş. and deemed reliable.



Independent
Audit Report
pg.102

Prepared and shared both in Turkish and English, our Impact Report helps us achieve the following:

- Demonstrate in concrete terms the achieved progress in the culture of governance,
- Increase our accountability,
- Improve and measure our output,
- Maintain sustainable and continuous improvement and progress,
- Motivate our donors and stakeholders to support the deployment of the culture of good governance
- Encourage future donors to support the activities of the Academy.

Our 2020 Impact Report shows that we mobilized voluntary contributions and in-kind donations corresponding to a value 2.19 times greater than our financial resources.

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 2020

Dear Stakeholders,

We have performed various activities to raise awareness and dissemination of "Good Governance", with your supports since the foundation of the Academy. We are glad to present our Impact Report including our activities performed in 2020.







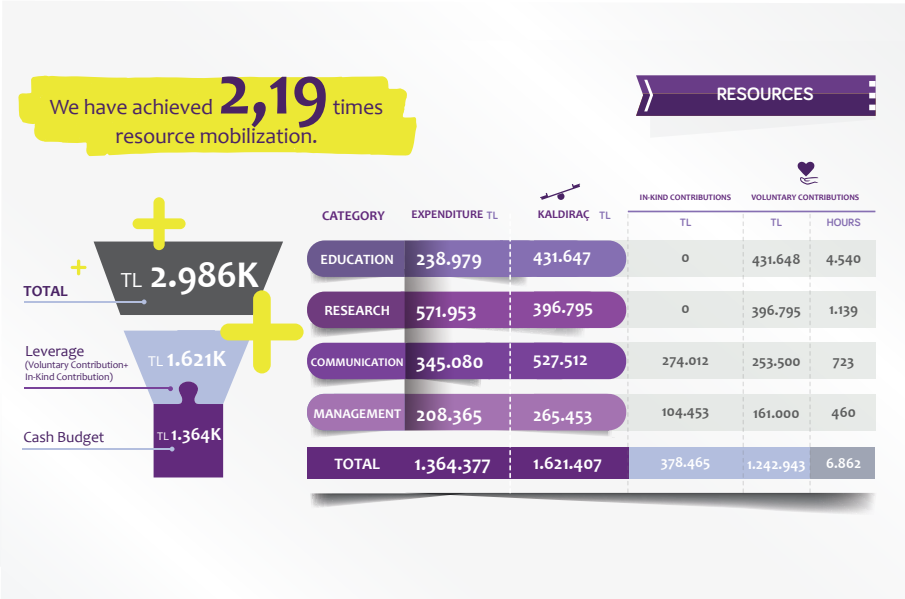
COOPERATIONS



DONORS



ACTIVITIES		Activities Completed	Ongoing Activities	Activities Participated	E: Education R: Research C: Communications
	<p>R 01 Research Child and Parent Friendly Municipality Governance Guide</p> <p>R 02 Publication Holistic Social Service Governance Model for Resilient Cities</p> <p>R 03 Research Holistic Social Service Governance Model for Resilient Cities</p> <p>R 04 Research Local Development Guide for Business</p> <p>R 05 Publication Local Development Guide for Business</p> <p>R 06 Governance Files 1 How Does Our Behaviours Affect the Rules?</p> <p>C 01 "100th Year of National Sovereignty" Project - Dr. Bahadır Kaleoğlu</p> <p>C 02 "100th Year of National Sovereignty" Project - Ege Cansen</p> <p>C 03 The Vision of the City - Adana 2023 Event</p> <p>C 04 Governance and Health in Metropolitan Cities: The COVID-19 Experience</p>				<p>C 05 "Child and Parent Friendly Municipality Governance Guide" Launching Event</p> <p>C 06 "Holistic Social Service Governance Model for Resilient Cities" Launching Event</p> <p>C 07 "Local Development Guide for Business" Launching Event</p> <p>C 08 "Regulatory Policy Outlook 2018 Report" Launching Event</p> <p>C 09 "Participating and Inclusive Cities" Panel</p> <p>C 10 Social Entrepreneurship Network of Türkiye: Building Bridges</p> <p>C 11 Results-Based Monitoring Technical Support Project in Turkey - III</p> <p>C 12 Green Municipalities Seminars</p> <p>C 13 Governance Files 1 Interview with Expert</p> <p>C 14 Governance Files 1 Interview with Author</p>
	<p>E 01 Good Governance for Kids at Darüşşafaka Educational Institutions</p> <p>E 02 Digital GOV101 Trainings</p> <p>E 03 Importance of Good Governance</p> <p>E 04 Integrated Thinking and Integrated Reporting Training for NGOs</p> <p>E 05 GOV101 Training Program 2nd Term</p> <p>E 06 GOV101 Training Program 3rd Term</p> <p>R 01 Publication Good Governance Handbook for Youth Organizations and Student Clubs</p> <p>R 02 Governance Files 2 The Culture of Living Together</p> <p>C 01 20th November Children's Rights Day</p> <p>C 02 Open Data Summit</p> <p>C 03 "Global Model Measuring the Social Inclusion of Municipalities" Event</p> <p>C 04 Integrated Reporting Experience Sharing Meeting</p> <p>C 05 ENFA Executive Board Meeting</p> <p>C 06 Youth Network Foundation Meeting & Member Meeting</p> <p>C 07 Quarantine Talks Part 1</p>				<p>C 08 Quarantine Talks Part 2</p> <p>C 09 Quarantine Talks Part 3</p> <p>C 10 Quarantine Talks Part 4</p> <p>C 11 Quarantine Talks Part 5</p> <p>C 12 Quarantine Talks Part 6</p> <p>C 13 Business and Civil Society Webinar for Participatory Democracy</p> <p>C 14 Management and Governance Webinar During Crisis</p> <p>C 15 Good Governance Seminar in Civil Society</p> <p>C 16 Strategic Dynamics of the New Era, Governance, Sustainability and Stakeholder Responsibilities</p> <p>C 17 Governance Files - 2 Interview with Expert</p> <p>C 18 Governance Files - 2 Interview with Author</p> <p>C 19 Governance and NGOs Interview</p> <p>C 20 "Leadership in Difficult Times" Webinar</p>
	<p>R 01 Publication Sustainability Governance Scorecard in English</p> <p>R 02 Publication Sustainability Governance Scorecard in Turkish</p> <p>R 03 Research Sustainability Governance Scorecard</p> <p>R 04 Report Sustainability Governance Scorecard India Special Report</p> <p>C 01 Practices and Regulations on Environmental, Social and Governance Issues - CFA Institute</p>				<p>C 02 Ekotürk TV "New World Order" Program</p> <p>C 03 Sustainable Investment Summit</p> <p>C 04 Sustainability Governance Scorecard 2020 Launching Event</p> <p>C 05 Ekotürk TV "Management Floor" Program</p>
	<p>R 01 Article Asset Management is Ripe for Leadership Evolution</p> <p>R 02 Article COVID-19 & Prioritizing the Important Over the Habituat</p> <p>R 03 Article Early Birds Gets the Worm</p> <p>R 04 Article Earning Trust Through Long-Term Integrated Thinking</p> <p>R 05 Article From Why to Why Not: What Should Corporations Do to Manage ESG?</p> <p>R 06 Article Net Zero & The Natural World</p>				<p>C 07 Article Value of Nature & Cats of İstanbul</p> <p>C 08 Makale Will Approach to ESG Separate Asia from the Rest of Emerging Markets?</p> <p>C 09 AI for Sustainability Summit</p> <p>C 02 UN-USA Social Young Professionals</p> <p>C 03 UNGC Leaders Summit</p>
<p>Integrated Report 2019 (In Turkish)</p> <p>Integrated Report 2019 (In English)</p>		<p>Impact Report 2019 (In Turkish)</p> <p>Impact Report 2019 (In English)</p>			



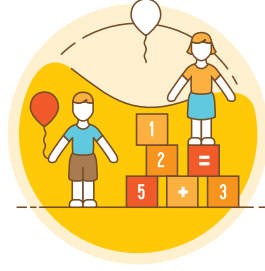
We gain more
knowledge, resources,
and impact by
“collaborating” rather
than “acting alone”.



OUR ACTIVITIES IN 2020



GOOD GOVERNANCE FOR CHILDREN



We believe that good governance is adopted as a culture and climate starting from childhood. In order to ensure a sustainable future and better quality of life for children, who are the leaders of the present and future, we have carried out impact-oriented activities in 2020 with our various stakeholders.



TÜRKİYE EĞİTİM GÖNÜLLÜLERİ VAKFI



**With sincere gratitude to our impact
and deployment partners...**

Child and Parent Friendly Municipality Governance Guide

The role of local governments in the quality of life of children and parents is undeniable. With our “Child and Parent Friendly Municipality Governance Guide” Project, we:

- Enhance and strengthen the contributions of municipalities,
- Make suggestions about development and implementation,
- Establish a partnership between the public sector, private sector, and civil society to implement these suggestions.



The project was inspired by the Municipality Governance Scorecard Model[®], which is a unique research model we developed in 2018. Our Municipality Governance Scorecard Model has been presented as a good practice example by many international organizations including the OECD, United Nations, and World Bank. Having started our Child and Parent Friendly Municipality Governance Guide Project in 2020 with a similar focus on multi-stakeholder impact, we aim to report the impact of the project and share its results in 2021.



We appreciate all of our stakeholders for their great interest in the launch meeting of our “Child and Parent Friendly Municipality Governance Guide” project, conducted in collaboration with the Mother – Child Education Foundation (AÇEV), Educational Volunteers Foundation of Türkiye (TEGV), and Corporate Volunteers Association (ÖSGB) with additional contributions from Istanbul Metropolitan Municipality.

Good Governance for Kids

For the training program we have developed in 2016 to promote experiential learning, we updated the program content and strengthened our global deployment partnerships instead of organizing face-to-face activities.

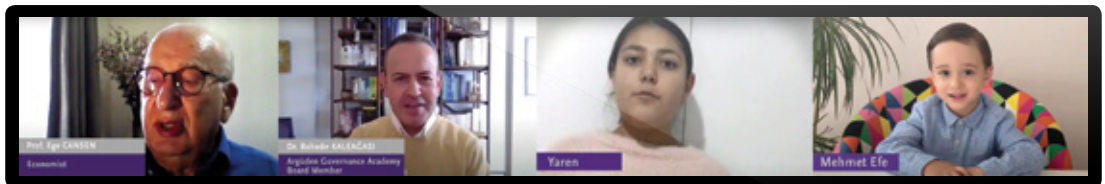
This year, we expanded our existing partnership with KidZania Türkiye since 2019 to a global level. We are extremely glad to announce that our program is included in 2020 into the set of activities that can be used in all KidZania centers around the world. With the knowledge partnership we established, we completed all of our preparations in 2020 to contribute to the development of children all over the world in the areas of human rights, children’s rights, participation, democracy, collective life, safeguarding one’s rights, solidarity, volunteering, and social responsibility.



We organized some of the activities of Good Governance for Kids via digital platforms as a gift for children and their parents who spent April 23 (National Sovereignty and Children's Day) at home due to the pandemic. We extend our gratitude to the deployment partners of our activities, Corporate Volunteers Association (ÖSGB) and the Educational Volunteers Foundation of bu görselinde İngilizcesini iletiyorum (TEGV).

April 23, National Sovereignty and Children's Day

On the 100th anniversary of the opening of our national sovereignty's symbol, the Grand National Assembly of Türkiye (TBMM), which is dedicated to be the National Sovereignty and Children's Day, we commemorated the day and the national struggle that gave rise to it. In order to benefit from mutual decision-making and to evaluate the activities carried out during the term, we asked the children for their thoughts and ideas. Yaren (age 11) and Mehmet Efe (age 5) asked their questions about the national struggle for independence to Economist Prof. Ege Cansen and our Executive Board member Dr. Bahadır Kaleağası.





GOVERNANCE
FOR YOUNG LEADERS

GOOD GOVERNANCE FOR YOUTH



The impacts of our GOV101 Training Program, which we launched in 2019 for young people who are responsible leaders playing an active role in student clubs, continue to grow. Argüden Governance Academy Youth Network, which started its activities with the volunteer contributions of the first graduates of GOV101 Training, conducted impact-oriented studies in 2020.



**We extend our gratitude to our youth network,
our alumni, and our instructors for their inspiring energy...**

GOV101 Training Program

Young people who embrace responsible leadership and good governance will shape the future. We have completed the second and third terms of our GOV101 Training Program, in which we aim to support and empower young people, who assume leadership positions in student clubs at universities, with good governance. Following the redesign of our face-to-face training program as an online course this year, we congratulate our 153 participants who graduated from our online GOV101 Training Program. We are grateful to all of our instructors and participants for their quick and devoted adaptation to our online education process.



We extend our gratitude to our instructors Dr. Yılmaz Argüden, Pınar Ilgaz, Canberk Ünsal, Didem Bilgin, Burak Erşahin, Mehmet Bahadır Teke and Dr. Fatma Öğücü Şen for their volunteer contributions to spread the culture and climate of good governance.



Dr. Yılmaz Argüden



Pınar Ilgaz



Canberk Ünsal



Didem Bilgin



Burak Erşahin



M. Bahadır Teke



Dr. Fatma Oğücü Şen

Argüden Governance Academy Youth Network

Comprised of more than 150 members from 24 different universities, Argüden Governance Academy Youth Network is a community for our GOV101 alumni. In the 2020-2021 term, we conducted the “Good Governance in Municipal Youth Councils” research to improve the quality of governance, “Governance Training for MT (Management Trainee) Programs” for new graduates who have recently started their career, the organization of YÖN101, the Digital YÖN101 course we offer on Udemy, as well as various other projects such as the Good Governance Guide for Youth Organizations and Student Clubs, Trust in Agriculture Project, and Governance in Sales, all of which we aim to continue developing in 2021.



Digital GOV101 Training

The Digital GOV101 training program prepared by the Youth Network was released on the online learning platform Udemy.

Udemy Kategoriler Udemy'de Eğitim Verin

Kişisel Gelişim > Liderlik > Güven

İyi Yönetişim - YÖN101

Güven kazanmak için iyi yönetişime ihtiyacımız var! Sorumlu liderler için iyi yönetişimin eğitim programını sunuyoruz.

4.6 ★★★★★ (33 puan) 103 öğrenci

Okuyturun [Argüden Yönetişim Akademisi](#)

• Son güncelleme tarihi: 12/2020 • Türkçe

₺199,99

30 Gün İçinde Para İade Garantisi

Bu kursun içeriği:

- 3,5 saat uzunluğunda hazır video içeriği
- 4 indirilebilir kaynak
- Ömür boyu tam erişim
- Mobil ve TV'den erişim
- Bilgi sertifikası

Öğrenecekleriniz

- ✓ İyi yönetişim
- ✓ İyi yönetişim ilkeleri
- ✓ Misyon, Vizyon ve Değer kavramları
- ✓ Strateji yönetimi
- ✓ Organizasyon yapısı
- ✓ Süreç yönetimi
- ✓ Entegre düşünce ve değer yaratma döngüsü
- ✓ Önemli işbirliği ve iletişimi

Digital GOV101 introduces all stakeholders who want to learn about the culture and climate of good governance to the concept of governance. Training program aims to ensure the adoption of many concepts of good governance culture regarding individual efforts and teamwork.

As the Digital GOV101 team, we are trying our best to connect the people who are eager to learn with the notion of governance in a period when online education is so essential. We are offering the curriculum of GOV101 project on Udemmy and changing our target audience from university students to everyone who wants to learn.

Good Governance Handbook for Youth Organizations and Student Clubs



As Argüden Governance Academy Youth Network, we have prepared a comprehensive guidebook that explains good governance and draws a roadmap of how it can be implemented in youth organizations and student clubs.

The guide includes various activities that the youth who takes an active role in a youth network or student club can do with their team. While this text aims to promote the widespread adoption of good governance culture, it also ensures the experiential learning of the notion of governance in addition to the theoretical knowledge in the guidebook.



PUBLIC
GOVERNANCE

PUBLIC GOVERNANCE



We started 2020 by submitting the “Quality of Regulatory Policy and Quality of Life” publication, which is prepared in collaboration with the Turkish Industry and Business Association (TÜSİAD) and OECD, for review. We then conducted research, prepared publications to support the strengthening of the culture of good governance in local governments, and disseminated our studies with various activities throughout the year.

As in every field, we carried out advocacy efforts to spread the culture of collaboration in the public sector. We also gladly observed the impact of the Municipality Governance Scorecard, which we published in 2018, as a reference research report for other studies that aim to spread the culture of good governance.

We extend our gratitude for the collaboration of our partners:



We are grateful for the valuable contributions of Kopas Kozmetik to our “Holistic Social Service Governance for Resilient Cities” Project.



The Quality of Regulatory Policy Influences the Quality of Life

We regularly analyze and review OECD's "Regulatory Policy Outlook" series of reports, publish our analysis as the Quality of Regulatory Policy series of reports and present it for discussion.

We translated the first "Quality of Regulatory Policy" report in 2016 and the second at the end of 2019 and opened it to discussion in collaboration with Turkish Industry and Business Association (TÜSİAD). In this Report, we share data-based and comparative evaluations of developments regarding public regulations in Türkiye and around the world and highlight the recommended steps to improve the quality of decision-making.



Local Development Guide for Business



For a better future, developed cities, and a better quality of life for citizens, it is important to create and maintain an environment of institutional, systematic, and regular dialogue between public institutions and organizations representing the business world. In the guide, we prepared in collaboration with the Turkish Enterprise and Business Confederation (TÜRKONFED), we share methods and tools that will aid the implementation of participatory regional development. The guide, in which we describe how to establish inclusive and participatory collaborations necessary for global, national, and local development, also includes policy development tools and good practices based on the culture of good governance aimed to ensure participatory stakeholder processes.

To introduce the guide, we organized an event moderated by Hakan Güldağ, the Chairman of Dünya Newspaper and participated by Orhan Turan, the Chairman of TÜRKONFED; Prof. Fuat Keyman, the Director of Istanbul Policy Center (IPM); and Dr. Yılmaz Argüden, the Chairman of our Board of Trustees. Aiming to make the business world more resilient and competitive while strengthening development at the local level and improving the quality of life for everyone, the guidebook was received by the press with interest.



Governance and Health in Metropolitan Cities: The COVID-19 Experience

In collaboration with Marmara Municipalities Union, we evaluated the pandemic period in the presence of the municipalities, as they directly influence the quality of life of their citizens.

At the seminar, we addressed the effect of good governance on public health and the COVID-19 pandemic in metropolitan cities. Kadir Albayrak, Mayor of Tekirdağ Metropolitan Municipality, and Associate Prof. Tahir Büyükakın, Mayor of Kocaeli Metropolitan Municipality and President of Marmara Municipalities Union, shared their experiences.



Holistic Social Service Governance for Resilient Cities

The experiences of both individuals and local governments during the ongoing COVID-19 pandemic have revealed that local governments need long-term strategies to increase resilience in cities. In an attempt to increase resilience in local governments, we as Argüden Governance Academy developed the “Holistic Social Service Governance for Resilient Cities” model with the support of Marmara Municipalities Union and in collaboration with the Municipalities of Sultanbeyli and Maltepe. In the model, we investigated and reported how planning and administration are carried out during incidents such as COVID-19 in the world and in our country.



We introduced our model during the “Government After Shock” event organized by the Observatory of Public Sector Innovation (OPSI), which is affiliated with the Organization for Economic Co-operation and Development (OECD). We shared the methodology of our study and explained how municipalities can benefit from the “Holistic Social Service Governance for Resilient Cities” model.

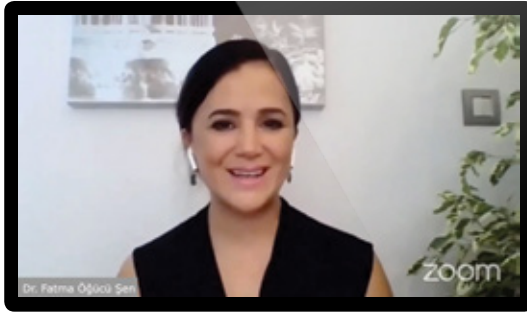


We are grateful to KOPAŞ Kozmetik for their support throughout this study, which serves as a guide to local governments that directly affect the quality of life of their citizens.

Green Municipality Scorecard for Metropolitan Municipalities

The impact of our Municipality Governance Scorecard research, which was completed in 2018, are increasing. So far, we have received invitations from many local and international platforms to introduce our original research model. Presented as a guide for the use of local government mechanisms and citizens, the Municipality Governance Scorecard has been motivating other institutions to take action for “good governance” since its publication. In 2017, the Municipality of Kadıköy published their activities as an Integrated Report, becoming the first municipality to do so. Then, in collaboration with the Association for Support and Training of Women Candidates (KA.DER), we published the Inclusive Municipality Governance Scorecard in order to support the structure, functions and policies of municipalities in a mindful and empowering manner regarding gender equality. By preparing the “Integrated and Inclusive Strategic Plan Preparation Guide” in collaboration with KA.DER, we have contributed to the improvement of social inclusion and quality of life at the local level by ensuring that municipalities are mindful of inclusiveness during the planning phase of their activities.

In addition to contributing to social inclusion at the local level for a better quality of life, the Municipality Governance Scorecard became a reference study for further studies for a sustainable future. The Green Future Association has published the Green Municipality Scorecard Project Report, in which it examines the activities of the district municipalities in Istanbul with the aim of increasing local ecological activities. With this study they prepared in 2019, the Green Future Association analyzed the state of district municipalities in terms of environmental efforts. And this year, as a continuation of this report, they developed the Green Municipality Scorecard and Indicator Set for Metropolitan Municipalities. As we believe that knowledge increases when it is shared, we made our Municipal Governance Scorecard Research Model available to the Green Future Association for this meaningful study. During the preparation of the report, we supported the study as a member of the association's advisory board. At the release event of the Report, our Research Director Dr. Fatma Öğücü Şen and Local Governance Researcher İnan İzci explained the methodology of the research.



Turkish Social Entrepreneurship Network Conference: Building Bridges

For a better quality of life and a sustainable future, we believe in the importance of collaboration between institutions. Collaborative partnerships that involve different sectors and different dynamics especially accelerate sustainable development.

We attended the “Building Bridges” conference organized by the Turkish Social Entrepreneurship Network to bring attention to their partnerships. Our Local Governance Specialist İnan İzci spoke in the category of “Collaborators in Local Governments” and emphasized the importance of collaboration in local governments, explained the effects of these collaborations through concrete examples, and mentioned the contribution of learning from good practices to continuous development.



CORPORATE
GOVERNANCE

CORPORATE GOVERNANCE



Our Sustainability Governance Scorecard research, which we first presented in 2019 from Türkiye for the benefit of the world, has continued to grow in 2020 with new collaborations.

We received invitations from many platforms to present our research model. Our unique model, which we introduced at the Global Conference of the International Integrated Reporting Council, was presented as a good practice example at B20 Tokyo.

We shared the findings and conclusions of the Sustainability Governance Scorecard 2020 Report with the entire world at the 2020 Global Conference of the International Integrated Reporting Council, in which we participated as a Knowledge Partner.

We extend our gratitude for their collaborations:

INTEGRATED REPORTING <IR>

EKOTURK

**Harvard
Business
Review**
TÜRKİYE

 **tüyid** Yatırımcı İlişkileri
derneği

 CFA Institute

 **ARGE**
Helping You Succeed

Sustainability Governance Scorecard[®]

With the Sustainability Governance Scorecard[®] (SGS) which we designed as a unique research model, we contribute to a better world by accelerating learning at a global level. With this series of research reports, we invite the business world to take action, and highlight good practices to provide companies with opportunities for benchmarking.

While promoting the conclusions of our SGS 2019 Report, which was presented at B20 Tokyo as a “good practice example”, we also published our 2020 Report. According to the findings of our SGS 2020 Report:

- Executive boards need to assume a leadership position for sustainability.
- A data-based approach is needed within both the organization and the ecosystem.
- Continuous learning and meaningful stakeholder engagement are vital to attain effective results.

We shared the findings and conclusions of the Sustainability Governance Scorecard, in which we investigated the sustainability policies of the Global Sustainability Leaders from the perspective of good governance, at the 2020 Global Conference of the International Integrated Reporting Council as an Official Knowledge Partner.



You can access our Research by scanning the QR code.





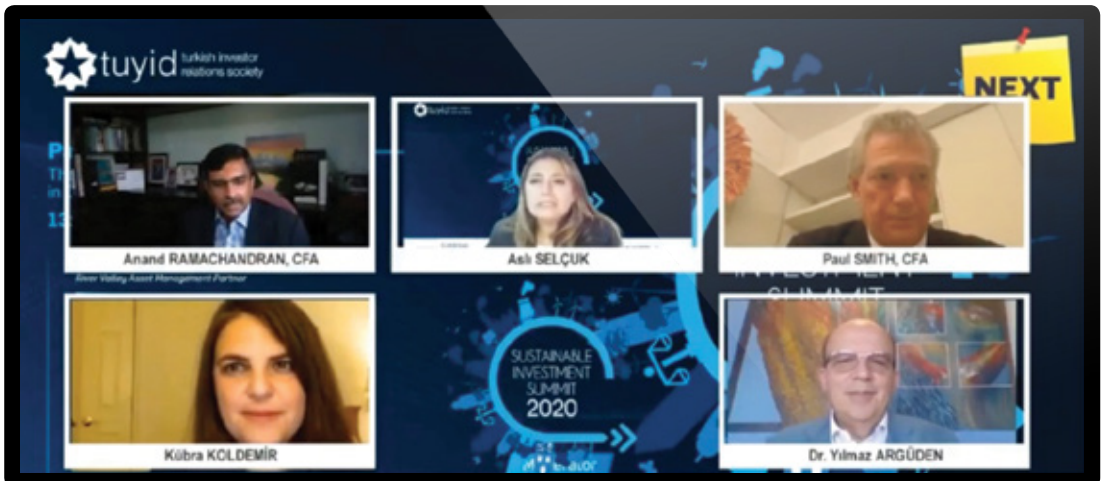
The results of the research report echoed through the press.

The Chairman of our Board of Trustees Dr. Yılmaz Argüden presented the results of the Sustainability Governance Scorecard 2020 and shared his knowledge and experience in the concept of sustainability with Ali Değermenci at the New World Order Program on Ekotürk TV.



Sustainable Investment Summit 2020

At the Sustainable Investment Summit 2020 organized by the Turkish Investor Relations Society, we discussed sustainability in the new era, the importance of leadership, the assessment of stock exchanges in terms of sustainability, and the state of the business world.



Sustainability Seminars

We started presenting the 2020 report of the Sustainability Governance Scorecard at the first installment of a series of seminars organized in collaboration with Kadir Has University. Our Research Director Dr. Fatma Öğücü Şen and Beste Gün Aslan from our Research Network participated in the seminar as speakers. We aim to promote and spread our series of Sustainability Seminars by establishing new partnerships with more institutions next year.

Sürdürülebilirlik Seminerleri



Dr. Fatma Öğücü Şen
Argüden Yönetişim Akademisi
Araştırma Direktörü



Arş. Öğr. Beste Gün Aslan
Kadir Has Üniversitesi

Sürdürülebilirlik Yönetişim Karnesi®

2020 Sonuçlarının Değerlendirilmesi

14 Aralık 2020, Pazartesi 17.00-18.30

 **zoom** Meeting ID: 867 6360 5331

Webinar Dili Türkçedir.






NGO
GOVERNANCE

NGO GOVERNANCE



For a better quality of life, the spread of the culture and climate of good governance is of great importance. We continued to carry out advocacy activities for the widespread awareness of good governance, integrated thinking, and integrated reporting within non-governmental organizations, which are highly significant for social progress.

We extend our gratitude for their partnerships...



The Integrated Reporting Journey of the Academy

We continue to contribute to the deployment and widespread awareness of the culture of Integrated Thinking and Integrated Reporting. At the experience sharing meeting organized by the Integrated Reporting Türkiye Network (ERTA), our Research Director Dr. Fatma Öğücü Şen recounted the integrated reporting journey of the Academy.



Integrated Thinking and Integrated Reporting in NGOs

We continued our efforts to spread the culture of integrated thinking and reporting. At our “Integrated Thinking and Integrated Reporting” training session instructed by our Research Director Dr. Fatma Öğücü Şen, we shared various methods to ensure the adoption of good governance and integrated thinking into the organization culture of NGOs.



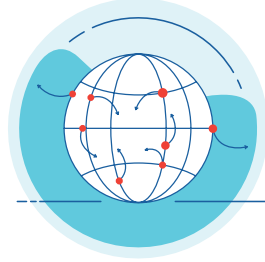
KA.DER Online School of Politics: Importance of Good Governance Today

We continue to support women candidates for a better future. The Chairman of our Board of Trustees Dr. Yılmaz Argüden participated as a guest in the Online School of Politics organized by the Association for Support and Training of Women Candidates (KA.DER). In his speech about the “Importance of Good Governance Today”, he discussed the relationship between good governance, responsible leadership, and success.





GLOBAL GOVERNANCE



For a better and more sustainable future, we continue to contribute to the World from Türkiye.

In addition to our efforts to facilitate learning at a local and global level, we carried out advocacy activities for integrated thinking, financial sustainability, and Sustainable Development Goals (SDGs), and we continued to serve at an international level as a reference institution for good governance.

We extend our gratitude to our partners:



Sustainability Governance Article Series

For financial sustainability and a better future, the culture of good governance should be adopted in all institutions. Societies whose institutions are not trusted tend to face disruption in their progress and development. CFA Institute Founding President Paul Smith and Investment Specialist Anand Ramachandran

With CFA, our articles about the necessity of prioritizing the issue of sustainability for the investing community attract global attention and benefit the world from Türkiye. Our articles are described as guides for reliable and profitable investments by prominent stock exchanges of the world.

The Stock Exchange of Thailand (SET), Johannesburg Stock Exchange (JSE), National Stock Exchange of India (NSE), and Turkish Investor Relations Society (TÜYİD) has shared our articles to their stakeholders, enabling them to reach approximately 250,000 people.



You can examine our articles by scanning the QR Code.



Better Focus for a Better Future

The United Nations Global Compact, which is designed to trigger change, support corporate sustainability and encourage innovative solutions and partnerships, celebrated its 20th anniversary at the UNGC Leaders Summit this year. Our Chairman of the Board of Trustees and the Chairman of our founding donor and the first UNGC signatory from Türkiye, ARGE Consulting, Dr. Yılmaz Argüden moderated the “Pivoting from Profit to Purpose” panel about the transition between a profit-oriented approach to an SDG-oriented approach. Dr. Argüden emphasized our need to focus more on SDGs for a better future and presented the “A Calendar Day for Each SDG” Project as a suggestion.


UN GLOBAL COMPACT
 LEADERS SUMMIT

Sustainability: The Key to Unlock the Potential

16 JUNE 2020
13:00-14:00

COVID-19: Pivoting from Profit to Purpose
13:15-13:30

Moderator	Speakers	
		
DR. YILMAZ ARGÜDEN Founding Chairman ARGE Consulting	LALIN ANIK Asst. Prof. University of Virginia	MUSTAFA SEÇKİN Executive Vice President Unilever Turkey, Central Asia and Iran

The “A Calendar Day for Each SDG” project aims to focus on each one of the 17 Sustainable Development Goals (SDGs) and accelerate learning by highlighting good practices to facilitate learning at a global level, in order to achieve a better quality of life and a more sustainable future. The Project involves sharing with the public the insight and good practices of institutions working toward the designated Sustainable Development Goals for each day, contributing to the rate of progress in achieving the SDGs.

We Need Better Focus

Assign a Calendar Day for each SDG to Leverage Natural Allies



Sustainability Governance Scorecard - CFA Society

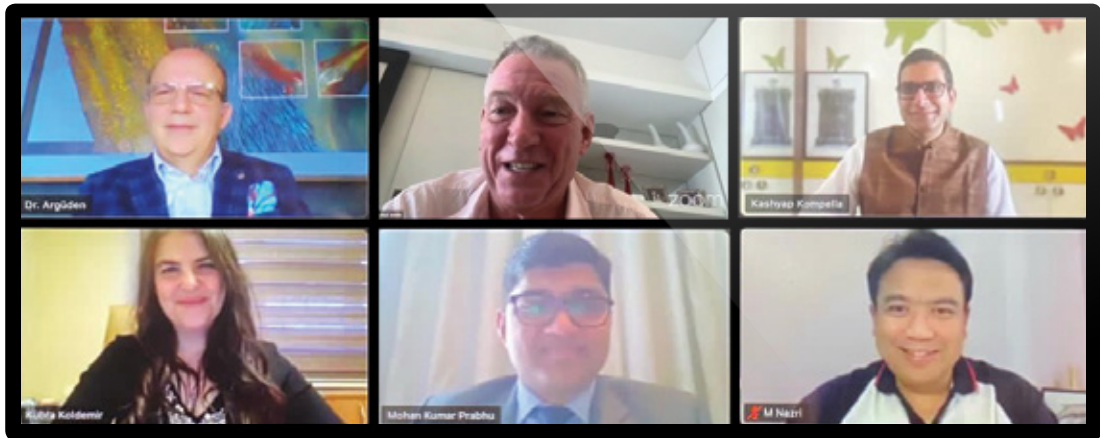
Aiming to create a business world that learns continuously for a better world, the **Sustainability Governance Scorecard** continues to attract attention at an international levels.

Upon the invitation of **CFA Society India**, an international non-profit foundation of investment specialists, we presented the findings and recommendations of the scorecard to the leaders of the business world in the region.



Sustainable Development Goals at the AI World Summit

At the “Artificial Intelligence for Sustainability” panel we organized as part of the AI World Summit, we addressed topics such as how artificial intelligence can be utilized for SDGs; rainforests, tigers, socio-economic inequalities, decent work and governance for everyone, peace and justice, gender and race equality, and product innovation.



We take part in international journals as an Independent Reviewer in the areas of Governance and Integrated Thinking.



As we believe that knowledge multiplies as it is shared, we continue to share our intellectual capital for a better quality of life. We continue to give our opinions to international journal and act as a center of reference regarding good governance and integrated thinking, both of which we adopted and promoted at local, national and global levels since our foundation. We extend our gratitude to our Research Director Dr. Fatma Ögücü Şen for her volunteer contributions to the improvement of global governance with the opinions she shared at the Journal of Applied Account Research journal.

Dynamics of the New Era @ Harvard Business Review Türkiye

The Chairman of our Board of Trustees Dr. Yılmaz Argüden was a guest of Serdar Turan at the Live Conversation Series of HBR Türkiye. He mentioned the importance of adaptation to the dynamics of the new era, sustainability, and good governance for a sustainable future and quality of life.



CORPORATE

H. Orhan Argüden Governance Scholarship and Argüden Governance Academy Good Governance Scholarship

We developed another scholarship mechanism for 2021. In addition to the “H. Orhan Argüden Governance Scholarship” that we have been offering since the day we were founded for graduate and doctoral students at Boğaziçi University writing their theses on governance, we further support the success of students with the new “Argüden Governance Academy Good Governance Scholarship” in 2020.



We wish the 2019-2020 recipient of the H. Orhan Argüden Governance Scholarship, Seden Gürlek, great success in her academic endeavors. We also congratulate the 2020-2021 recipient, Rana Elif Aydın, who has made valuable contributions to the promotion of the culture of good governance.



We congratulate the first recipients of the Argüden Governance Academy Good Governance Scholarship, doctoral student Merve Ateş Eren at the Department of Political Science at Sabancı University and graduate student İpek Tuğba Bayraktar at the Department of Political Science and International Relations at Boğaziçi University, for the value they have created for the widespread adoption of the culture of good governance.

Declaration of Transparency from the Executive Board members of ERTA



As the members of the Executive Board of Integrated Reporting Türkiye Network (ERTA), of which we are one of the founders, we invited all investors to keep track of the transparent disclosures of information by companies.

With the declaration, we aim to ensure the reliability of investments and the transparency of information sharing in Türkiye.

YOU CAN READ

In 2020, we carried out a lot of activities to spread good governance. In our content we share digitally, we assessed good governance from different perspectives and shared our thoughts in our blog. You can read our posts by scanning the QR code below.



You can scan the QR code to read our articles.



In our first governance file, we discussed how much the behavior of individuals affects rule making mechanisms. We listened to a discussion of the issue from the writer of the file and our Research Director, Dr. Fatma Ögücü Şen, and heard the opinion of the OECD Regulatory Policies Department Chair and our Advisory Board member, Nick Malyshev.



Our second governance file features the connection between collective life and the culture of good governance. With the short interviews we conducted with the authors of the dossier, Dr. Fatma Ögücü Şen and the Chairman of the Board of Trustees Dr. Yılmaz Argüden, we addressed the issue with an accessible style and language.



We also shared the importance and prevalence of governance in our short blog posts. We wrote posts in a diverse array of areas including economy, sustainability, local governments, statistics, health, integrated thinking, Sustainable Development Goals, history, tourism, sports, and children. The Chairman of our Board of Trustees, our Executive Board, and our Academic Board also contributed to our blog with their knowledge and experience. We extend our gratitude to the Chairman of our Board of Trustees Dr. Yılmaz Argüden, our Chairman Prof. Dr. Metin Çakmakçı, our Executive Board members Dr. Bahadır Kaleağası and Naci Başerdem, and our Academic Board member Dr. Erkin Erimez.

YOU CAN WATCH



You can scan the QR code to examine our work published on our Youtube account.

We ended 2020 with a greater understanding of the importance of digitalization.

We used the power of digital world to contact with our stakeholders because we were unable to meet in person.

As the Academy, we organized different webinars, panels and talks as well, while participating in a lot of platforms as guests. You can scan the QR code below to go to our YouTube channel and watch our various activities.

Quarantine Talks

In order to make the best of our time spent at home, we organized Quarantine Talks in collaboration with the Istanbul Youth Platform (İstanbul Gençlik Platformu). At these talks, we came together with scholars, businesspeople, and sportspeople to both remain healthy and to keep improving ourselves. We extend our gratitude to Dr. Yılmaz Argüden, Prof. Dr. Bahadır Erdem, Aclan Acar, Bülent Eczacıbaşı, Hidayet Türkoğlu, and Prof. Dr. Erhan Erkut for their insightful and sincere talks.

KARANTİNA SOHBETLERİ

MODERATÖR
Doğa Can Coşar
İstanbul Gençlik Platformu Başkanı

KONUK
Dr. Yılmaz Argüden
ARGE Zangınmak YKB

soğuklığı/Değerleşmesini bilmediğine bildirmeyi, basketbolda Türkiye zayıflığını olmaya ve soğukluğu maksim düzeyde almaya aynı zamanda nasıl bagecebilir?

AKADEMİK GÖRÜŞLERİNİZİ PAYLAŞIN

KARANTİNA SOHBETLERİ

MODERATÖR
Doğa Can Coşar
İstanbul Gençlik Platformu Başkanı

KONUK
Prof. Dr. Bahadır Erdem
TEY Yönetim Kurulu Üyesi

Türkiye'de en çok beklenen olan akademiye olmasa nasıl bagecebilir, bu konuda aldığınız en önemli tavsiye nedir?

AKADEMİK GÖRÜŞLERİNİZİ PAYLAŞIN

KARANTİNA SOHBETLERİ

MODERATÖR
Doğa Can Coşar
İstanbul Gençlik Platformu Başkanı

KONUK
Aclan Acar
Türk Telekom A.Ş. YK Üyesi

Bananklık sektöründe faaliyet gösteren işletmelerden personelindege kadar birçok sektörde nasıl bagecebilir?

AKADEMİK GÖRÜŞLERİNİZİ PAYLAŞIN

KARANTİNA SOHBETLERİ

MODERATÖR
Doğa Can Coşar
İstanbul Gençlik Platformu Başkanı

KONUK
Bülent Eczacıbaşı
Eczacıbaşı Holding YKB

13 NİSAN PAZARTESİ
16.00
CANLI YAYIN

AKADEMİK GÖRÜŞLERİNİZİ PAYLAŞIN

KARANTİNA SOHBETLERİ

MODERATÖR
Doğa Can Coşar
İstanbul Gençlik Platformu Başkanı

KONUK
Hidayet Türkoğlu
Türkiye Basketbol Federasyonu Başkanı

17 NİSAN CUMA
20.00
CANLI YAYIN

AKADEMİK GÖRÜŞLERİNİZİ PAYLAŞIN

KARANTİNA SOHBETLERİ

MODERATÖR
Doğa Can Coşar
İstanbul Gençlik Platformu Başkanı

KONUK
Prof. Dr. Erhan Erkut
MEF Üniversitesi Rektörü Yardımcısı

20 NİSAN PAZARTESİ
17.00
CANLI YAYIN

AKADEMİK GÖRÜŞLERİNİZİ PAYLAŞIN

OUR FINANCIALS

OUR FINANCIALS

As Argüden Governance Academy, we carried out our activities with resources acquired from our individual and institutional donors that have faith in our goals, sponsors and supporters of our various projects, and project-based funds and grants. We are sincerely grateful to our donors and our stakeholders who contributed to our efforts with their in-kind and volunteer resources for believing in our mission and assisting in the development and spread good governance practices to society in its entirety.

ARGÜDEN GOVERNANCE ACADEMY 2020 FINANCIAL HIGHLIGHTS (Turkish Liras)			
	BUDGETED	REALIZED	CHANGE (%)
INCOME	2,030,000	3,254,334	60
EXPENSES	2,362,039	1,364,377	-42
Training	439,109	238,979	-46
Research	747,903	571,953	-24
Communication	772,374	345,080	-55
General Administration	402,653	208,365	-48
REMAINING	-332,039	1,889,957	

As Argüden Governance Academy, our total 2019 income of 3,254,334 TL consists of the following: 71% from the contributions of our individual and institutional donors, 13% from the service fees earned by our commercial enterprise, 16% from exchange rate difference, Social Security Institution (SGK) incentives, and other sources. 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 to our Project-based sponsors, Kopaş Kozmetik and Erkurt Holding, as well as all of 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. We continue to work to spread the momentum of financial sustainability that we achieved at our research projects in 2020 to all of our activities.



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ARGÜDEN GOVERNANCE ACADEMY YEARLY COMPARISON OF FINANCIAL HIGHLIGHTS (TL)			
	2019	2020	Change (%)
INCOME	2,711,874	3,254,334	20
EXPENSES	1,311,290	1,364,377	4
Training	311,767	238,979	-23
Research	332,482	571,953	72
Communication	434,548	345,080	-21
General Administration	232,493	208,365	-10
REMAINING	1,400,584	1,889,957	35

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



GOV101
Training Program
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- **In our trainings, our expenses have decreased while our volunteer support has increased.**

In 2019, we organized 625 hours of training sessions across 37 training programs. In 2020, we organized 93 hours of training across 6 different training programs, and 191 of our participants have graduated from their training programs. As meetings in person were not possible due to the pandemic, we had to suspend the activities of our Good Governance for Kids program across the entirety of Türkiye in 2020. Thus, our expenses related to this program such as travel, book publishing, and logistics have decreased. We were also unable to organize our extensive certificate programs for professionals due to the pandemic, as they require in-person sessions as well. This meant that the important expenses related to these programs, such as instructor feed, training venues, and catering were not made. In 2020, we organized our YÖN101 Training Program, where we come together with university students that are actively involved in club activities, remotely via digital programs for two terms. Throughout the training process, we made use of our Youth Network and the volunteer support of our instructors. As a result, our training expenses have decreased by 23% compared to 2019, while volunteer contributions have increased.



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

In 2019, we published 18 publications, research reports and articles. In 2020, we published 15 such documents. We have investigated a larger list of companies for our Sustainability Governance Scorecard research, the first of which we conducted in 2019. We also updated our unique model with the first research we have completed in 2019 in mind.

Additionally, we made efforts to enable our research projects to financially sustain themselves this year. Because of this, our budgeted income in this area of activity has increased in conjunction with a 72% increase in our research expenses compared to the previous year.



Public Governance
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In 2020, we completed the Local Development Guide for Business research project in collaboration with the Turkish Enterprise and Business Confederation (TÜRKONFED). We also presented the guidebook that includes the findings and conclusions of this research to our stakeholders. Likewise, we investigated the COVID-19 experiences of local government mechanisms in collaboration with Marmara Municipalities Union, and compiled the conclusions we drew into a publication that will serve as a guide for municipalities. In addition to these projects, we also started our Child and Parent Friendly Municipality Governance Guide research project, which aims to contribute to child and parent-friendly policy-making by municipalities.

- **Because we made our communication via digital platforms, our expenses have decreased.**

In 2019, we met approximately 7,300 people in person at 60 activities. Because face-to-face meetings were significantly more difficult for everyone in 2020, we organized our meetings via digital platforms. Because of this ease of access, our number of participants has increased. We received support from our stakeholders in the form of in-kind contributions regarding the technical infrastructure for our activities on digital platforms, where we reached 12,015 people in total. As budget items such as transportation, accommodation, and venue expenses were no longer present due to the absence of our usual face-to-face activity organization and participation, our communication expenses have decreased by 21%.

We benefited from volunteer contributions at our corporate efforts.

In 2020, we made better use of volunteer support and decreased our general administrative expenses by 10%, which means an increase in the effectiveness and efficiency of our resource use.

While carrying out our training, research, and communication activities, utilizing our donations and other sources of income as efficiently as possible is of utmost importance for us. In line with our resource strategies, we designate the creation and use of in-kind and volunteer contributions (leverage effect) as a primary responsibility. In order to quantify our leverage effect, we keep track of the contributions made free of charge by our volunteers, and estimate its corresponding financial value as determined by our executive board. We also keep track of in-kind contributions in terms of their minimum corresponding financial value. Because volunteer and in-kind contributions are as integral resources as our real budget, we add all of them up to calculate our total



Our Volunteers
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economic cost. This approach and method could serve as a guide for many other non-governmental organizations to measure their leverage effect; that is, the impact of their efforts and the contributions they have received.

For a better quality of life, we ensure that we make the best use of the experience, knowledge, and background of our volunteers. In 2020, especially in our research and communication activities, we benefited from volunteer support significantly. In order to support the widespread awareness of the culture and climate of good governance, our volunteers spared us 6,862 hours and thereby made contributions equivalent to 1,242,943 TL.

Just as we did for our volunteer contributions, we also kept track of in-kind contributions. As the Academy, we channeled our real budget more toward intellectual contributions and services while covering costs such as logistics and catering from the budgets of our collaborative partners. Due to the pandemic, we have not made these expenses, as we were unable to interact with our stakeholders in person in 2020. In 2020, we benefited from the in-kind contributions of our stakeholders for expenses related to the office, press, and digital platform use. Thus, the amount of in-kind contribution that we received decreased by %52 compared to last year, from 795,520 TL to 378,465 TL.

Compared to the previous year, the sum of all volunteer and in-kind contributions has increased by 21% to 1,621,407 TL. We are extremely grateful for all of our stakeholders providing volunteer or in-kind contributions.

In light of this information, we carried out activities in 2019 equivalent to 2,655,103 TL, which means that we mobilized resources 2.02 times higher than our real budget of 1,311,290 TL. In 2020, we mobilized resources 2.19 times higher than our real budget of 1,364,377 TL to carry out activities equivalent to 2,985,784 TL. **Therefore, we made progress toward generating higher leverage in our resource utilization.**

Our financial leverage effect in 2018 was 1.7 in 2018. In 2019, we managed to increase our leverage effect by 0.32 and mobilize resources 2.02 times higher than our budget. This year, we increased our leverage effect again by 0.17, thereby increasing the effectiveness of our resource use every year. For every 1 TL our donors have entrusted with us, we continued to mobilize resources worth over 2 TL of value.



Impact Report
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LEVERAGE EFFECT (VOLUNTEER AND IN-KIND CONTRIBUTION)			
ACTIVITIES	2019 (TL)	2020 (TL)	Change (%)
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 (TURKISH LIRAS)					
	2019 TOTAL	2020			YEARLY Change (%)
		REAL RESOURCES	LEVERAGE EFFECT	TOTAL	
TRAINING	526,804	238,979	431,647	670,626	27
RESEARCH	563,954	571,953	396,795	968,748	72
COMMUNICATION	1,095,986	345,080	527,512	872,592	-20
GENERAL ADMINISTRATION	468,359	208,365	265,453	473,818	1
	2,655,103	1,364,377	1,621,407	2,985,784	12

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 2020, 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.

2020 INDEPENDENT AUDIT REPORT



Impact Report
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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.



(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,

We have performed the procedures based on the agreement date on January 5, 2021 and enumerated below with the respect to the operations of Argüden Governance Academy ("the Academy") in 2020, 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 "Total Economic Cost of the Year 2020" table disclosed and published in the Annual Impact Report 2020 of the Academy and are summarized as below;

1. The bank balances of the Academy were confirmed with the records of the Academy.
2. Monetary transactions such as incoming donations and expenditures were compared with bank statements.
3. Income / expense accounts of the Academy; were compared with the supporting documents like receipt, invoice, payroll, etc.
4. The figures under the "Total Economic Cost of the Year 2020" table in the report consist of two groups as "Expense" which is expressed as real resources and "Leverage Effect" which is calculated as an estimate. Expenditures are stated in the "expense" group were tested with expense documents and compared with accounting records.
5. The "Voluntary Contribution" in "Voluntary Contribution & In-Kind Contribution" which is expressed as a leverage effect, is calculated with;
 - hours data, which are declared by the volunteers and kept in the Academy,
 - and the hourly wages for 2020 determined in the Board of Directors Decision dated 25.12.2020.

Regarding the "Voluntary Contribution" hours, the highest 15 persons, according to the amount, were agreed with their statements, and the minimum hourly wage was confirmed by the decision of the Board of Directors. On the other hand, "Contribution in kind" is the monetary equivalent of the infrastructure, space and other in-kind benefits that the Academy benefits from

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During the independent audit, all of our corporate and operational processes were also examined.



in its activities without any payment. Regarding the "Contribution in Kind", the values of the items selected by way of sampling were compared with their valuation documents.

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, 2020.

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. As per the law, we do not accept any liability for this report to anyone other than the Academy.

Eriş Bağımsız Denetim ve YMM A.Ş.
Emrah Aygül, Sworn-in CPA
Responsible Auditor
22.01.2021



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OUR FUTURE EXPECTATIONS

As Argüden Governance Academy, we have been working to improve the quality of people of all ages in line with our mission and vision ever since the day we were founded. In 2021, we will continue our endeavors with children, the youth, and professionals in the public, corporate, and social sectors as well as at a global level to ensure a better quality of life and a sustainable future.

This year, we conducted our Sustainability Governance Scorecard[®] research, the first of which we conducted in 2019 and presented as a good practice example at B20 Tokyo, by including more companies within the research scope. We aim to complete the third edition of our research, the unique methodology and impacts of which contribute to the world from Türkiye, in 2021. We believe that continuing to establish strategic collaborations and impact and deployment partnerships will contribute to the spread of this study as well as the culture of good governance in general. In 2021, we aim to share the results of our study to the benefit of our stakeholders via even more diverse local and global platforms and collaborative partners.

We believe that the sustainability governance approach will have more impactful and beneficial outcomes as it becomes adopted by more communities. In addition to institutions from different sectors, we are planning to spread this approach to academia with a new series of seminars. We also aim to spread our Sustainability Governance Seminar Series, which we initiated in 2020, with a wide variety of partnerships in 2021.

We initiated our “Child and Parent Friendly Municipality Governance Guide” study in 2020. We are planning to complete it in 2021 and subsequently organize a series of meetings whose topics will include how local governments can improve the quality of life for their citizens by being child-friendly and parent-friendly, and how NGOs can fulfill the needs of local government mechanisms to that end. We aim to prepare a guide that will explain how existing resources can be utilized to make local governments more child-friendly and parent-friendly, and measure the impact and results of this guide.

In order to ensure the widespread development of good governance, we have translated many publications into Turkish. In 2021, we also included the periodical publication of the OECD, Regulatory Policy Outlook, into our plans for translation.

We directly reached out to the youth with the GOV101 Training Program we initiated in 2019. So far, we have established our Youth Network with 158 young leaders. Following the increased momentum of our activities in 2020, we aim to deploy our training program across the Anatolian

In 2021, we aim to increase the quality of governance and carry out activities in the public sector, private sector, civil society and international arena for children, youth and professionals for a better quality of life and a sustainable future.

provinces. To that end, we aim to develop new partnerships about organizing GOV101 in Anatolia in 2021, and thereby lead the way for the adoption of the culture of good governance by the youth.

While setting the goals for the following year, the expectations of our stakeholders are of utmost importance to us. On our 2020 materiality matrix, we saw that our external stakeholders expected more from us regarding digitalization and external communications. Based on these expectations, we determined our areas to improve in 2021 as the dissemination of our training programs via online platforms, and our planning of the communication of our efforts to our stakeholders.

Since the day we were founded, we have supported the efforts of our stakeholders in order to achieve the SDGs and adopt the SDGs as one of our guiding principles in our own operations. We believe that for a more sustainable future and a better quality of life, it is necessary to focus better on each goal, and we therefore believe that the “**A Calendar Day for Each SDG**” approach is of utmost importance. With this approach, it is aimed to accelerate learning, increase the effectiveness of all efforts, and achieve the goals faster by sharing good practice examples. As the Academy, we had an active role in the dissemination of this project in 2020. In 2021, we will be a staunch advocate for this issue, and organize activities about the SDGs related to us: SDG 4: Quality Education, SDG 11: Sustainable Cities and Communities, SDG 16: Peace, Justice and Strong Institutions, and SDG 17: Partnerships for the Goals.

We extend our gratitude to our donors for believing in the impact of our efforts, and continue applying for funds and grants in order to increase our impact by expanding our financial resources. Just as we did in 2020, we also aim to search for a diverse array of resources by following fund and grant programs.

In order to spread the culture and climate of good governance, the seeds of this culture should be sown across different sectors and age groups. Ever since we were founded, we have been sowing these seeds of good governance, nurturing their growth, and collecting their fruits. By planting and nurturing these seeds, our expectations and hopes regarding the future continues to increase each year. We wish everyone a better quality of life...

Since our establishment, we have been planting good governance seeds, watering the seedlings and collecting the fruits with our work. With these seeds and seedlings, our expectations and hopes for the future increase every year.

Good Governance for Quality of Life

